

A long-term partnership with invaluable benefits for Jewish Care

CLIENT:	Jewish Care
SECTOR:	Charity
COST CATEGORIES:	General Waste, Print, Medical Supplies, Secure Cash Handling, Laundry Equipment, Clinical Waste, Mobile Phones, Facilities Management, Records Management

After six years and more than a dozen successful projects, Jewish Care and Expense Reduction Analysts (ERA) have formed a strong partnership, based on mutual trust and outstanding deliverables.

As a small, incredibly busy board, the directors and trustees at Jewish Care have come to rely on ERA UK's specialist knowledge and commitment to go above and beyond in order to secure savings and benefits.

ERA Client Relationship Manager, Steve Rhodes has worked closely with his team of specialists since 2012 to help bring Jewish Care to a state of procurement efficiency. As the relationship continues, the charity have now embraced the process of ongoing optimisation of their cost management for long-term gain.

THE CLIENT

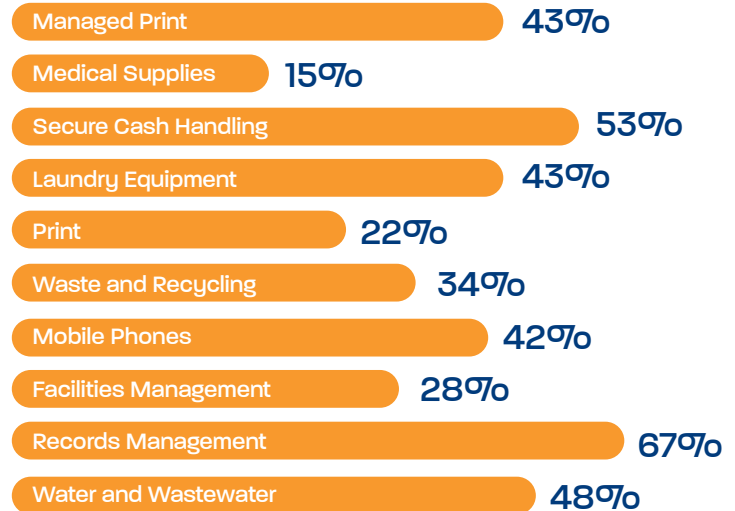
Created in 1990, Jewish Care is the largest provider of health and social care services for the Jewish community in the UK. With a small but dedicated team of senior managers and trustees at the helm, the charity runs over 70 centres and services, touching the lives of 10,000 people every week.

THE CHALLENGE

Jewish Care spends more than £1 million a year on an ongoing maintenance and refurbishment programme alone and, over the next ten years, will need over £100 million to care for vulnerable people and relies on at least £40 million of this sum being donated by their generous supporters.

As with most charities, Jewish Care was limited by a lack of internal resource and had neither the time and in some cases, the specialist skills and influence to review certain cost-centres effectively. After several small test-projects exceeded expectations, Jewish Care opted to move away from their incumbent supplier to take advantage of ERA's all-round service of procurement consultancy and ongoing support.

SUMMARY OF SAVINGS



JEWISH CARE

"We've worked with ERA for six years now. We started off slowly, built up the trust and it's grown over time to where we are now. Working with Steve and the team has been absolutely fantastic - that's why I've been with them for so long. It's been a joy and of huge benefit to the charity. The cost consultants who want to come in and just focus on costs, miss the point entirely. ERA are different – yes they make savings but they add value by looking at the bigger picture; managing relationships and strategically aligning contracts and suppliers for the long run."

ANDREW HOPE
DIRECTOR OF FINANCE, JEWISH CARE

Jewish Care Project:

A long-term partnership with invaluable benefits

Notable projects include waste management, managed print and facilities management. After reviewing each cost-centre with the relevant stakeholder, Steve selected the bestfit expert from within the ERA network to undertake the review and was on-hand to manage communication between all parties throughout.

WASTE NOT, WANT NOT

Upon inspection, ERA waste management specialist, Pete Bramhall, found that Jewish Care were using a single supplier for both clinical and general waste. Although this seemed convenient in principle, in practice there were a number of concerns with regards to service and account management. In addition, Pete uncovered a historical overcharge by the supplier which only became obvious following forensic examination of spending patterns and volumes. Whilst credit notes were obtained from the supplier, these issues led to Jewish Care expressing a strong desire for a change of contractor.

Pete ran a comprehensive tender process which delivered significant savings. ERA has subsequently supported Jewish Care with contract and supplier management for over five years and conducts tenders every two to three years to ensure on-going best value is achieved. Further initiatives have included the rollout of cardboard and food waste recycling to key locations.

