



## Department for Work & Pensions

800 properties

650 jobcentres

120 assessment centres

7 corporate centres

>£500m property spend per year

300,000 assets under management

£46 million lifecycle works  
programme delivered in first year

c.21,000 calls per month  
managed by helpdesk

545,000 work orders per year

In 2018, the Department for Work and Pensions (DWP) transitioned from a single source, 20-year PFI contract, to a multi-sourced operating model for the management of its estate and the provision of essential property and workplace services to support 84,000 employees.

Sodexo was appointed as a strategic partner to DWP to provide Integrator property management services across the entire spectrum of property management including (but not limited to): estates strategy and portfolio planning, lifecycle planning, capital programme management, asset management, sustainability and energy management, contract management, financial management, supplier management, health and safety advisory services, provision of systems, data, management information and reporting.

### THE OBJECTIVES

- Invest the budget in areas that need it most.
- Meet the financial challenges.
- Provide better value to the tax payer.
- Ensure the property portfolio is assured and fit for purpose.
- Reduce the cost of operating the estate.

### THE SOLUTION

- Working in partnership with DWP to replace the single contract with over 20 direct contracts with specialist suppliers.
- Integration of suppliers to focus on delivery of outcomes.
- Performance management and assurance of DWP's appointed supply chain.
- Provision of accurate data and intelligence through information systems and insights into the estate, which enable informed, strategic decision making.
- A multi-disciplinary team of leading property professionals.





## THE OUTCOMES

By working in partnership with DWP Estates and the supply chain, together we delivered the following outcomes in the first year of operation (April 2018 to March 2019).



### Lifecycle programme

- 400 projects completed within six months across c.600 sites spanning England, Scotland and Wales.
- The full in-year budget of £46 million was delivered.
- At its peak 186 projects were on site.
- 130,000 contractor hours worked on site with a zero lost time injury rate.
- New public waiting area seating installed at 206 job centres – 3,432 items of furniture.
- Work carried out during DWP core business operational hours, working hand-in-hand with site leads to minimise disruption. Sites included: jobcentres, corporate hubs and large back-office buildings.
- Asset base improved to address future operational risk.
- Site feedback was very positive.



### Sustainability

- DWP Estates Sustainability Framework and Sustainability Strategy developed to ensure consistency across the estate and continual improvement towards efficiency, government targets and cost reduction.
- Operational guidance notes and technical procedures produced to be followed by all parties.
- Comprehensive energy performance certificate register set up.
- Energy monitoring and targeting programme implemented with site performance reporting across all utilities.
- Management of available capacity and maximum demand assessments.
- Proposal to reduce capacity at one site saving c.£31,000/yr.



### Health and Safety

- Positive 'one team' approach highlighted as key achievement in DWP health and safety (H&S) team's annual review.
- Great take up of new online H&S systems with excellent customer feedback received on new training and content.
- Centralised MI and reporting instantly available.
- 92,000 H&S training courses completed including 41,000 display screen equipment (DSE).
- 49,000 personal risk assessments completed including 45,000 DSE.
- Commended at the British Safety Industry Federation Awards for 'Safety Solution' for implementation of a new system for the management of DSE obligations and delivery of specialist 1-2-1 occupational H&S support.
- Life-saving defibrillators installed at c.700 sites accessible to employees, DWP's customers and local communities.
- Cardiopulmonary resuscitation awareness training launched on new training platform.



### Diversity and Inclusion

As part of our bid, we committed to becoming a Disability Confident Leader and achieved the accreditation in June 2018.

As a Disability Confident Leader, we were delighted to partner with DWP on a national campaign to encourage employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

The campaign included a series of national newspaper advertisements, case study and video content to demonstrate what the scheme means for Sodexo, its employees, and prospective employees.



## Insight through data

- Nine new IT systems went live with 16 integrations.
- A data hierarchy was built from the service contracts to support financial processes.
- Analytics Strategy and Business Analysis Roadmap developed.
- Sodexo, DWP and supplier employees trained on system processes.
- Suite of MI and reporting developed.



## Asset management

- Creation of a single database of physical building assets (c.300,000) – all condition rated and categorised, enabling capital planning budgeting.
- Implementation of change control process to ensure the asset register is continually validated.
- Survey of all sites to identify works required and ensure sites remain fit for purpose/in good condition.
- Preparation and delivery of £46 million annual lifecycle plan.



## Helpdesk

- Team of 50 FTEs recruited into helpdesk. Recruitment via Sodexo careers website and local jobcentres – Seacroft and Castleford.
- Six-week training programme completed pre go-live.
- Cutover 1 April was seamless.
- c.255,000 inbound calls managed, c.248,000 reactive work orders raised.
- Reduced average speed of answer by 79% and average talk time by 28%.
- Three initiatives implemented to improve customer experience.
- Worked with the supply chain to drive improvements in the way work orders are processed and dealt with.



## Property portfolio planning

Occupancy report produced providing:

- A complete view of the property portfolio.
- A better understanding of property holdings and their use, as well as an audit trail of change.
- Compliance with both internal and wider government adopted space standards and an opportunity to consider all activity impacting space management to identify potential synergies.



## Supplier management

In partnership with DWP's category management, reporting teams and suppliers, we established and administer, the supplier PMS models which includes:

- Monthly – Formal reflective performance management and agreed measures to drive alignment with the estates strategy.
- Quarterly – Formal governance reviews.



## Finance

We are responsible for the management of processes to pay suppliers promptly and assure DWP that the budget, forecast and accruals management are accurate and correct.

- Fully auditable invoicing/payment process, an interface with DWP's outsourced P2P provider and DWP's supplier responsible for lease and landlord management, including funding requests for payment of rates, rents and service charges.
- Reporting, trending, forecasting and tracking costs, we translate data into MI, i.e. lifecycle costing, repair/replace decisions, total cost of property to aid strategic decision making.
- Created new 2019/20 budget model to capture all relevant financial information, formulate the budget and meet DWP Finance' reporting needs.

More information about Sodexo's Integrator property management and advisory services can be found at [uk.sodexo.com](https://uk.sodexo.com)