



# Designing around your needs. Providing individual tailored solutions.

## Contents

Introduction to VINCI Facilities 00	Our Building Solutions Division 03	Asset Management 04
V-Nexus 05	Energy 06	The Sectors and Services Offered 07
Company Commitments 08	Case Studies 11	

Now you can concentrate on the things important to you and use our extensive expertise to manage and deliver a highly efficient environment



ACADEMY  
Integrated Learning & Development | Achieve Your Potential

Real success is the success you share

We offer a comprehensive range of FM and technical services which, when integrated, allow our customers to realise cost savings and efficiency gains. Our management teams monitor workflow and manage performance against strict KPIs, allowing our customers cost certainty, consistency of service and improved efficiency.

# Introduction The VINCI FACILITIES Group

**VINCI FACILITIES is a world leader in construction, concessions, facilities management and related services with a turnover in excess of €33.4bn and 164,000 employees operating in over 90 countries.**

## VINCI FACILITIES

VINCI Facilities' key messages are efficiency and cost savings, low carbon, customer service and asset management. Our principal activities include facilities management, M&E maintenance, building maintenance, housing regeneration, capital programmes, interior fit-out and refurbishment, lifecycle and building services. We have a strong regional presence complemented by technical experience and long term relationships with our customers and supply chain. Our aim is to create value for our customers by setting new standards for the delivery and operation of the built environment.

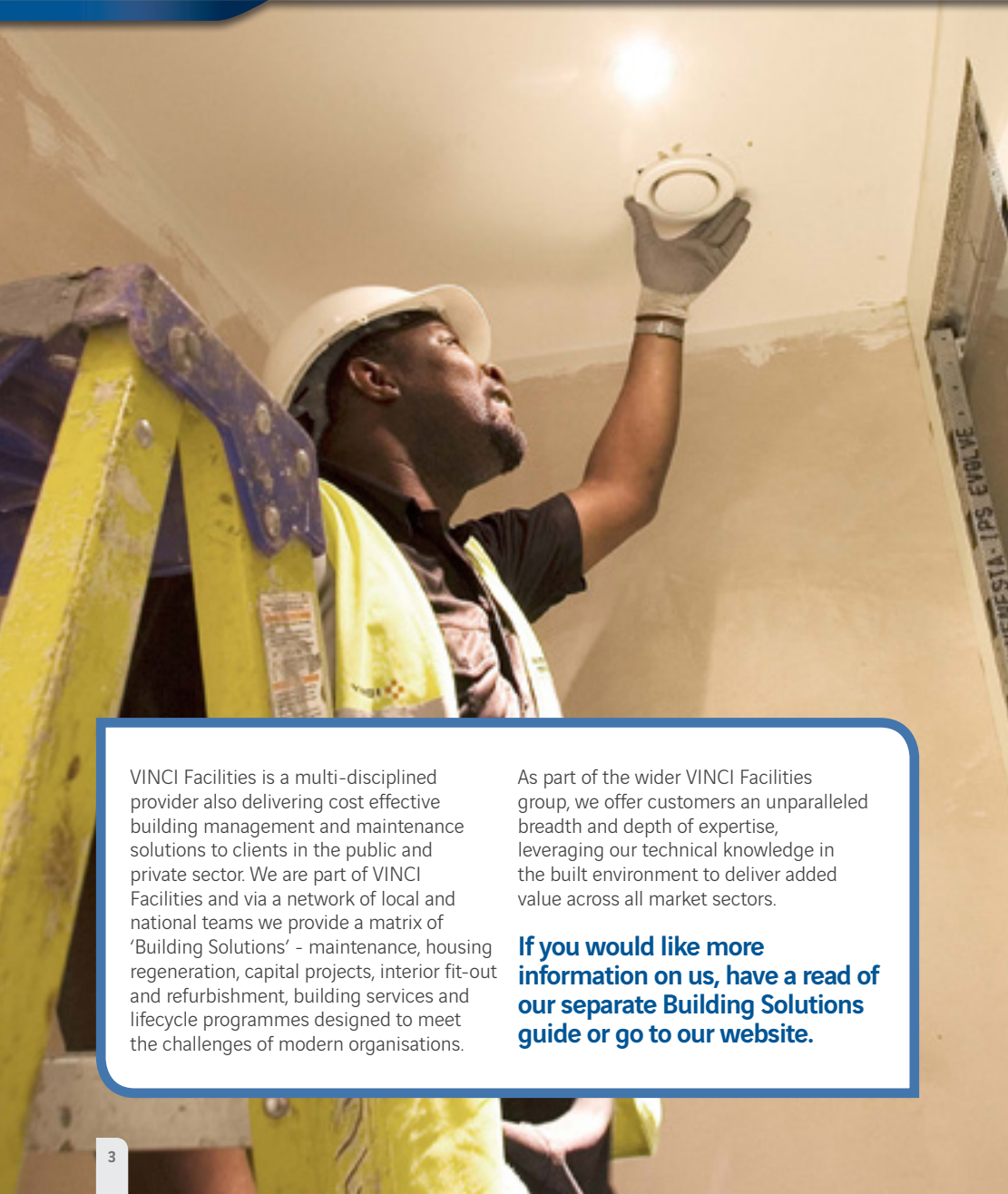
We are active in a wide range of sectors including technical services, retail, healthcare, housing, local authorities, energy and corporate & financial. In 2012, our turnover was in excess of £245 million with just over 1,500 employees working within VINCI Facilities.

