



## Self-Delivery for the Defence Estate

In the second year of its FDIS contract, VINCI Facilities reached a landmark milestone by transitioning from an outsourcing model to self-delivery, providing enhanced value, resilience, and control

### Introduction

In June 2021, the Defence Infrastructure Organisation (DIO) awarded VINCI Facilities a £1.1bn, seven-year contract to maintain and improve the Ministry of Defence estate in London and the South East. Known as FDIS (Future Defence Infrastructure Services), the contract began in April 2022 and includes up to three one-year performance-based extensions.

During its 2019 bid, VINCI Facilities assessed the previous decade's outsourced delivery model and proposed a shift to self-delivery to boost resilience, control, and value for money—a strategic move aligned with the partnership's ambition to move away from traditional supply chains.

By April 2023, one third of the contract—covering sites in the western South East—had successfully transitioned to self-delivery. This involved onboarding 87 staff and bringing £7m of services in-house, contributing to a reduction in fixed contract fees in year three.

Self-delivered sites include RAF Brize Norton, MOD Bicester, RAF High Wycombe, RAF Benson, Dalton Barracks, Vauxhall Barracks, Denison Barracks, and RAF Oakhanger.

This case study highlights VINCI Facilities' strategic planning, phased rollout, and the tangible benefits of self-delivery.

### The need for transformation

Prior to this transition, VINCI Facilities inherited an outsourced delivery model utilising c.150 partners. This approach posed several challenges, including:

- » Heavy reliance on external contractors for both general and specialist maintenance.
- » Increased complexity in managing service quality and consistency across diverse military sites.
- » Limited agility to respond to the evolving operational demands of critical defence environments.

Recognising the need for improvement, VINCI Facilities identified an opportunity to align the South East delivery model with its broader UK business practices, which prioritise direct control through self-delivery. The transformation aimed to achieve the following objectives:

- » Reducing risk: Implementing a phased transformation to ensure stability throughout the transition process.
- » Enhancing value: Optimising in-house capabilities while maintaining opportunities for SMEs.
- » Improving service quality: Strengthening control, communication, reliability, and accountability, ultimately enhancing the team's ability to respond effectively to the dynamic needs of the defence sector.

“VINCI's ability to self-deliver through our own direct team provides the agility to respond to reactive works – alongside the principal contractor – and to deliver small project works that offer better value for money for DIO and our military customers.”

**John Newark, Service Delivery Area Manager,  
VINCI Facilities**



Working with





### A phased approach

VINCI Facilities adopted a structured, three-phase onboarding approach rooted in its ISO 9001 quality business management system:

#### Phase 1: Mobilisation

To de-risk day 1 delivery and stabilise initial operations, the team rationalised subcontractor arrangements. Key suppliers were engaged to integrate processes and systems, laying the foundation for effective and reliable service delivery from the outset.

#### Phase 2: Transition

The second phase of the transition focused on embedding robust processes and standards to drive operational excellence. The team:

- » Rolled out a CAFM system and handheld tablets to enhance efficiency and reporting.
- » Introduced defence-specific SFG20 planned maintenance standards and elevated service-level agreements.
- » Focused on compliance, workforce upskilling, and integration with existing site teams.
- » Developed collaborative partnerships with four retained key suppliers to meet the contract's enhanced maintenance and small works requirements, valued at £100m annually (c.50% of current total contract revenue).

### Phase 3: Transformation review and implementation

The final phase saw a project management office (retained from the mobilisation phase) conduct a comprehensive review of the transitioned service delivery model, focusing on operations, commercial performance, and customer satisfaction. This two-stage process aimed to objectively evaluate and optimise delivery options for the remaining five years of the initial contract.

#### Soft launch: RMA Sandhurst pilot

As part of the transformation review, VINCI Facilities strategically invested in the deployment of two self-delivery operatives at RMA Sandhurst. This trial was designed to address rising demand for unprogrammed small works, general handyman services, and reactive maintenance, driven by increased officer training activities and the need to ensure parade, living accommodation, and exercise grounds remained operationally ready.

The trial provided an opportunity to evaluate and refine the management and integration approach with the existing site-based facilities management team. It also allowed VINCI Facilities to tailor operational processes and work controls to meet defence standards while fostering trust in the self-delivery model among end users and army infrastructure stakeholders.

#### Service delivery review

Before submitting its finalised proposal for a self-delivery model, VINCI Facilities conducted a meticulous two-step review to optimise performance and assess the feasibility of scaling self-delivery.

The first step was a re-procurement exercise aimed at redefining service levels and enhancing efficiencies across the eight service delivery areas within the region. This process included:

“Over the last couple of years, VINCI Facilities has been an invaluable asset to the 3rd Battalion, The Ranger Regiment. Their dedication to their craft and unwavering professionalism have consistently impressed everyone here. Whether tackling complex projects or handling routine maintenance tasks, they have demonstrated a level of expertise that sets them apart. Their ability to adapt to different challenges and deliver high-quality results has made a tangible difference to the camp's operations and overall environment. It's clear they take pride in their work, and their attention to detail has not gone unnoticed.

Beyond their technical skills, VINCI has built strong relationships with the team – always willing to listen, collaborate, and offer helpful insights. Their positive attitude and reliability have fostered a sense of trust and camaraderie among those they work with. I look forward to seeing their continued impact in the years to come.”

**Major DJ Muldoon, Quartermaster,  
3rd Battalion, The Ranger Regiment,  
Elizabeth Barracks**



- » Revising service levels to align with strategic goals. This approach also ensured performance risks were appropriately shared, while meeting the higher performance thresholds outlined in the prime contract, which featured a tiered earned-profit model.
- » Testing efficiencies achievable through clustering suppliers into geographical locations.
- » Exploring alternative reactive maintenance inclusive repair thresholds to optimise maintenance budgets.

