

# **babcock**<sup>TM</sup>



## **Partnering to deliver effective solutions, efficiencies & savings: lessons from other front lines**

**Samir Maha - Director, Emergency Services, Babcock International Group**  
**Ambulance Leadership Forum, March 2019**

Marine

Land

Aviation

Nuclear

[www.babcockinternational.com](http://www.babcockinternational.com)

# Babcock Facts



Established  
in **1891**

UK's **largest** defence  
and civil emergency  
services training provider

Fleet Management  
support for c. **80,000**  
military and civil vehicles

Delivering call centre,  
customer service &  
management  
**apprenticeships for  
North East  
Ambulance Service**

Supporting  
a fleet of  
**4,000**  
Metropolitan  
Police  
vehicles since  
2006

**160** EMS aircraft in  
**8** countries

Standardising, optimising and  
refreshing **London Fire  
Brigade's vehicle and  
equipment fleet**

30 London-based  
facilities including **9**  
**servicing emergency  
services vehicles**

**Long-term partnerships**  
with civil and defence customers

Over **35,000**  
skilled personnel

**Only** provider of individual  
training to the British Army

# Ambulance Leadership Forum

Partnering to deliver effective solutions, efficiencies & savings: lessons from other front lines

## **Brigadier Matt Bazeley**

Commandant of the Royal School of Military Engineering



## **Nik Chapman CBE**

Managing Director, Holdfast Training Services Limited



## **Mick Ellis**

Project Director for Operational Change, London Fire Brigade



## **Samir Maha**

Director, Emergency Services, Land, Babcock International Group



## **Q&A**

**The Royal School of Military Engineering Group  
and  
Holdfast Training Services**

**Brigadier M Bazeley & Mr N Chapman CBE**



THE RSME GP AND HOLDFAST TRAINING SERVICES

RSME GROUP OVERVIEW

- > 350 course types
- > 800 courses run
- > 9,000 personnel trained
- > 140 animals trained