**Making your operation as efficient and customer-friendly as possible means getting two vital areas right; the people and the facilities. With VINCI Facilities you get both.**

### WHAT THIS MEANS TO YOU

- Financially secure
- Expertise across the entire property asset lifecycle
- Experience of successful major project and FM projects planning and delivery across the UK
- Quality, safety and environment assurance, socially responsible
- Diverse knowledge pool, transferred into best practice
- Industry leading Technology Centre
- Community spirit and engagement
- People who are passionate about the built environment and service

# Our Building Solutions Division



VINCI Facilities is a multi-disciplined provider also delivering cost effective building management and maintenance solutions to clients in the public and private sector. We are part of VINCI Facilities and via a network of local and national teams we provide a matrix of 'Building Solutions' - maintenance, housing regeneration, capital projects, interior fit-out and refurbishment, building services and lifecycle programmes designed to meet the challenges of modern organisations.

As part of the wider VINCI Facilities group, we offer customers an unparalleled breadth and depth of expertise, leveraging our technical knowledge in the built environment to deliver added value across all market sectors.

**If you would like more information on us, have a read of our separate Building Solutions guide or go to our website.**

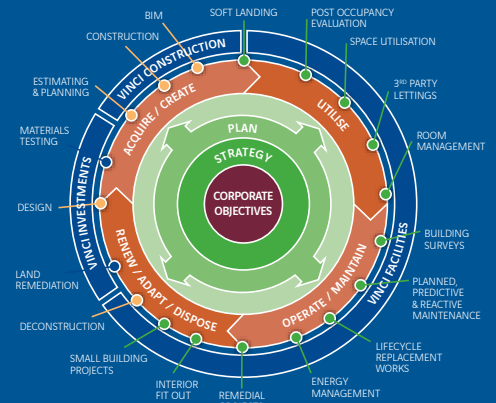
# Asset Management

In our mind, Facilities Management branches into two primary workstreams; Property Care & Occupant Support Services. Making that simple, but important, distinction has enabled us to identify the most appropriate management frameworks and IT platforms for delivering best sustainable value from these significant support functions. For property care we've taken PAS55 (ISO55000), AM Professional Qualifications, Lean, ISO14001 and IBM Maximo and integrated them into an asset management based service solution that delivers support second to none: Whether a customers' needs include strategic asset management or just maintenance service delivery and building solutions we shape what we do to help our customers achieve their intended business outcomes.

Boasting a multi-disciplinary work-force with expertise across the entire asset lifecycle and value chain VINCI FACILITIES contributes to the whole asset management planning process. Our pool of subject matter experts include engineers, design and construction managers, technology scientists, environmental sustainability advisors, cost accountants, business intelligence analysts, building information modellers and risk and compliance managers. By being part of project or service delivery teams that are embedded in the client's organisation these people align their thinking and input to the corporate drivers which means they help to deliver not only cashable, but sustainable value.

**For more detailed information on this, please see our separate Asset Management capability guide or go to our website.**

## JOINED UP STRATEGY AND DELIVERY MODEL



VINCI Facilities uses a fully integrated suite of software and reporting tools with IBM Maximo Asset Management V7 at its core. Maximo V7 has been uniquely combined with other world class proprietary software to form a comprehensive CAFM system we call V-Nexus. It is an IT system that seamlessly connects our delivery team and customers across the end to end works management process comprising of:

- Helpdesk service
- Customer access for work order tracking and performance monitoring
- Dynamic scheduling and management of both planned and reactive work
- Asset performance management with tactical and strategic decision making
- Management of costs, billing and budgets Management Information reporting

V-Nexus has been configured with the intention of creating a great customer experience and executing intelligent and value adding asset management as the key drivers.

