



Portfolio by Churchill case study

This financial institution in the City of London has an international workforce consisting of 100 nationalities and a client base of high-profile globally renowned organisations and esteemed individuals.

The London office is an integral part of a global network of market knowledge and expertise, and dates back to 1873. The building was designed with three levels of dealing floor space accommodating up to 650 traders per floor, and levels that include offices, conference spaces, executive suites and spaces appropriate for the display of works from the bank's collection of art. The image it presents through its London headquarters is key to the success of the business.

About the partnership

We have worked in partnership with CBRE at this financial institution since March 2018, transforming the team morale, building a stable team, embedding a dedicated training programme, and developing an expert management team. We work in partnership with CBRE to support the institution's vision of corporate culture change in the banking industry.

The challenges

With a high footfall of around 1,000 people a day in the washrooms alone, our team plays a critical role in creating a workplace fitting of the institution's prestigious reputation; greeting employees and getting to know each other by name.

We have two operatives present at all times to ensure the cleanliness and appearance of the lavatories is constantly maintained. As part of the partnership, we reviewed chemicals and products used across the contract and worked closely with the client to find more sustainable products that achieve the same high-standards.

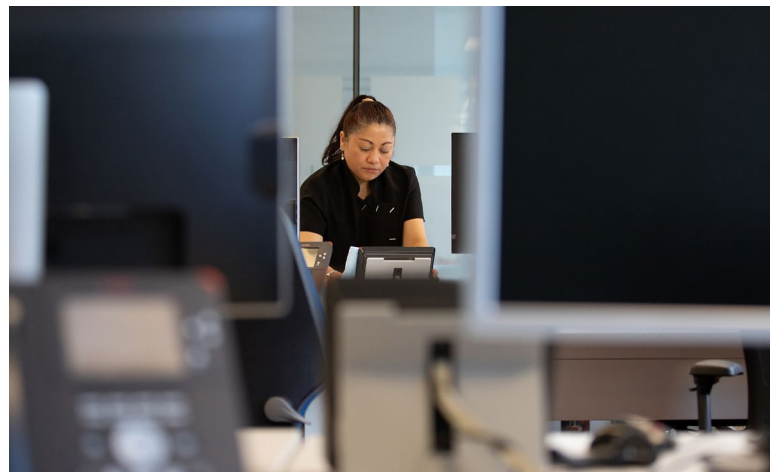
Inspired by the grandeur of the client spaces in the buildings, we developed a new training programme to develop our cleaning professionals in concierge style service; this has improved standards and our team understands the expectations to deliver exceptional customer service. The programme has been so successful that Portfolio's Centre of Excellence is based within this financial institution, to train other teams to the same high standards.

We have built an authentic partnership with CBRE and the financial institution which the team is very much a part of. So much so that team morale has been transformed since Portfolio started the contract due to the passionate work of Raphael Sagula, who was shortlisted as Account Director of the Year at the PFM Awards 2019. On taking over the team he quickly recognised that there was a big challenge ahead. One of the most important factors of this successful working relationship is how Raphael set out to establish a team culture, with the need for a better relationship between the operatives so that they feel valued. Today the team is a happy one that feels valued and recognised – we run a reward and recognition programme to improve commitment and retention within the team.

Team members can be nominated by management or the client, and the winner receives a voucher. Raphael has also built genuine relationships with the operatives through the participation in social events, and in particular the monthly birthday get together to celebrate all team members who've had a birthday that month with plenty of tea and cakes!

We revised the communications structure, ensuring clear lines between the account lead at the financial institution, the key account manager at CBRE and our account director. The new structure provided a comprehensive overview of operations, covering everything from health & safety, staff vetting, strategic planning, ongoing monitoring, training and innovation.

The team also participates in a number of community projects alongside the institution's team, including a canal clean and a clothes donation to Whitechapel Mission.



The results

In a survey conducted in October 2019, 92% of staff confirmed that they enjoyed their job, with 87% stating they feel valued. The staff retention rate is now at 97%, with the other 3% being those who have retired or moved away.

The change in consumables has resulted in 11% savings through better supplier procurement, while also saving £1,700 in materials and chemicals through switching to more environmentally friendly products. We have also successfully reduced the amount of single-use plastics by 82%, which was in excess of 2,000 plastic bottles.