CASE STUDY – The Royal Parks
Providing a Total Facilities Management solution for 11 Royal Parks across London

Challenge
The 11 Royal Parks in London span more than 2,000 hectares and encompass over 500 buildings, statues, monuments, playgrounds and offices including 156 Grade I and II listed properties, as well as over 150 miles of paths, roads, walls and rivers. Maintaining this vast estate is no mean feat, and one that saw the Royal Parks seek a contracting partner capable of upholding its world-class standards.

Solution
That partner came in the form of VINCI Facilities, which secured the contract due to its cost-effective proposal. The following has proven vital to the contract’s ongoing success:

Trust/transparency: The client benefits from an open book approach along with a pain mechanism which sees VINCI Facilities’ profits eroded if KPI results go below 95%. In addition, the industry-leading CEMAR management tool has been utilised to maximise commercial transparency and collaboration.

Collaboration: The contract sees both parties share VINCI Facilities’ ‘VMOST’ framework, ensuring an integrated approach with a shared Vision, Mission, Objectives, Strategy and Tactics. Furthermore, the team share a joint intranet called VINTRP, which provides a dedicated portal for all contract and service delivery resources.

Introducing efficiencies: VINCI Facilities has introduced a wealth of initiatives to provide added value, including introducing; zero emission electric vehicles; LED lighting throughout the estate; life-cycle asset management; energy management (inc. data collection, bills and reporting); and geo-tagging and GPS fleet management.

Challenging the brief: Briefs are challenged as necessary to ensure efficiencies. For example, Longford River, which passes through Bushy Park, regularly floods and requires responsive action. While the original brief specified 3 permanent manned staff to monitor the 17km stretch of water, VINCI Facilities instead proposed installing a remote risk management and early warning system. This sees emails and SMS alerts automatically issued to the response team when water levels rise beyond set thresholds, and has enabled the manned staff to reduce to just 2 people, 2 days a week, resulting in savings of £100k per year.

Continuous improvement: VINCI Facilities continually up-skills its workforce in order to deliver more of the specialist works in-house and in turn achieve stronger control of quality levels and response times. For example, the team received training from world-renowned conservationist Rupert Harris in order to gain the skills necessary to deliver specialist restoration works in-house. This has proven vital in efficiently preparing the parks for key events, such as the Trooping the Colour.

Flexibility/rapid mobilisation: The highly efficient team are able to rapidly respond at short notice. For example, the night before the anniversary of the 7/7 terrorist attack, the iron memorial in Hyde Park was extensively defaced with graffiti. Following notification at midnight, a specialist team worked throughout the night to restore the memorial, ensuring it was back to its former glory by dawn.

Impact
Project delivery: 90% of PPM and reactive works have been delivered on time and on budget, rising to 95% for minor/major works.

Health, Safety and Environmental: Rigorous HSE standards have ensured just one LTI in the past year, along with zero environmental incidents.

Cost savings: The contract is on track to deliver savings of c.£850k over its lifetime.

Investment the supply chain: c.£3.2m per year is being spent with the supply chain, with 62% (c.£2m) going to local SMEs - far exceeding the contract’s KPI target of 5%+.

Customer satisfaction: A recent customer satisfaction survey saw many KPI areas score full marks (10/10) including professionalism/attitude, health and safety, environment, documentation, collaboration, budget control, reliability and value.

Contract information
- Client: The Royal Parks.
- Location: 11 parks across London, including Hyde Park, Kensington Gardens and Richmond Park.
- Value: £7m per year.
- Duration: 5 years plus a 2-year performance-based extension.
- Contracts:
  » 'Bespoke contract' for cleaning services.
  » 'NEC3 Type A contract' for FM services.
- Scope of works:
  » Cleaning and restoration of fountains and statues.
  » Fabric and building maintenance.
  » M&E works.
  » Plumbing.
  » Cash collection.
  » QSHE compliance.
  » Fixed wire testing.
  » PAT testing.
  » Janitorial services.
  » Office cleaning.
  » Manned public toilets.
  » Manned playgrounds.
  » Manned security.
  » 24/7/365 help-desk.
  » In-house delivery of minor works up to £5k.
  » Management of tenders for works £5k - £1m.

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