Core to an IT supported intelligent management of assets will be an accurate, comprehensive and always up to date register of the assets being managed. Therefore, we will ensure that a full asset register is uploaded into the system during the mobilisation phase. Thereafter we will update asset information, including its condition rating, during routine planned maintenance using Syclo Auditor, a mobile asset capture tool on our engineers PDAs .

Each asset is referenced to its location which is in a hierarchical structure including NLPG UPRN's, and the asset itself is also in its own Uniformat II asset hierarchy and referenced by system and other attributes. We therefore confirm that the requirements of section 5.5. of the service specification will be fully met.

The helpdesk service, asset, work order and cost management plus the database are all combined in this one V-Nexus system, we will be able to provide all the required level of management information throughout the contract, including:

- Asset repairs & maintenance including full cost history
- Test certification
- Maintenance costs broken-down by labour, materials, and sub-contract
- SLA performance

It is through V-Nexus that information about asset performance, condition and maintenance history is updated in real time. Sophisticated reporting engines allow that information to be manipulated and interrogated in a variety of reporting platforms via a web-based asset intelligence hub we call MyMI.



Energy management is high on the agenda of all organisations due to price rises and social, political, environmental and economic pressure. We have developed a range of services in partnership with some leading organisations to address these issues and your specific requirements now and in the future. Working with our partners we regularly review our approach to make sure the right level of service is provided, ensuring potential innovations that can deliver sustainable changes are taken advantage of.

In partnership with other facilities management services from VINCI Facilities, we can deliver a quality service to run your buildings, maximise asset life and optimise your energy performance. We can meet and manage all of your energy related needs. The service goes 'from end to end' either with internal resources or OEM external suppliers, with the depth of service offering that will meet all your needs by putting your requirements first. We will maximise a client's energy budget by offering best value throughout.



## SECTORS AND SERVICES OFFERED WITHIN FM AND TECH SERVICES

<p><b>SOFT SERVICES</b></p> <ul style="list-style-type: none"> <li>Pest Control</li> <li>Key Holding</li> <li>Waste Management</li> <li>Cleaning</li> <li>Reception services</li> <li>Catering</li> <li>Security</li> </ul>	<p><b>HARD SERVICES</b></p> <ul style="list-style-type: none"> <li>Grounds Maintenance</li> <li>Critical Engineering</li> <li>Lighting</li> <li>Lifts &amp; Escalators</li> <li>Fabric</li> <li>HVAC</li> <li>M&amp;E</li> </ul>	<p><b>VINCI FACILITIES ASSET+</b></p> <ul style="list-style-type: none"> <li>Risk Management</li> <li>Condition Surveys</li> <li>Whole life assessment</li> <li>Strategic Planning</li> <li>Estates Management</li> <li>Asset Management</li> </ul>	<p><b>VINCI FACILITIES OFFICE+</b></p> <ul style="list-style-type: none"> <li>Mail</li> <li>Reprographics</li> <li>Porterage</li> <li>Reception services</li> <li>Key Holding</li> <li>Moves Management</li> <li>Space Planning</li> <li>Change Management</li> </ul>
<p><b>VINCI FACILITIES ENERGY+</b></p> <ul style="list-style-type: none"> <li>Energy Efficiency</li> <li>Energy Investment</li> <li>Energy Bureau</li> </ul>	<p><b>VINCI FACILITIES COMPLIANCE+</b></p> <ul style="list-style-type: none"> <li>Compliance Inspections</li> <li>Condition Surveys</li> <li>Risk Management</li> </ul>	<p><b>SUPPORT SERVICES</b></p> <ul style="list-style-type: none"> <li>Finance Management</li> <li>Sustainability</li> <li>Helpdesk</li> <li>Asset Management</li> </ul>	<p><b>MAJOR PROJECTS</b></p> <ul style="list-style-type: none"> <li>Workspace Management</li> <li>Life Cycle</li> <li>Capital Projects</li> <li>Change Management</li> <li>Project Management</li> </ul>

## SUSTAINABILITY

For us as an organisation, sustainability is not just about energy efficiency and saving the planet; sustainability is enshrined within everything we do as a business. Being a sustainable business means that throughout our operations, we contribute to an equitable and ecologically sustainable economy. Our aim is to fully embed sustainability into our organisational culture to help encourage and support balanced decision making and business improvements at all levels of our organisation, with visible and enacted support from the top.

Since 2010, we have continued to share what sustainability means to us and our stakeholders and drive continuous improvement across the organisation. Further consultation with supporting functions within VINCI Facilities has helped us pull together our performance into a single, measureable and effective sustainability programme.