“We’d been struggling with our existing provider - as a charity you don’t have experience in every department so we were limited in our ability to handle the situation. ERA by contrast, know all the suppliers, how the market operates and really have their finger on the pulse. We have care homes, independent living facilities, community centres and we produce a lot of waste across the country but Pete took time to understand the nuances around getting the service right - as a Jewish charity, some of our bins are locked away for example. The whole service from ERA is a well-rounded package and we’ve been fully supported through the tender process and beyond. We now work very much in partnership and I can’t speak highly enough of them, it takes a massive pressure off me and my team.”

Lindsay Forrest, Facilities Manager, Jewish Care

UNEXPECTED ADDED VALUE

For managed print, Steve introduced Jewish Care’s Business Manager, Helena Katseph, to ERA UK specialist, Andrew Kinnear. With more than two decades of experience in the industry, Andrew was perfectly placed to undertake the complex review. He found that Jewish Care’s contract with their existing supplier was due to expire and so, after a thorough analysis of spend, Andy prepared a new, best-fit

tender - one that would fully meet the charity’s needs - and took this out to the open market.

By leveraging his knowledge of the landscape, Andy was able to negotiate with the incumbent supplier for a new agreement, with improved terms and service. A solution which resulted in maximum benefit with minimum disruption to supply.

Helena admits whilst she initially saw this as a cost-saving exercise, she found she was quickly, and pleasantly surprised by the added value that Andy was able to bring to the project.



“ERA are real experts – they’ve had careers in specific and niche sectors which means they can bring unparalleled knowledge and experience to the table. We have massive pressures on our fundraising income – 1/3 of our income comes from fundraising - that’s to support all of the services that we don’t charge for or have to subsidise. In effect, any savings means that the pressure on our fundraising income is less. Our work with ERA has a real tangible impact. They bring improved service, better reporting and better oversight for the charity as a whole. For me they’re in it for the long term, not the quick buck. That’s come over loud and clear since I’ve been working with them.

ANDREW HOPE, DIRECTOR OF FINANCE AT JEWISH CARE, SUMMARISES THE VALUE OF THE COMPANY’S PARTNERSHIP WITH EXPENSE REDUCTION ANALYSTS:

Jewish Care Project:

A long-term partnership with invaluable benefits

“It was a bit of an eye-opener for me to see what Andy’s market knowledge and expertise was able to achieve for us. Not only do we have savings, but also we now have a much better understanding of our spend across the organisation and, thanks to a streamlined contract, are in a much stronger position when it comes to future renewals. The follow-up after the project was great, Andy managed the process to make sure everything went smoothly and he’s still on hand to deal with any issue if they ever arise or just for general advice if I feel we need it at any point.”

Helen Katseph, Business Manager, Jewish Care

A BESPOKE SOLUTION FOR FACILITIES MAINTENANCE

For facilities management, specifically reactive and planned maintenance across the entire estate, Steve introduced Assistant Director of Property Services, Simon Perry, to ERA specialists Andy Erskine and Ian Morrison. Together, the pair completely re-engineered Jewish Care’s existing processes to implement a bespoke solution. By moving away from a ‘one size fits all’ offering which wasn’t in the charity’s best interest, Andy and Ian worked with a new supplier and re-wrote organisationwide specifications, bespoke for different sites and different individual requirements.

“As a large charity with trustees, Jewish Care is very complicated to work with and decisions can take a little longer than perhaps ERA originally envisaged but they’ve adapted to our processes very well.

“By far the biggest benefit of working with ERA is that they’re all experts in their field. Andy is an expert in this area and I’m not. Attempting to do this myself would literally take me out of my day job. It would stop me from being able to run the estate.

“The process is exactly what I’d hoped it would be - very well structured in terms of the tendering activity and with the right amount of support to get us to where we need to be. Andy is my main contact and whenever I’ve needed support, he’s been more than willing to assist - even if that’s meant very early mornings and long nights. He’s given us a thorough, independent review which has resulted in a good end result in terms of quality and finance. We didn’t think we’d make the savings that we have! We always approached it as a quality piece rather than a financial piece and finding someone to work with for the long-term - which I’m happy to say we’ve achieved.”

Simon Perry, Assistant Director of Property Services, Jewish Care

ADDED VALUE

- Improved board level reporting and oversight.
- Greater visibility and control over spend.
- Ongoing supplier relationship management.
- Access to niche cost-centre specialists.