



Insourcing FM and Property Services - OCC



Background info

- OCC outsourced FM and Property to Carillion – 10 year contract
- Carillion collapse on 15th Jan 2018 – all services brought inhouse
- Business continuity plans enacted
- Interim arrangements put in place to absorb staff and services
- Main focus on service delivery continuity



FM Services

Hard Services

- Some engineers transferred over from Carillion
- No tools or materials – buy again
- No scheduling system (i.e. CAFM) transfer – start again
- No asset data transfer i.e. what we do and where – full asset survey commissioned
- New supply chain arrangements had to be implemented

Soft Services

- Cleaners/operatives transferred over from Carillion
- Some materials transferred but not enough – buy again
- Ad hoc arrangements in most parts of the service to continue delivery
- Mixed delivery model – still outsourcing big part of cleaning due to resource issues

Catering

- Most of catering staff transferred over from Carillion
- Worked in partnership with schools and suppliers
- Lack of supporting information and data – start again
- Timescales/need to build service infrastructure
- Have to be seen to be making a difference instantly



Property & Investment

Property Services (Construction)

- Some staff transferred over from Carillion/Capita (architects, PMs, QS)
- Not substantial records on projects delivered & ongoing at point of transfer
- Use of frameworks to ensure service continuity – heavy reliance on a few suppliers
- Interim staff arrangements in key positions
- Big number of legacy issues to resolve & financial impact

Strategy & Investment Services

- Some staff transferred over from Carillion/Capita (estates, legal)
- Issue with accurate/meaningful data – have to go out and collect again
- Lack of direction as to how to make best use of property whilst stabilising services
- Had to deal with silo working with operational teams

Support functions

- Transactional services had to be re-installed within service again
- Finance / HR / Health & Safety / Procurement specific for FM & Property
- Manual set ups in place i.e. working on spreadsheets in some cases
- Linking with OCC central functions



Managing inhouse vs outsourced

- Risk profile changes considerably
- Clear strategic direction required at earliest opportunity
- Raise service profile / create awareness internally
- Cultural barriers in creating organisational flexibility to absorb service inhouse (i.e. financial management / recruitment)
- Financially viable? (short-term vs long-term planning)
- Pressure to deliver better service



Key learning points

- It takes time...
- Be more strategic i.e. look ahead
- Be flexible to adapt internally (structurally / operationally / governance)
- Be open minded – cultural barriers to overcome
- Communicate (both internally & externally)
- Truly learn from mistakes



Thank you