## LEAN

To ensure we obtain meaningful results and have full senior management support we have developed an internal programme called the LEAN Improvement Programme. This identifies key aspects that are within our control and focuses our efforts on these key actions to deliver our vision and mission. The LEAN Improvement Programme and our Sustainability Business Model work hand in hand. Our overarching model identified our direction of travel, the areas we consider important and what actions we will take to improve our performance.

LEAN communicates key targets for the following year, and demonstrates how, at every level for the organisation we can all help to achieve our vision.

Our training and objectives booklet is sent out at the beginning of the year to the home of all staff across the business to ensure they have their own personal record of how they can contribute to the overarching objectives whilst reaching their own personal career and development targets.

## COMPLIANCE

Our compliance and risk management approach spans the full spectrum of VINCI Facilities operations. We work with our customers ensuring we continuously add value and assurances to our client's assets. This is developed specifically with the current and future requirements of our clients in mind.



# Company Commitments

## SOMAD

Stand Out! Make a Difference is our community and employee engagement initiative which encompasses a long-term partnering agreement with The Construction Youth Trust, The Duke of Edinburgh's Award and The Prince's Trust. We are truly standing out by being the first organisation to simultaneously partner with all three charities.

Stand Out! Make a Difference enables the Company to engage with local communities, create chances for young people to enter the construction and facilities industry and provide staff with rewarding development opportunities. We understand that companies in our industries can play a major part in the development of local communities through investment and development in the built environment. We recognise how important our responsibilities are in carrying out this role and are positively contributing by offering a firm, tangible commitment in Stand Out! Make a Difference.

We commit to identifying and promoting opportunities for community involvement throughout the lifecycle of our contracts, which create a positive image of our organisation and the industry in which we work. Therefore, by working with our charity partners we can make a demonstrable contribution to the communities we work in across the UK.

We also commit to actively encouraging employee involvement in local community initiatives and charitable activities as part of our employee's personal development.

## INNOVATION

Identifying new techniques, equipment and methods of working is one of our top priorities at VINCI Facilities. All employees are encouraged and rewarded when they identify anything new; we don't mean a single light-bulb moment, but rather a scenario that improves productivity, reduces costs or resources and adds value to our customers. Innovation is included in our sustainable business model as it contributes to a successful business.

Every two years we participate in our global innovation awards. These aim to identify the best innovative ideas from our teams. Together, with expertise from around the globe, we share and disseminate these ideas that benefit all of our stakeholders. This pipeline of innovations is fuelled everyday by localised rewards, and in 2013 VINCI Facilities were the leader in the UK for our number of short listed ideas going forward to the final judging panel.

Concepts submitted have already been implemented and shown real tangible benefits. They include those developed in partnership with our suppliers and customers, making them robust, tried and tested solutions, not off the wall concepts. Innovation is fundamental to our business and when challenged on our successful pipeline and use of innovative ideas, we can prove our worth.

## EMPOWER

The Empower programme has been developed primarily to give VINCI FACILITIES leaders the knowledge, skills and attitudes necessary to deliver and sustain a cultural change in the way we work. Altering the mind-sets of employees, so that their thinking results in new behaviours, has been shown to be more effective at sustaining change over the long term. This scheme aims to encourage behavioural change amongst its senior managers to enable them to secure a competitive advantage in their work. This allows them to plan for the future against the current and future abilities of staff, as well as to prioritise areas for skills development.

The programme has a number of components, ensuring that the directors and managers are as focussed on managing their people as they are on managing the task.

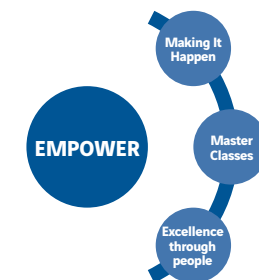
Simply, the Empower programme is about improving our management and leadership potential and enabling our employees at all levels to maximise their capability. The Empower programme has been tailored to meet the needs of the differing business contexts.

## STEP UP

VINCI Facilities understand the importance of a robust and sustainable safety culture. When leadership and decision making fails to adequately assess risk, the results can be catastrophic, both in human and commercial terms. As a business we have submitted to external validation of our management systems for safety for many years.

Certification against OHSAS 18001, and ISO14001 for environment, is more than a benchmark to VINCI Facilities, it reflects an openness to external scrutiny and indicates a sense of integrity about how we do business.

