



CASE STUDY – BT

The refurbishment and expansion of facilities across BT's estate of c.6,900 properties

Challenge

With a network of c.6,900 offices, workshops, telephone exchanges and data centres across the UK, BT faces an ongoing challenge to ensure that these facilities are continually maintained, adapted and fit for purpose.

Solution

Building on a long-standing partnership that spans over 40 years, VINCI Facilities' construction arm, 'Building Solutions', has been selected from a pool of approved contractors regularly working with BTFS and utilises the following attributes to ensure the contract's ongoing success:

Developing Solutions: Building Solutions actively works with the client and their professional team to challenge the client's brief and suggests more cost effective solutions where appropriate. For example, when the brief at the Brighton Withdean Exchange specified a £1m replacement of the under-performing air-conditioning system, Building Solutions removed the need for a full replacement by proposing a bolt-on booster system instead. The new approach achieved 100% performance for a cost of just £150k, in turn saving the client a substantial £850k.

Flexibility and rapid mobilisation: The ability for Building Solutions to rapidly mobilise its team at short notice has proven invaluable. For example, upon discovering that the basement at Openreach's headquarters had flooded with a foot of water, Building Solutions' team of 10 on-site staff immediately stemmed the leak and conducted a five-hour recovery process to remove the water. This rapid response prevented damage to the vital infrastructure housed in the basement (including power distribution, plant and Uninterrupted Power Supplies), in turn ensuring that this strategically important building could remain operational.

Trust and transparency: Building Solutions maximises trust and transparency by operating a fully open book approach for all overheads and profits, along with offering a 'pain and gain' mechanism on request. Further transparency is provided through the use of Viewpoint for Projects and SnagR, both of which facilitate collaboration to drive continuous improvement and eliminate waste.

Strong health and safety: To ensure rigorous H&S standards throughout the supply chain, Building Solutions provides free courses (covering topics such as asbestos awareness, driver safety, and fire safety) to all firms from both its own approved contractor list and those specified by the client (such as fire alarm, security and access specialists). In addition, Building Solutions provides ongoing free support to BT's engineers to educate them in the latest industry best practice.

Impact

Delivery: Close to 1,000 projects have been successfully completed for BT since 2011, with an enviable record for completions on time and on budget.

Customer satisfaction: Numerous projects across the contract have achieved a full 10/10 for customer satisfaction, while the overall performance averages at 9/10. This track record of success has resulted in Building Solutions securing 40% of all open tender opportunities, as well as being recommended by the client to The Prince's Trust for a £1.5m conversion project at the Gerrard Street Exchange.

Health, safety and environment: A consistent Accident Frequency Rate of zero has been achieved for the past two years, along with zero environmental incidents.

Cost savings: An average cost saving of 3% per project has been achieved for the client, thanks to Building Solutions' various efficiency initiatives.

Community investment: The local supply chain has benefited from an investment of £29m.

Contract information

- **Client:** BT
- **Time frame:** Ongoing since 2011
- **Contract:** NEC3
- **Scope of works:**
 - » Complete internal and external refurbishment
 - » Design and build or traditional construction works up to £5m, run via mini-competition
 - » Demolition works
 - » Mechanical and electrical (M&E)
 - » External landscaping
 - » Deep level tunnel works

"The overall performance on the Building Refresh Works at Network House, Walsall was excellent. The majority of the works were carried out through the building's main common areas, presenting many challenges, all of which were managed extremely well. The professionalism from the team was very good, with a strong 'can do, will do' attitude. The feedback from all involved has been very positive, and based on this performance, it would be difficult to improve on the service provided."

Kevin Green, Programme Manager at BT

