

## Improving Contract and Contractor Performance

### Client

Asset Maintenance Company

### Background & Challenge

The client had a need to extract improved value from two existing contracts that delivered cleaning facilities to stations and infrastructure across the London Underground network. There was a perception that the incumbent contractors were not delivering the required service and the overall contract cost was excessive in the current market.

### Solution

The improvement project was split into two key areas:

- Performance Improvement
- Cost Reduction

Lean techniques listed below were used to track and improve performance. Through a prior training needs analysis, champions were elected to work alongside Spitfire Consultancy to analyse the work load station by station and implement improved labour utilisation.

- Value stream mapping to analyse workload planning
- Standard work packages developed station by station
- Improved tools and techniques to deliver cleaning regime
- Visual management of contractor performance
- Regular governance of KPI's
- Contract negotiation using 'bottom up' work content data

### Implementation

The work allocation was studied across 156 stations on a 24/7 coverage model to deliver contractual commitments that were subject to independent quality of service assessment (Mori ~ Mystery Shopper survey methodology).

Key elements of the project implementation process included:

- Improved work allocation to optimise coverage of cleaning operatives
- Development of improved & standardised working methods to enhance performance levels
- Introduction of robust contract management regimes on a dynamic and strategic basis
- Re-negotiation of contracts using data collected by 'go look see' activities



**Spitfire**Consultancy  
Your Performance. Our Passion.

Kirkhill House, Broom Road East,  
Glasgow G77 5LL Scotland  
t: +44 (0)141 639 7561  
f: +44 (0)141 639 5537

[www.spitfireconsultancy.com](http://www.spitfireconsultancy.com)

Case Study - S005

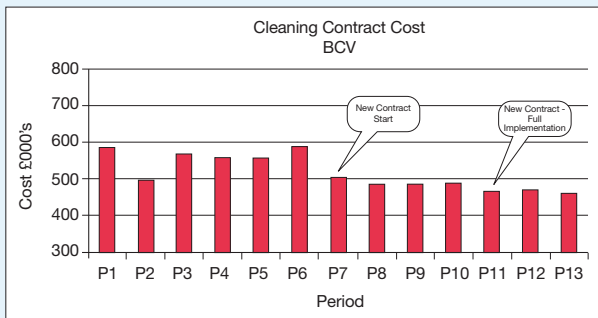
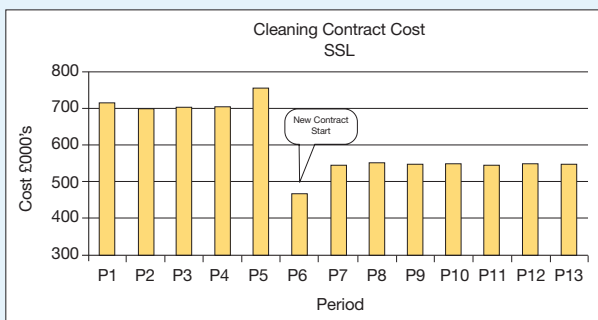
## Results

Within a period of 6 months the contracts were re-negotiated and new regimes implemented with the following results:

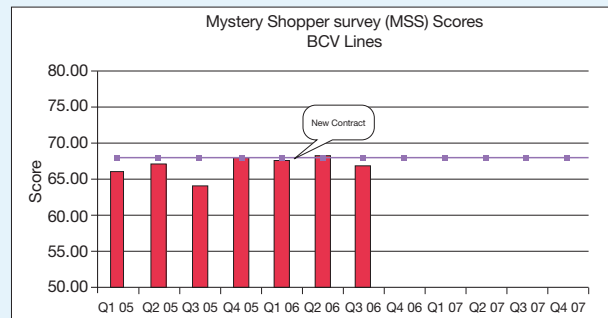
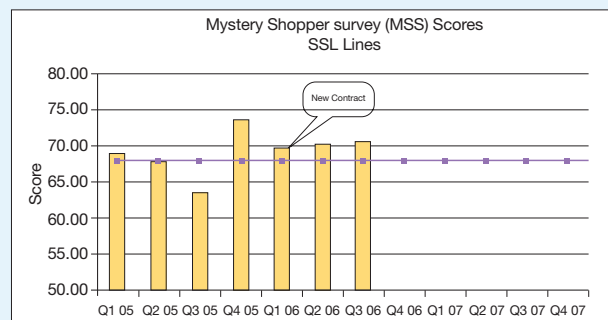
- Contract values **reduced by a total of £3.2m pa (from £15.2m ~ reduction of 22%)**
- Key cleaning programme 'on time' delivery increased from around **65% to >90%**

- Fault calls and abatement liability maintained at contract target levels
- MSS (Mystery Shopper Survey) scores maintained at consistent levels throughout and post-change

### Cost Savings



### Delivery KPI Effect



This case study was short listed for an IBC Award in the category: "The most effective consulting project resulting in increased revenue / enhanced client service provision"

IBC Awards 2007

RECOGNISED PRACTICE



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