We have invested heavily in developing the behavioural competencies of our staff. Through the Step-Up Programme, all VINCI Facilities Managers, Supervisors and Operatives are provided with safety leadership training to equip them with the self-awareness, tools and techniques to influence and challenge throughout the business to drive cultural change. Fundamental to the Step-Up programme is the concept of visible and proactive leadership, and our staff leave their training with a very clear message from the Chief Executive and Directors that they will be always be supported when they challenge colleagues and business partners to do the right thing. VINCI Facilities is clear about this; we are all leaders when it comes to safety and there is an expectation and obligation on all of us to conspicuously support positive safety interventions, and to challenge those who fall short of our values.



## Case Study Tata Steel

### Compared with a more typical VINCI Facilities' contract, working at TATA Steel's Trostre plant in Llanelli, South Wales, is extreme facilities management.

With conditions described by senior project manager Dave Bretherton as frequently 'dark, dirty, heavy, fast and dangerous', Trostre is a far cry from the type of properties that make up the bulk of VINCI's FM portfolio.

Each year the plant produces 370 thousand tonnes of tinsplate, electrolyte chrome-coated and polymer coated steel, providing some of the UK's biggest canned product manufacturers such as Heinz and Crown and Ball.

Built during the immediate post-war expansion of the steel industry, Trostre is the biggest brick building in Europe and boasts the largest flat roof. VINCI Facilities has supplied hard FM services to the site for more than a decade and, since 2008, has operated as the site's total mechanical support service provider.

This contract, valued at £3m per annum, was renewed for a further three-year period in 2011. The company now provides 95% of Trostre Works' infrastructure services, maintaining and repairing everything from heavy plant machinery and steel presses, to the roof and other elements of the building fabric. VINCI also provides civil engineering from cementing to groundwork.

The enormous scope of the contract is the result of a rationalisation of both product and process that took place in 2008, slashing the traditional eight to 12-week lead time from order placement to delivery to just two in 80% of orders from the UK market.

The hard FM contract was designed to support this newly streamlined workflow, and has led to changes in the way TATA's own engineer's work. Following a competitive tender process, Tata agreed a single source contract through which VINCI Facilities replaced nine smaller contractors. The entire requirement for fabricators, fitters, riggers and other mechanical tradesmen across the 420-acre site is fulfilled by VINCI.

A team of 55 specialist staff works full time on planned maintenance projects, but this can almost double during the two planned, 14 day shut-downs each year when agency staff are brought in to work alongside them.

The move to a single core team on site has led to financial savings but also to greater flexibility for both client and contractor. The previous patchwork of specialist contractors meant it was difficult to find consistent work on site to keep each specialist team occupied. Now, as well as regular PPM work, some of the tasks previously sent out to external workshops are managed by VINCI on site, and the team can tender for additional priced work.

The permanent presence of a multi-skilled workforce means that Trostre Works can now guarantee the availability of labour five days a week, 52 weeks a year, leading to greater satisfaction all round. As TATA's engineering development manager David Mitchell says: "We get more loyalty from them and they become part of Trostre's family."

Crucially, this approach allows for a more consistent training and safety culture. "This is a heavy industrial environment in which health and safety are primary concerns," said Dave Bretherton. "The beauty of the core contract is that we are not just providing labour but assessing all the time how we can do things better, slicker, quicker, saving pounds but also constantly improving health and safety. It is the biggest challenge we have – not all savings are monetary."

The contract is structured around an annual pot of 53,000 man hours allocated across three categories of work – core labour (work involving full-time personnel), additional labour (brought in as an additional charge) and work set aside for plant shutdown periods. It also has an element of gain share, in that both parties work to a figure of 51,000 hours; if they hit that target – and they have done every year so far – VINCI effectively receives a bonus of 1,000 hours based on a 50/50 split.

To date, VINCI has absorbed costs associated with employee labour inflation on the contract, effectively securing TATA a fixed price for the duration of the deal, enabling both parties to focus on service delivery rather than looking to commercial advantage.

This close relationship is further facilitated by management offices and mechanical workshops jointly manned by TATA and VINCI personnel.

The nature of the contract is in constant evolution: VINCI Facilities is encouraged to come up with two continuous improvement ideas a month (a recent one has led to the installation of a pneumatic hoist to load rolls onto

production lines faster) and TATA is keen to devolve contract ownership to those closest to the day-to-day activities involved on those contracts. The future looks likely to see further fine-tuning of what both parties view as a 'unique' working partnership. Justifying the use of this over-used word, Dave Bretherton adds with pride: "I certainly haven't seen anything remotely like this elsewhere."



