

Bradford & Bingley plc

Bradford & Bingley has a strategic commitment to outsourcing non-core activities, aimed at streamlining facilities services, improving efficiency and cutting costs. After an exhaustive tender process, Sodexho beat off competition from 24 other companies to win an integrated contract for support services at four Bradford & Bingley sites, including the company headquarters. Following early successes, the range of support services covered by the contract has been extended.



Sodexho services for Bradford & Bingley plc

- Reception
- Mailroom
- Security
- Catering
- Vending
- Cleaning
- Window cleaning
- External landscaping
- Internal planting
- Pest control
- Waste management

The initial contract between Bradford & Bingley and Sodexho covered some or all of catering, vending, waste management, internal planting, external landscaping and pest control at each of four locations. The prestigious purpose-built headquarters building at Crossflatts is the largest of the bank's facilities, with 850 staff on site. A further 600 are based in Bingley, with 400 staff at New Barnet, and 60 in Central London, once the head office building.

Soon after the first contract began, it was extended to embrace reception and mailroom at three sites, as well as security for Crossflatts and Bingley. In total, 80 existing support staff transferred to Sodexho under TUPE regulations and all have been able to benefit from regular craft and skills training.

Staff have been enthusiastic about multi-skilling and flexible working between disciplines and this has proved key to raising service levels. In response to changing levels of demand during the working day, people move regularly between mailroom and catering, janitorial duties and security, catering and cleaning or cleaning and reception.

Flexible working is essential to meet the tight mailroom performance standard of having post on all desks by a morning deadline of 9.00am. The busy mailrooms at the Crossflatts and Bingley locations sort and deliver up to 6,000 items each day (weighing 400kg), as well as handling goods-in at the loading bays, managing van deliveries between offices and organising couriers when required.

A similarly flexible approach marks the reception service. Bradford & Bingley took the basic elements of the new Sodexho reception service offer, known as 'Re', when it was still at the pilot stage. It has proved highly successful, particularly in terms of staff training and quality assurance procedures. Reception teams are responsible for measuring their own performance against quality targets in key areas such as the cleanliness and layout of the reception area, the speed and style of greeting visitors, and the display of fresh flowers.



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Almost 40 Sodexo staff are involved in cleaning and window cleaning at the four sites. Although much of the cleaning is carried out after office hours and at weekends, there is also a skeleton staff available to carry out janitorial and cleaning duties during the day.

In the original contract award, it was the strength of the Sodexo management solution that made the crucial difference when selection came down to a shortlist. A Sodexo group manager is based on site at Crossflatts, supported by an operations manager and group catering manager for the headquarters and Bingley services, and by a services manager at each of the London locations.

Day-to-day questions on individual services are resolved at local level, working direct with the day-to-day client at Bradford & Bingley. Sodexo's group manager also has daily contact with the central facilities team at Cross Flats, and there are formal monthly and quarterly service reviews.

Service Level Agreements (SLAs) are in place and monitored using the client's 'Intelligent Performance Assessment System'. Each month, each service is measured and scored against the SLAs by the local client and Sodexo's local manager. Additionally, monthly Building User Group meetings, representing Bradford & Bingley staff as well as members of the facilities team, review individual service performance with the Sodexo managers.

Some aspects of service delivery, such as

Health and Safety, are monitored and measured for all services at each site. Quarterly audits in line with Sodexo's health and safety management system for Bradford & Bingley are supplemented by an annual independent audit. Health and safety is of critical importance to Bradford & Bingley, and the facilities team is closely involved in every review.

Sodexo runs a completely open book on the entire contract, and openness is central to the relationship. There is now a 'Relationship Charter': the result of an intensive one-day workshop, attended by all the support services management from both Bradford & Bingley and Sodexo. Client and supplier are closely involved in any key decision on a support service. From the start, it has never been necessary to remove the contract itself from the shelf.

Sodexo has delivered year on year cost savings to Bradford & Bingley. At the same time, there has been consistent improvement in the quality of services delivered. Looking to the future, the principal aim of both parties is to achieve and maintain service excellence in every area of support.

According to John Hamilton, head of central facilities at Bradford & Bingley for the first three years of the contract: "The relationship with Sodexo has progressed from being a simple provision of catering and cleaning services to an integrated support services offering. The benefits to Bradford & Bingley, both financial and non-financial, have been delivered through trust, openness and integrity. Perhaps the most important contribution to this has been the capability of the people engaged on the contract, and their willingness to work together to deliver a better, more cost-effective service to end-users."

