

# CASE STUDY – Lincolnshire County Council (LCC)

Partnering to deliver significant improvements for the county's property management operations

## Challenge

As one of the UK's largest councils, LCC is responsible for the property services and facilities management (FM) of over 500 properties – no mean feat, and one that needed a strong partner capable of delivering continual improvement and cost efficiencies.

## Solution

That partner came in the form of VINCI mouchel; a Joint Venture between VINCI Facilities and Mouchel, which combines the FM and property management specialisms of each respective party in order to provide a holistic service.

Following a comprehensive 8-month contract mobilisation programme, the partnership commenced in 2015 and will span five years, with a five-year extension subject to strong performance, resulting in a potential contract value of c.£85m over ten years.

The following elements have been key to the project's success:

**Understanding LCC's needs:** The project's strategic direction and performance is reviewed by all parties via monthly Joint Board meetings, and supported by additional monthly VINCI mouchel board and management meetings.

**Trust and transparency:** The partnership utilises the best-practice 'NEC3 Term Service Contract Option C (Target Contract with Price List)'; ensuring both parties act with mutual trust and collaboration, operating a fully open-book approach along with early-warning systems and a 'pain' or 'gain' mechanism.

**Collaboration and strong communication:** All 270 employees from both LCC and VINCI mouchel have united as 'ONE Team'. Located in a shared office, the team has adopted VINCI Facilities' 'VMOST' framework, enabling it to operate with a shared vision, mission, objectives, strategy and tactics, along with a strong focus on team building and cultural development. The team is fully integrated, sharing a single approach to everything from training courses to reward and recognition initiatives, and communication activities such as conferences and newsletters.

**Continuous improvement:** A continuous improvement programme, supported by Lean Six Sigma methodology and on-site Green Belt-certified facilitators, is utilised in order to identify and eliminate waste.

**Strong supply chain management:** In an industry-first, the partnership has created a unique CAFM (Computer-aided facility management) System, Concerto, which provides a single system for FM, property management and NEC3 Notices, enabling the efficient management of over 48,000 task orders each year.

## Impact

The partnership has delivered a wealth of benefits for LCC, including:

**Cost-efficiencies:** The first two years have delivered over £940k in savings to LCC, including c.£180k in gain share.

**Savings in future maintenance:** LCC's reactive capital repair and maintenance budget is achieving savings of c.£1m per year thanks to the introduction of preventative measures.

**650 new school places:** Through the investment of £12m in constructing/extending 12 schools, the partnership has created 650 new primary school places across the county.

**Safeguarding health and safety:** The creation of a new 'School Buy Back' scheme is enabling LCC to accurately monitor and manage statutory compliance in 210 schools for the very first time – ensuring the health and safety of children across Lincolnshire.

**Supporting local suppliers:** The first 18 months saw £3.6m invested in local suppliers.

**Customer satisfaction:** A strong commitment to customer satisfaction has seen VINCI mouchel achieve a 90% satisfaction score, along with 95% KPI success.

## Scope of works

- Energy and environmental management
- Estate management and valuation
- Hard facilities management
- Managed services
- Management of traveller sites
- Architectural design services
- Project services
- Property records
- Soft facilities management
- Corporate asset management planning
- Management of a diverse mix of 500+ properties

"I've been delighted with the performance of the partnership to date, particularly with the excellent mobilisation process, which was the best I've experienced. The commitment to embedding a single ONE Team ethos has been exceptional – while we have had shared offices in the past, never before has the situation been as pleasant and efficient as with ONE Team. By harnessing the market-leading NEC3 contract, the partnership is producing excellent achievements and I'd like to congratulate all involved."

Pete Moore, Executive Director of Finance and Public Protection, LCC