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David Mitchell, TATA's engineering development manager



## Case Study Royal Parks

### Customer Challenge

The Royal Parks is an executive agency of the Department for Culture, Media and Sport that provides open spaces and facilities for the enjoyment of the public. It is responsible for eight parks across London: Bushy Park, Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent's Park, Richmond Park and St James's Park. The parkland includes over 15 miles of river and 500 buildings, fountains and statues, notably the Diana, Princess of Wales Memorial Fountain, the Queen Victoria Memorial and Prince Albert Memorial, as well as facilities such as The Hub in Regent's Park.

Every year, the parks receive millions of visitors, ranging from local people to tourists and dignitaries from all over the world. They also host numerous events, such as the 2012 Diamond Jubilee, rock concerts and events related to the Olympics and Paralympics.

The Royal Parks Agency required a maintenance partner experienced in the complex services needed to ensure that every visitor experiences a clean, safe and enjoyable environment. VINCI Facilities had the expertise necessary to support the

agency in providing high-quality, well-maintained green spaces – a challenging task that includes the preservation and restoration of historic monuments and protection of wildlife and biodiversity.

### The Response

In October 2007 the Royal Parks replaced the incumbent of 15 years with VINCI Facilities, agreeing a five-year contract that covers planned and reactive maintenance and delivery of individual projects. Following the TUPE transfer of 33 employees, VINCI began the process of integrating our management team with the management of the Royal Parks. This was essential to create the structures and processes that would enable us to work in partnership with existing suppliers who provide services outside the scope of the contract. In January 2012, the Royal Parks extended the contract by another two years.

VINCI provides a fully integrated and managed response service, with a dedicated helpdesk, self-delivered through directly employed mobile repair technicians on call 24 hours a day. This ensures a seamless service across the 5,000 acres of parkland, covering assets ranging

from fountains and statues to playgrounds, roads and footpaths, lodges, toilet blocks, corporate offices and street lighting. Our site-based team includes dedicated account managers with the expertise necessary to maintain the integrity and resilience of historic monuments.

The number of reactive maintenance call-outs is closely linked to visitor volume, which varies throughout the year and is often dictated by the events held within the parks. This means that speedy response times and timely completion of planned maintenance tasks are essential to maintaining the Royal Parks' public reputation.

In addition, VINCI delivers individual projects up to £600k in value, including design development, procurement of subcontractors and all aspects of project management. A recent example is Clarence Bridge in The Regent's Park, where we carried out essential maintenance works in April 2012.

The client is kept fully informed through monthly management information reports which are discussed at formal monthly meetings, with separate meetings to review the status of current projects.

### Environment and Wildlife

The Royal Parks attract a large and diverse range of wildlife from birds and butterflies to deer, and preserving their habitat is essential. As part of our remit, we carry out environmental works such as a desilting project at St James's Park.

Over the years a large amount of silt, decomposed leaves and other organic debris had built up in the lake, reducing oxygen levels in the water and making the lake inhospitable for plants and wildlife. Our project to desilt the lake was completed on time and budget, using innovative techniques which helped mask the works from the general public.

### Sustainability

All our services are provided using green principles. We have, for example, replaced ensured our entire fleet of LPG vans with are dual fuel-efficient vehicles (LPG/diesel), and we re-use materials wherever possible.

We have identified several ways to save energy and reduce carbon emissions. For example, we have introduced LED uplighters in St James's Park, and we are currently exploring the possibility of



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turning off sections of street lighting between midnight and 5am. We have also introduced grade A boilers wherever possible and have standardised the handdriers used throughout the parks.

## Case Study Newedge

**The adage 'time is money' perfectly describes business at the London headquarters of trading bank Newedge, a leading force in global brokerage with 3,000 employees based in 20 locations worldwide.**

With access to more than 85 global exchanges, early bird traders are at their desks from five in the morning and others still there until eleven at night, dealing with clients and associates in different time zones.

VINCI Facilities won the three-year contract, worth around £700,000 a year, from previous incumbents Mitie in August 2012. The company has discovered that some of its core strengths as an experienced total facilities management provider - excellent communication, innovation, a high level of self-delivery and total cost transparency - are vital in working within this high-pressure environment.

The long office hours have significant knock-on effects to any team tasked with providing a TFM service, particularly when the strict Newedge company policy preventing works that might disrupt business is taken into account. And, in this case, it is all the more challenging as avoiding overtime and out-of-hours pay is crucial to remaining within tight budgetary constraints.

Other issues to overcome as a result of small windows of opportunity and fairly stringent financial targets, were how to incorporate into working hours engineering works previously done out of hours, whilst paying great care to eliminate any risk factors involved.