The second step involved a self-delivery feasibility analysis, which benchmarked retained supply chain partners against VINCI Facilities' internal delivery proposals. This process included:

- » Assessing financial viability, health and safety performance, and sustainability opportunities.
- » Comparing supplier proposals with internal estimates for equivalent services.
- » Providing data-driven justification for scaling self-delivery across the region.

These efforts culminated in a final maintenance delivery proposal presented to the DIO in the fourth quarter of 2024. Approved with sufficient time for remobilisation, the proposal established a more efficient and robust delivery model for the future.

### Implementation of the finalised model

Following the model's approval by the DIO, VINCI Facilities successfully executed a comprehensive service delivery transformation. To ensure a seamless transition and minimise disruption, the team adopted a modular remobilisation programme spanning 10 distinct workstreams: Governance, Communications, Commercial, People, Helpdesk, Service Delivery, Digital, SHQE, Supply Chain, and Go-live/Post-Transition.

Tailored exit management plans were developed for all suppliers to manage varying scenarios, from full service withdrawal to partial remobilisation under revised terms. This careful planning provided a clear pathway for supplier transitions while maintaining service continuity.

Recognising the importance of workforce stability, VINCI Facilities implemented a robust change management strategy. This included an extended 10-week TUPE consultation period (exceeding standard requirements) to foster engagement and provide assurance to transitioning staff. Open forums and clear communication channels further reinforced stability, creating an environment of transparency and support.

Infrastructure and resource improvements were central to the remobilisation effort. VINCI Facilities transformed a previously disorganised storage facility at Brize Norton into a dedicated spares management hub, enabling over 85% first-time fix rates. A strategic partnership with Wolseley ensured consistent stock levels, while six-figure investments in obsolete and long-term items supported critical systems maintenance. Additionally, a fleet of 65+ low-emission vehicles and £50k worth of new tooling were deployed, and a new distribution hub was established in Bicester.

“Working in collaboration with VINCI Facilities over the past 12 months has been extremely eventful, particularly given the challenges of supporting an Equine Ceremonial Regiment – the Household Cavalry Mounted Regiment. Hyde Park Barracks is an ageing establishment and, due to its design, presents constant constraints. These are managed by the core VINCI Facilities team on site with professionalism and respect for the entire workforce, while also prioritising the welfare of the Regiment’s Military Working Horse fleet. In addition, major infrastructure improvements have taken place, requiring the core team to collaborate closely in the planning, execution, and post-project phases. As a result, the impact on the Regiment has been minimised, enabling it to continue fulfilling its primary role of delivering State Ceremonial Operations.”

**Captain Simon Allwood, Quartermaster,  
Household Cavalry Mounted Regiment,  
Hyde Park Barracks**



### Enhanced management of spares

Key to the shift to self delivery has been a robust approach to management of spare parts. RAF Brize Norton has transformed its stores from a single-person office to a 12x12m facility holding thousands of items, with a £180k stock turnover every three months. Supported by an inventory system, this enables precise cost apportionment and faster completion of planned and reactive tasks. Similar store developments are underway at Bicester and Dalton, with work ongoing to optimise holdings of high-value items for quicker repairs.

### Team integration

The first day of operating under the new model marked a pivotal moment for team cohesion and operational alignment. VINCI Facilities hosted launch events at Brize Norton and Dalton Barracks, bringing together teams from three suppliers to nurture a 'one team' ethos from the outset. These events emphasised health and safety best practices, introduced organisational goals, and outlined plans to enhance workforce development through training pathways and apprenticeships.

To strengthen relationships and facilitate knowledge transfer, a social event was also organised, involving military infrastructure stakeholders, DIO representatives, and senior VINCI Facilities management. This collaborative engagement set the tone for a unified team ethos and ongoing partnership.

### Results

#### Improved team morale and culture

Since the shift to self-delivery, team morale has significantly improved. Staff report greater job satisfaction, stronger communication with site teams, and closer relationships with both internal and customer stakeholders – resulting in a more agile and responsive service.

#### Smarter resource allocation and financial efficiency

Direct control over staff has enabled more strategic deployment of skilled and general operatives, improving task response times and reducing asset downtime. The financial benefits of this approach have allowed surplus resources to be reinvested into delivering further service improvements.

#### Operational resilience

VINCI Facilities realised substantial operational gains through its transformation. By bringing £7 million of annual services in-house, the company reduced reliance on third-party contractors while strengthening organisational resilience and gaining the agility required for rapid response. Notably, in the first quarter following go-live, VINCI Facilities maintained all service levels and key performance indicators – a testament to the passion and effort invested in this transformative project.

#### Strategic transformation in FM

This successful transition to a self-delivery model marks a landmark shift in defence facilities management. Through careful planning, phased implementation, and continuous improvement, VINCI Facilities has enhanced efficiency, accountability, and service quality – enabling confident, controlled delivery of mission-critical services.

### RESULTS FOLLOWING THE LAUNCH OF THE SELF DELIVERY MODEL



**67,276 planned and 9,920 reactive work orders completed in Year 3.**



**93% of reactive tasks achieved a first time fix within the target date.**



**Compliments rose by 50%, from 256 in Year 2 to 383 in Year 3.**

**Complaints fell by 44%, from 269 in Year 2 to 149 in Year 3.**



**Net Promoter Score of over 89, classed as 'excellent'.**