

## *Case Study: BBC Property*



**Client:** BBC Property and BBC Nations and Regions

**Assignment Goal:** To maximize the value that the BBC received from its property services supply chain.

**Assignment Team:** Rod Sowden, Robert Cole and Neil Longley

**Assignment Period:** September 2003 – June 2006

### **Introduction**

This assignment evolved through a number of phases which delivered a range of services that provided significant value to the BBC. This work is set in the context of the BBC establishing a contract for a total service management model for its buildings, with the London assets being sold to LS Trillium. The initial assignment was to extend the existing contract in London to the other 200 sites across the UK.

The team then moved on to supporting the BBC response to a Health and Safety Executive report into the way BBC manages health and safety risks, this focused on building a management system to join the BBC and LS Trillium systems together and implementation. This was followed by the roll out of an OHSAS18001 compliant system for the whole of the BBC, which ranged from technology to programme production units.

This assignment included Rod Sowden and Robert Cole from Aspire Europe and Neil Longley and Peter Jackson from Opale. Alan Summerfield was at the BBC as the Head of Governance, and is now part of the team that we are proposing.

### **Services provided**

Establish the programme to migrate the BBC property portfolio to LS Trillium through a managed negotiation that should confirm the benefits and value of such a plan. Work on blueprinting the 'As Is' and the 'To Be' states for the existing and future models highlighted significant gaps in the LS Trillium proposition, which when costed showed them to be poor value. This ultimately led to the BBC terminating the LS Trillium relationship 2 years later.

Established and delivered a full EU procurement tender to reduce the number of FM service providers from over 100 down to 1. This was achieved in collaboration with Opale Management Services who were employed to provide the FM market expertise that was missing.

A number of service models were developed for different sites to support the procurement, these services were delivered to support the evolving BBC property strategy and hot desking model that was being deployed nationally.

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## **Case Study: BBC Property**

On successful completion of the procurement and transition to a new service provider, the central BBC Property strategy group commissioned the development of an OHSAS18001 compliant safety management system to bridge gaps between BBC London and LS Trillium that had been identified by a HSE review. The model was developed and deployed at the interface between the two organisations in late 2004 and 2005.

In 2006, the newly formed BBC Occupational Risk Management group Head of Governance (Alan Summerfield) commissioned a similar programme to deliver an OHSAS18001 compliant system to the whole of the BBC. Our role was to design and set up the programme and associated governance model, which we then handed over to the in-house team to deliver.

The final phase of this work was to undertake the corporate risk assessment for the BBC, by engaging with all the BBC directorates, set up workshops and visits to identify the major risks that the corporation faced and to establish the corporate risk register.

### **Client benefits**

£3m saved from FM budget for Regional property through rationalised supply chain with single supplier for property outside of London.

OHSAS18001 compliant Health and Safety Management system implemented for BBC/LST partnership.

First BBC wide Occupational Risk Assessment and corporate risk register established.

### **Assignment legacy**

This was a ride ranging property assignment that required a range of services to be delivered, flexibility in the approach, and research into how best practice models could be deployed.

The rigor of using the blueprinting model helped to identify significant cost savings from the partnership and the establishment of a 5 year contract enabled the BBC establish a strategic plan to migrate away from their partnership with LS Trillium.

The work on occupational risk management was leading edge at the time, as no other organisation of the BBC's size had tried to use OHSAS18001 or become accredited. The work to use it identified many weaknesses in the model but these could easily be filled by innovative interpretation.

We established a sustainable Programme Office operation that supported the roll out of Health and Safety Management system and then initiated and rolled out the corporations' Environmental Management system based on ISO14001.

We also delivered the first ever BBC wide risk assessment of its property, programme production, and operational processes.

The client relationship was strong throughout, over the lifecycle of the engagement services were delivered to 4 different areas of the BBC.

### **Testimonial**

Andy Bello, Head of Risk Management, BBC Property Services

"The Aspire team provided an excellent service to a number of departments in the BBC. Their innovation and willingness to take on very challenging assignments enabled us to put the BBC at the forefront of health and safety management. The work on re-engineering the FM supply chain with Opale saved 20% of the FM costs but set in train the sequence of events that enabled the BBC to withdraw from an expensive partnership deal".

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