Another was the rescheduling of 'periodics', such as window cleaning and deep cleansing, which the VINCI team had hoped to carry out at night rather than at weekends but again were squeezed for time.

VINCI Facilities' team manager Shanade Ramjee said: "Minimising disruption is essential but we are also working to a budget that doesn't stretch to paying premium rates, so developing strong relationships with the end-users is extremely important in gaining access to areas that need our attention.

"It means we can discuss small windows of time that are convenient to them so that we can carry out essential minor jobs, such as getting equipment over a desk to replace a light bulb, without affecting their work."

This level of flexibility has been helped by having the whole team based on site at Bishops Square, in Aldgate, and their positive attitude. With 10 staff transferred to VINCI Facilities under a TUPE agreement at the start of the contract, there was the inevitable period of adaption to a new ethos and different contractual conditions for both staff and end-users.

**"Minimising disruption is essential but we are also working to a budget that doesn't stretch to paying premium rates, so developing strong relationships with the end-users is extremely important in gaining access to areas that need our attention"**

Shanade Ramjee, VINCI Facilities' team manager

The scope of the complex contract drawn up by Société Générale, a major stakeholder in French-owned Newedge, encompasses M&E, planned and reactive maintenance, cleaning, catering, post room function, security and reception. The business occupies two floors and part of the basement of the building, with plant including UPS room, dry coolers, chillers, lighting control and leak detection, some of which is nearing end of life.

"Due to the age of some of the equipment, maintenance is a huge issue here and we have worked extremely hard to find reliable suppliers and contractors who provide the best possible value for money," said Shanade. "Ultimately, if equipment fails, traders can't trade and there is no business for our client."

Despite all the hurdles that had to be jumped in the early days of this contract, the VINCI Facilities team has performed consistently well above the KPIs set by the client.

Newedge staff have adapted to the different level of service provided under the new contract and the VINCI Facilities team has worked hard on building relationships and ensuring communication is a top priority.

"We now all feel very much part of the same team," said Shanade. "In fact, signs around the office state 'VINCI in partnership with Newedge' which is exactly the situation both parties have worked hard to achieve. It is an extremely sound platform on which to build."



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Shanade Ramjee,  
VINCI Facilities'  
team manager

## Case Study

# Oasis Academy Shirley Park

VINCI Facilities has successfully completed on the Croydon School PFI deal for the delivery of FM services to the Oasis Academy Shirley Park. Oasis Academy Shirley Park incorporates Ashburton Community School together with Ashburton Junior and Infant School and the Children's Centre. The Academy's specialism is in English and Performing Arts and teaches pupils between the ages of 3-19.

VINCI facilities provide TFM services to the secondary phase; one, two storey new PFI building approximately 11800 sqm, which houses the Oasis Academy Shirley Park secondary phase school, Ashburton public library, and Croydon music and arts all of whom are tenants within the building.

The TFM service we provide include the following:

- Grounds Maintenance
- Planned Maintenance
- Cleaning
- Catering
- Porterage
- Waste Disposal

### Approach Taken

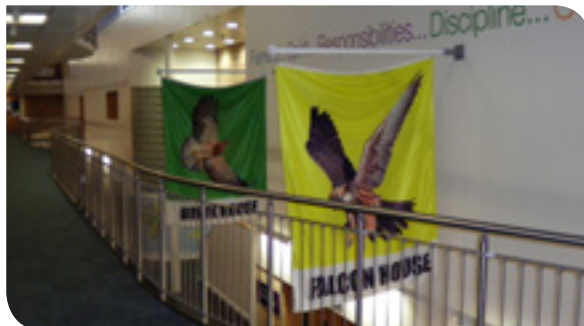
By working in partnership and communicating regularly with all stakeholders VINCI Facilities provide a seamless TFM service.

### Similarities

The Oasis Academy like Westminster Kingsway College provides the latest facilities and study techniques so that students can learn new skills and move on to university or employment.

### Challenges

Providing a total facilities management service to both an educational establishment and public buildings. Value Added/ Results Achieved: We have enabled cost savings by reviewing and developing existing staff skill competencies and utilising them at every opportunity rather than calling upon one of our supply



### Innovation

The school canteen and dining area was designed to accommodate more than one sitting of pupils during their allocated lunch break. Some pupils would not wait for their sitting and leave the school site to find an alternate lunch or consume food in other parts of the school. VINCI Facilities proposed to modify part of an existing store on site which had an outside window and introduced a 'take away' type outlet. VINCI Facilities replaced the window with a roller shutter and stocked the equivalent of the main canteen that reduce any queuing problems. Dedicated picnic style seating was also provided in the adjoining area. This has proved a great success.