**Minley**

3 RSME Regt  
RE Warfare Wing



**Winterbourne Gunner**

Defence Counter CBRN Centre



**Bicester Kinton**

DEMS Trg Regt



**Melton Mowbray**

Defence Animal Training Regiment



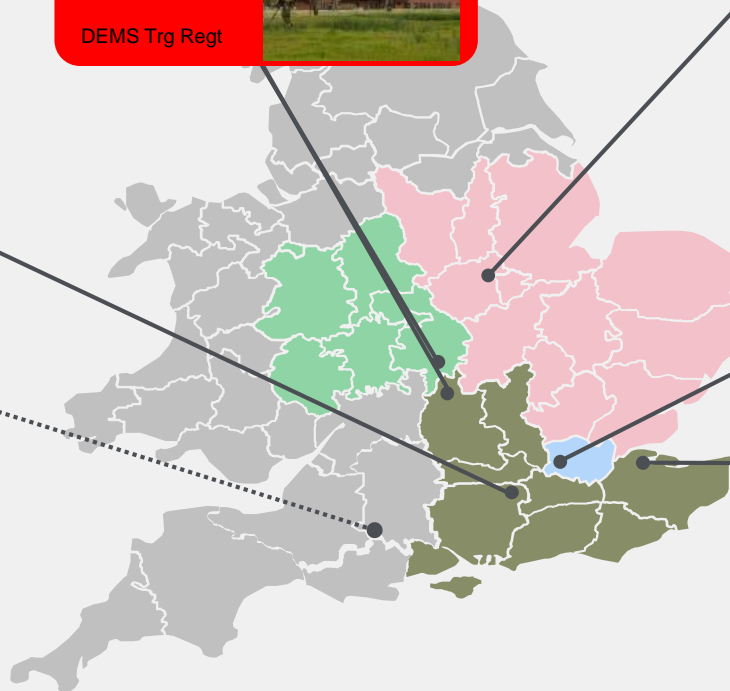
**Twickenham**

Royal Military School of Music



**Chatham**

HQ RSME  
1 RSME Regt  
Professional Engr Wing

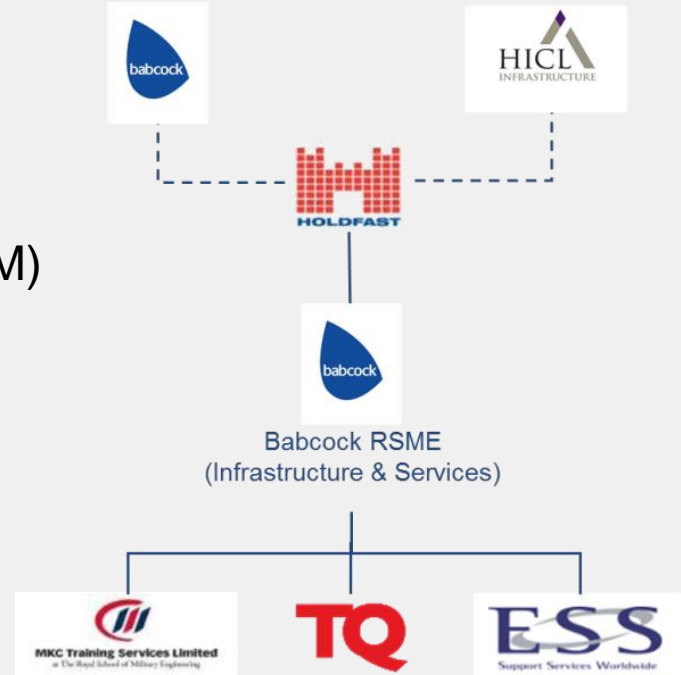


**Mission:** Deliver the required number of appropriately trained highly motivated personnel and Military Working Animals in order to meet the operational requirements of Defence.



CONTRACT SUMMARY

- 30 year contract (08 to 38)
- Training delivery, support, infra and services at 3 sites and 5 schools
- 7 year design, build and transition phase (c£300M)
- Contract annual value c£72M
- 3 review points – yrs 10,17 & 24
- Personnel reinvestment
- 480 hectares land disposal



## WHAT'S IN THE CONTRACT

- Hard FM
  - PPM
  - Asset management
  - Lifecycle
- Soft FM
- Services
  - Transport
  - Security
  - Stores
  - Workshops
  - Support
- Manpower (people costs)
- IT and AV
- Training
  - Design
  - Delivery
  - Consumables



## THE BENEFITS

- Personnel reinvestment
    - 309 military,  
419 civil service
  - Land disposal
  - £320m of purpose built training facilities
  - Modern Training Techniques
- Additional financial benefits since contract award:
    - Insurance savings
    - Increase IT lifecycle
    - Efficiencies reinvested
    - Early adoption of energy saving technology





WHAT MAKES IT WORK?

- Common purpose – Trg is Output focused
- Integrated Staff – Operations, Planning, Training and Financial.
  - Incl at Comd/management levels – physical & cultural
- Contract is strictly structured and clearly defined – but adaptable.
- Lots of Partners' staff have Mil/RE experience
- Brought in early on all issues – collaboration not separation.
- HTS operates separately from Babcock – governance and financial
- Both seek innovation and opportunity to improve/enhance activity
- Genuine sense of trust and goodwill between Authority and Partner





## Partnering in the RSME

### Shared Goals

#### The Shared Goals of the RSME and its Partners are:

- Well-trained and motivated soldiers with a strong military ethos
- Efficient, value for money services
- High quality living and working environment
- Innovative, cutting edge and operationally relevant training
- Sustained earnings with potential for growth for the Contractor
- Enhanced reputations of both the School and the Contractor

### Partnering Principles

#### Commitment to Partnering

- Understanding and enthusiastically pursuing the benefits of partnering to achieve the Shared Goals of the RSME
- Striving at all levels to set an example of co-operation

#### Shared Goals

- Developing and using joint plans to deliver shared goals
- Understanding how each Partner benefits from goals
- Celebrating the role of all parties in achieving Shared Goals

#### Collaborative Working

- Sharing information
- Raising issues, problems and risks where possible
- Routinely using joint methods of communication
- Understanding each other's organisations, roles and responsibilities

#### Mutual Trust

- Being open and honest
- Acting quickly to resolve problems

#### Continuous Improvement

- Performance measurement includes partnering behaviours
- Seeking staff suggestions for improvement
- Implementing lessons identified

#### Partnering Culture

- All staff consider themselves part of the RSME
- Operating in a no surprises environment
- Seeing the Partner's perspective
- Showing flexibility and supporting each other



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## **How partnership with Babcock drives success for London Fire Brigade**

**Mick Ellis – LFB Project Director for Operational Change**

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# Little investment or innovation in training or the fleet for many years



