



## Case study

Name: Global Infrastructure Company  
Sector: Managed Services  
Location: South West England, UK

## Delivering a Robust and Sustainable Solution for Managed Services Contract Mobilisation

This large, global infrastructure company deliver managed services for a local council. However, significant issues were identified in the areas of works planning and completion, workforce optimisation and financial control. A project was undertaken to fully optimise these processes to provide a manageable and sustainable solution for continuous improvement.

### Background

This global infrastructure organisation, operating in over 80 countries, delivers services essential to the development, creation and care of infrastructure assets. These include finance and development, expert project management and construction and maintenance; either as a single operation or in partnership with localised supplier services.

As part of its expertise in maintenance, and in collaboration with local suppliers, the organisation is contractually committed to deliver managed services for local authorities and associated public sector bodies – and in this case in south-west England. This contract includes processes such as highway maintenance, grass cutting, grounds maintenance, street lighting and litter collection; with around 360 staff operating through five main depots as a fixed and seasonal workforce. Sub-contractors are also used to provide specialist services or to help address capacity issues.

### Key challenges

- Recently mobilised managed services contract not meeting expected performance targets or achieving forecast margins.
- Lack of operational KPIs meant that management was struggling to drive productivity and deliver improvements in performance.
- Ineffective planning through poorly followed processes and control of workforce resulted in gaps in delivery and missed opportunities to improve customer service.
- Excess and costly resource was being used to plug gaps in delivery.
- Lack of control of workload opened up the risk of potential Health & Safety issues.

### Key gains

- Reduced operational costs and increased revenue four-fold, delivering a bottom line benefit of circa £1.3million.
- Improvements made in staff resourcing, contractual activity completion, more timely invoicing and a reduction in plant and equipment costs.
- Ensured adherence and compliance to Health & Safety procedures.
- Improved planning of both staff and plant, supported by 'activity based' training programmes to give supervisors the skills to drive performance.
- Created more of a 'community style' culture for continuous improvement, with open and constructive dialogue between management, supervisors and operatives; through greater visibility of performance and the day-to-day issues being faced.
- Enhanced contract now delivering real value to both the client, the council and its residents.

## The challenge

The managed services contract consists of two main work types – planned, for example – traffic management and grass cutting; and reactive – such as street lighting failure or flooding.

Transition of this contract had been running well, however the contract itself was not achieving the expected margins. Concerns were raised about its structure with processes and the workforce not being fully utilised and optimised. This was due to a number of factors, including lack of operational KPIs to improve productivity, increased efficiencies and improvements in quality of services – all to, effectively, help drive the business forward.

Core issues included wasted effort and lost time through poor control, communications and ineffective planning of work and materials; causing duplication of effort or incomplete work. A key issue for Management and Supervisors was the focus on paperwork rather than the proactive supervision of the workforce. These issues led to misunderstandings around performance and the reasons as to why it was poor. Best practice was not routinely logged or information made available, resulting in process inaccuracy and the scheduling of reactive work being ineffective. The existing Management Operating System (MOS) was non-performing as it could not identify issues affecting productivity and performance.

## Analysis, approach and solution

Managementors were brought into the process by this global infrastructure organisation as specialists in business change and performance and, through detailed analysis, identified a business solution for change. To date, a lot of the business process reporting had been based on financials with no real review of performance or operations. Plans were in place but were proving unrealistic against actual return or achievements.

Managementors carried out a review of the current operation to understand what was actually happening ‘on the ground’ against what had been communicated by the management. This approach would identify the key areas for change and help deliver a manageable solution for effective performance improvement moving forward.

Following further investigation it became apparent that although staff recognised the many and varying issues, they could not agree on the most effective way to resolve them.

There was a clear disconnect between supervision and operations for the planning, control and co-ordination of work, and any resolution of issues within each process.

Managementors worked in partnership with this global infrastructure organisation to implement a solution based on a productive MOS for change and performance. The key focus areas were an active style of management and a revised planning and scheduling process.

The MOS optimises both processes and operations in identifying and resolving issues. For example, job volume profiles were introduced to generate schedules in, for instance, bin emptying and grass cutting; with an associated resource model. This collaborative approach maintains the highest level of understanding, ownership and sustainability of the MOS.

The project was broken down into a number of phases, with clear objectives and regular reviews to ensure management were fully engaged and involved throughout. This led to improvements in processes, the MOS, management style and skills of individuals, ultimately driving key benefits.

*“Managementors analysed the day-to-day running of the business to understand and identify core issues in areas such as planning and workforce utilisation. With the detailed results we were able to propose and deliver a solution based on a forecast, plan, control, report and results model that was simple to follow and sustainable for operations.”*

*John Ivey, Project Manager,  
Managementors*



Key to the project's success was buy-in from staff – from management to operational level – embracing the new way of working and recognising the cultural changes. Essentially, working as a community as a whole, rather than relying on a departmental approach. Weekly and collaborative project reviews ensure progress and the achievement of end goals; conducting evaluations, identifying issues and resolving problems as they occur. Actions are agreed, logged and tracked for speedy 'first time' resolution.

Other core deliverables from Managementors include a training plan designed to help maximise active management and supervision across all functions of the business. Operational standards and schedules developed and agreed with managers and supervisors in, for example, grass cutting, are now used as the basis for resource modelling, reporting and setting objectives.

Full reporting has been introduced in areas such as operational backlogs and productivity, which is reviewed at supervisory level and provides visibility for management to drive performance across the business.

## Outcomes

The emphasis of the project was to ensure operative resource was fully optimised and that all chargeable work was completed. With the new MOS, and recommendations from Managementors, the total benefit realised was approximately £1.3m - overachieving against a target of £700k.

In guiding and delivering change, Managementors has assisted in bringing the business under control, with significant and positive impact on daily operations. The change in supervisory behaviour and proactive dialogue with operations has enabled speed in action and resolution of issues that were otherwise hidden.

*"Managementors' detailed and proven approach, with the delivery of a fully optimised Management Operation System, continues to help and drive change across the entire organisation. Our clients are reaping the benefits, not only in their day-to-day processes but also through the financial gains delivered to the business in both the short and long term."*

*David Beggs, Director of Projects, Managementors*



Contact us to find out what Managementors can do for you

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