**"We are extremely fortunate to be working with VINCI Facilities and their on site manager. Attention to detail and customer service is outstanding and our relationship is excellent. I trust the site manager implicitly.**

**I always know that our interests as well as those of VINCI Facilities are at the heart of service delivery. I always run any issues via VINCI Facilities and they always goes above and beyond the call of duty."**

Glen Denham, Principal  
Oasis Academy Shirley Park

## Case Study Transport for London

**There were moments in the early days when VINCI Facilities' contract with Transport for London seemed in danger of hitting the buffers. But just 18 months later, following a team restructure and increased understanding of the highly complicated client organisation, it was full steam ahead.**

London Mayor Boris Johnson, as head of TfL, has ultimate responsibility for the task of ensuring the smooth movement of millions of people each day around the capital. Day-to-day operations are conducted by more than 22,000 frontline and support staff, many based in the organisation's 50 buildings, some of which function 24/7.

Fourteen of the properties were contracted to VINCI Facilities in April 2012 as a five-year (plus 2 x 18 month compulsory extensions) trial in total facilities management (TFM), testing whether it would provide the best long-term solution to the management of the estate.

The challenges of servicing this contract have included the variety and wide geographical spread of properties across the capital, with some housing critical safety functions.

An additional hurdle was adjusting to the cultural and procedural specifications particular to TfL.

Project manager David Hewins explains: "The first year was quite difficult because TfL's processes were completely new to us.

"It was a steep learning curve but we have never shied away from our responsibilities, even when it was tough going. We maintained our integrity and used openness and honesty to face up to the difficulties which, ultimately, served to build the client's confidence in us.

"Our managers are now included in conference calls with all managers across the portfolio, so we are considered part of the main management team. The distinction between VINCI and TfL is now virtually seamless."

Responding to the needs of the contract has involved restructuring the team and adding new members with relevant experience to help adapt to this unfamiliar environment. A third facilities manager was recruited to enable a monthly audit to be produced on each building

The cleaning manager gained a three-man deep cleansing team that moves between buildings, and additional data management support was introduced to speed up response times and provide the client with comprehensive reports.

The result has been the completion of an 'assets capture' exercise, with VINCI Facilities taking a proactive approach to ensuring items are maintained to a safe level, at its own expense, until they can be incorporated into the contract. Excellent progress has also been made on the list of critical works, and a 'Property Care Programme' drawn up to highlight key issues for future activity.

"Getting a good grasp on the estate means we are now in a position to provide proposals for the maintenance of these buildings over the next few years," said David Hewins. "The client has been very pleased with our ability to provide this information from which we will identify project work."

Providing TfL with a total facilities management service encompasses M&E and fabric maintenance (including statutory compliance), cleaning, pest control, waste management, feminine hygiene, security, reception and post room staff.

The varying functions, ages and locations of buildings - from the old Public Carriage Office works in Islington where the 'Boris Bikes' are serviced, to the new base for engineering teams on Borough High Street and the British Transport Police station at Aldgate - have created specific issues to which the team has tailor-made solutions.

For example, the team's five engineers quickly found their response time to faults across the estate was generally much faster if they travelled by underground rather than road, carrying with them enough tools and equipment for an initial fix and calling for additional back-up by van when necessary.

Initially, VINCI Facilities TUPEED across 40 staff from the previous incumbents, including FM managers, engineers, administration staff and cleaners. With the subsequent restructure and an approximate 30% churn rate, there are now 43 members of staff directly employed on the contract, with an additional 30 contracted staff in security, reception, post room and cleaning.

"Any TUPE throws up cultural issues," says David, "and this contract was no different. People need inducting into the new

working environment and ethos. VINCI really does care about the welfare of its staff so that, in return, they care about the jobs they are doing. We have a strong personal development procedure available to all staff so that they can learn, improve and grow in their jobs."

There is no doubt that providing total facilities management for such a vast, complex and multi-faceted

organisation as Transport for London is a hugely complicated procedure. But VINCI Facilities prides itself on its flexibility and willingness to do what it takes to provide the best possible service to clients. It is this positive, can-do approach that is moulding the team at TfL into a highly effective workforce intent on delivering the promised benefits of TFM and making this contract an irrefutable long-term success.



**"It was a steep learning curve but we have never shied away from our responsibilities, even when it was tough going. We maintained our integrity and used openness and honesty to face up to the difficulties which, ultimately, served to build the client's confidence in us."**

David Hewins, Project manager