Before

After



# Training

## What drove the need to change?



### Changing Demand

Reduction in actual fires

Increased focus on  
Health and Safety

New skills required  
for new threats

Increasing establishment  
churn and uncertainty

### Resource

Main training facility  
dated from the 1800s

Other LFB sites in  
a poor condition

Excessive travelling time to  
training venues (Particularly  
Fire Service College)

### Investment

Fresh investment  
needed

New, innovative  
ideas needed

New flexibility in training  
design and delivery

# Fleet and Equipment

## What drove the need to change?



### Changing Demand

Environmental Impacts

Increased focus on  
Health and Safety

New equipment  
required for new threats

The requirement to  
standardise fleet

### Resource

Main workshop facility  
required updating  
and investment

Other LFB workshops  
in a poor condition

Time wasted travelling  
to and from workshops

### Investment

Fresh investment  
needed

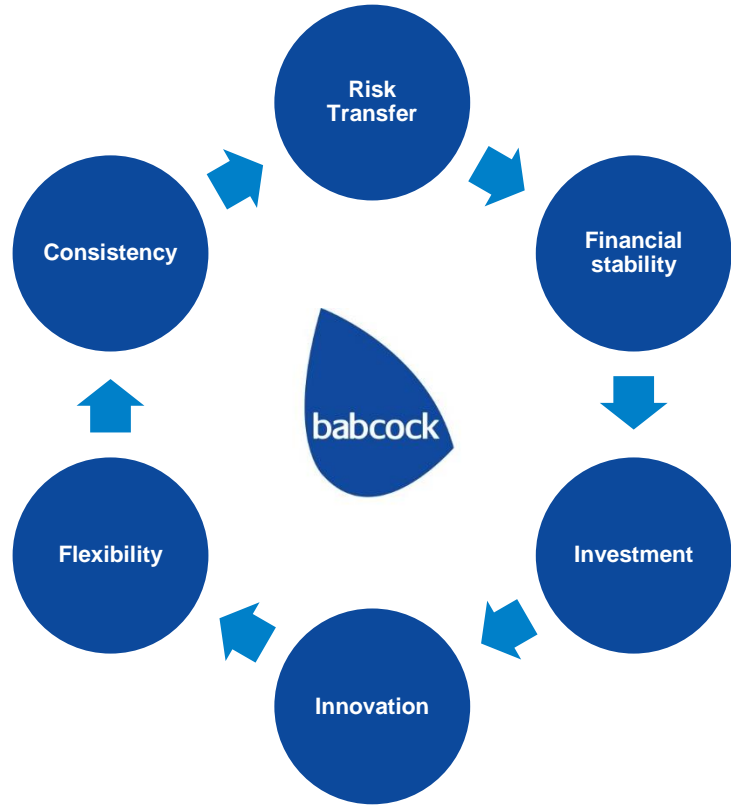
New, innovative  
ideas needed

Up to date expertise  
needed to design a  
fleet fit for the future

# Options appraisal

<b>Continuation of existing model</b>	Considered unviable	
<b>Private Public Partnership</b>	No government funding available meaning it was too expensive	
<b>Capital Investment</b>	Too much project management risk and expense	
<b>Outsource</b>	Chosen option that realised the most benefits	

# Intended benefits





# Challenges



## Political Support

- Achieving original buy in to first time outsource
- Maintaining it throughout the tender process



## Service Culture

- Change in historical delivery method meant changing culture



## Trade Unions

- Opposition to privatisation and impact on employees

# Benefits being achieved

## Financial efficiencies

- Stability in future training costs and supply chain certainty

## Investment and Innovation

- New, world class, training facilities
- New fleet of fire appliances and equipment supported by the latest technology

## Quality and Consistency

- Delivered via new training arrangements and fleet management processes

## Predominantly London based

- Dedicated and local provisions
- Reduced travel time between fire stations, training venues and workshops
- Less abstraction of operational staff from the front line
- 168 operational staff returned to operational duty through efficiencies in the training contract

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## **Collaboration to support ambulance services**

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The image shows the International Space Station (ISS) in orbit above the Earth's atmosphere. The station is a complex of white and grey modules and large solar panel arrays. The Earth's blue and white horizon is visible at the bottom, and the blackness of space with stars is in the background.

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# Opportunity

# Fleet & Asset Management & Maintenance



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# Workshop & Estate Rationalisation



# Training & Apprenticeship Transformation & Delivery



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