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CASE STUDY

HAMPSHIRE COUNTY COUNCIL NON-EDS

HAMPSHIRE, ENGLAND

THE SCIENCE OF CLEANING,
THE ART OF CARING

We commenced contract operations at this site on 1st April 2013. Our Project & Business Development Manager, Martin Manchip was appointed as the Project Manager. He was supported by our Operations Manager, Gary Broadhurst. This was mainly due to the number of locations spread over the county of Hampshire and our experience of multi sites, which meant we knew this needed more senior management presence.

The Non-Eds contract consisted of 70 locations spread over the Hampshire area and varied in building types which were Fire Stations, Libraries, Day Centres and Offices. These were part of a seven lot tender process and Hayward Services were successful in winning four groups. It is important to note that we were successful on the previous tender completed in March 2008 for two groups and due to the successful service delivery to the contracts over that initial period we were more successful in April 2013.

Meetings with the client prior to contract commencement elicited the following key facts:

- Clear customer dissatisfaction with the previous contract, in all areas of service delivery.
- There were very poor standards of cleaning throughout the various sites.
- Clear lack of periodical results
- There were vacancies throughout the County due to poor proactive recruitment by the previous contractors.

The project management phase ran from February 2013 to July 2013. The following actions were undertaken:

PRE 01/02/13:

- Meetings were held with every site representative prior to 1st April to ascertain the individual concerns.
- Discussions were held with the only incumbent Operations Supervisor that was to transfer to Hayward Services, it was clear they were unsure.
- The TUPE process was managed very closely to ensure as smooth a transition as possible. Our Project Manager and Operations Manager held a number of meetings with employees at each of the sites, both to reassure existing operatives and to assess the labour resource requirement for day one.
- A recruitment campaign was commenced for those sites known to have vacancies prior to the start of contract operations.
- All equipment and materials were delivered to each of the sites prior to contract commencement. This was done under the supervision of our project management team.
- Site surveys were conducted at each site to assess current standards and allow the senior management team to familiarise themselves with the sites.

POST 01/04/13:

- Our Project Manager, Operations Manager and several of our Hampshire contract management team were all deployed in the first week to carry out operative inductions across the various sites.
- After the first few weeks the incumbent Operations Supervisor failed to meet the expectations of Hayward Services and mutually we agreed to part company. Our Operations Manager acted as the Contract Manager for first three months of the contract.
- New machinery and techniques such as in line burnishing machines and dry fibre carpet shampooing were

introduced at each of the appropriate locations.

- DBS and identity checks were commenced at all of the appropriate sites.
- Monthly inspections with the Contract Manager and the client have been introduced. The Operations Director attends a Quarterly meeting with the Council to promote a partnership environment and ensure that the senior management team are in touch with the intricacies of the operation.

ONGOING CONTRACT OPERATIONS:

The Project Manager completed the handover to our operations team in July 2013. This handover included client meetings with our Operations Director and our Managing Director, Stuart Walker.

After the first twelve months of the contract, we were asked by Hampshire County Council to commence operations at one of the other groups within the original seven, due to appointed contractor failing to provide a successful service delivery. We commenced operations in July 2014 and already lifted client perception and improved standards to the client's satisfaction.

An annual periodic schedule has been developed for each site in order to meet the requirements of the specification. We ask the site clients to sign off any periodic tasks that are scheduled for completion in a given month and this system is working well to the satisfaction of all involved parties.

We have been able to deliver operational efficiencies in order to meet budgetary constraints. This has been achieved by working closely in partnership with the authorised officer for the contract

We have throughout the duration of the previous and current contract continued to surpass the clients' expectation.



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Please see below extract from a letter of commendation sent by the client:

“I AM WRITING TO EXPRESS MY APPRECIATION OF THE SERVICE SUPPLIED BY HAYWARDS SERVICES LTD, TO HAMPSHIRE COUNTY COUNCIL, BOTH DURING THE CURRENT CONTRACT PERIOD AND THROUGHOUT PREVIOUS CONTRACTS.

I HAVE NOW BEEN WORKING WITH HAYWARDS SERVICES ON HAMPSHIRE CONTRACTS SINCE 2008, AND IN THAT TIME, I HAVE SEEN CONTINUOUS IMPROVEMENTS IN THE WAY THAT YOU CONDUCT YOUR BUSINESS WITH HAMPSHIRE, DUE IN THE MAIN, TO EXCELLENT LEVELS OF COMMUNICATION, AND A WILLINGNESS TO ENTER INTO DIALOGUE WITH CUSTOMERS, WHICH ACTUALLY PRODUCES RESOLUTIONS TO THEIR PROBLEMS, AND NOT JUST UNFULFILLED PROMISES OF ACTION WHICH DOES NOT THEN MATERIALISE.

THIS SYSTEM WORKS WELL, AND THE EXTRA COMMUNICATION, AND FACE TO FACE CONTACT BETWEEN YOUR PROJECT MANAGER AND THE NEW CUSTOMER, QUICKLY BUILDS A LEVEL OF CONFIDENCE IN HAYWARDS ABILITY AND WILLINGNESS TO LISTEN AND RESOLVE PROBLEMS.

HAYWARDS HAVE ALSO DEMONSTRATED VERY GOOD SKILLS WHEN RESOLVING MINOR EMPLOYMENT AND STAFFING PROBLEMS, AND INSPIRING CONFIDENCE IN NEW STAFF, ESPECIALLY WHERE A CONTRACT HAS HAD TUPE IMPLICATIONS, AND STAFF MAY FEEL UNCERTAIN ABOUT THEIR FUTURE EMPLOYMENT. THE MOST RECENT CASE AT MANOR FARM COUNTRY PARK WAS HANDLED WITH TACT AND PROFESSIONALISM, DESPITE A CERTAIN AWKWARDNESS ON THE PART OF THE OUTGOING EMPLOYEE.

I WILL CLOSE BY SAYING THAT IT HAS ALWAYS BEEN A PLEASURE TO DEAL WITH HAYWARDS, AND I HAVE NO DOUBT THAT THIS EXCELLENT RELATIONSHIP WILL CONTINUE.

I WOULD HAVE NO HESITATION IN RECOMMENDING YOU TO ANY PROSPECTIVE CUSTOMER, AND WISH YOU ALL THE BEST FOR THE FUTURE.”

Paul Rutter
Caretaking Support Officer
Authorised Officer HCC Non-Ed cleaning contract



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