Defence Review 2012
Carillion Defence is the leading supplier of support services to the UK Armed Forces
It’s about listening to what our customers want and then exceeding their expectations!

Carillion is extremely proud of its long involvement in working with the Ministry of Defence - which remains our largest single customer. Carillion’s success has been built on our ability to provide a consistently great experience for our customers. We want people to recognise Carillion as a world class company that is going to deliver what we promise. We believe that if our customers enjoy a great experience then they will want to come back and use us again. We want to stand out from the competition and for our customers to recommend us to their peers.

A great customer experience is not just a matter of a happy customer. The experience our customers have of us is the result of the personal engagements and relationships the customer has made, the level of understanding and effort we have made to see things through the customers’ eyes, our anticipation of their changing needs and priorities, and our willingness to change things on the ground to better suit them. In this review of the past 12 months we wanted to give you an overview of the wide range of activities Carillion companies - often working in partnership with others - currently undertake for the Ministry of Defence and the strength of the relationships that have developed over the years.

Looking to the future, we are more than ready to play our part in helping the MOD meet its new and exciting challenges.

Richard Lumby
Managing Director Carillion Defence

Our front line experience of service delivery enables us to be ready to meet all challenges

Carillion is well known as a delivery organisation with a pioneering ‘can do’ attitude. Our experience of front line service delivery enables us to design solutions and develop strategies that meet the real world challenges faced by the MOD and our Armed Forces.

This, coupled with our major contracts for the MOD, gives Carillion a special understanding of the requirements of the MOD, as it embarks on a period of transformation and change.

Our strong relationship with the Armed Forces has been developed over many years, giving us unparalleled knowledge and experience that is so vital in delivering these complex and demanding projects, and provides us with an understanding of exactly what our clients require from suppliers.

However, this collaborative relationship with the MOD gives much more than just business. Our values and our commitment to health & safety are qualities we both share, as is our passion to ensure the best for our people and the communities and environments in which we operate.

We are proud of our relationship with the MOD and its people and of our work to support wounded personnel since they leave the forces, our support for service personnel undertaking continuing sponsorship of Walking with the Wounded and SSAFA and our commitment to Armed Forces Day.

As this short report shows, together we achieved some remarkable work in the past 12 months and we look forward to continuing to support the MOD in the challenges and objectives it faces in the future.
An overview of Carillion provides integrated support services and construction capability to the defence sector.

We’re proud of our contribution to making the working lives, living and leisure time better for servicemen and women, their families and the civilian teams who work alongside them.

We’re proud to be making life a little easier for the servicemen and women, our facilities management capabilities help ensure the smooth running of defence properties. In addition to the standard hard and soft services, Carillion can also deliver services such as running armouries, manning cash and travel offices, issuing security passes, operating all office related administration and even running nurseries and hairdressing shops.

Our construction services have been key to winning defenestrated-related Public Private Partnership contracts. These include the Lowry House MOD at Newmarket, the Royal School of Military Engineering and the Aldershot Military Camp project.

In many cases, our design and build services lead on to fully integrated solutions for Ministry of Defence establishments. In particular, we will focus on delivery of military requirements.

We're proud of our contribution to making the working lives, living and leisure time better for servicemen and women, their families and the civilian teams who work alongside them.

With the Group’s forward order book and probable orders totalling over £68 billion, Carillion is set to substantially increase its workload in 2012 and beyond, as it follows its strategy of growing its support services, PPP projects and international businesses.

Chief Executive Richard Howson says: “The fact we were awarded the contracts is another indication of our success in winning more work from the MoD and the MoD’s commitment to outsourcing. We delivered on that promise in 2011 and have more than doubled over the last two years to over £33 billion, with this growth driven mainly by increases in support services and the Middle East. Our support services pipeline increased by 48 per cent over the last two years to £12.3 billion, largely reflecting the pressure on local and central government to reduce running costs by outsourcing more non-core services.”

Carillion's contribution to the defence sector is vast and significant. The defence sector accounts for a substantial proportion of the Group’s total order book and revenue. The Group’s approach to customer engagement and seeking to improve the quality of service to our customers, meeting delivery milestones and transforming delivery is critical to ensuring the delivery of projects on time and to the standard the MoD and Armed services expect; and demonstrating our capability to deliver complex works on time and within budget.

The Group is committed to providing a first-class service to our customers and is highly regarded by those with whom we work. Carillion is set to substantially increase its workload in 2012 and beyond, as it follows its strategy of growing its support services, PPP projects and international businesses.

Carillion’s defence work comprises a range of trades and professions. We intend to offer and implement at least 50 secondment opportunities for serving soldiers, sailors and airmen in a range of trades and professions.

Carillion Defence objectives 2012

Aiding employment opportunities

We will be engaging with the MOD and Ministry of Defence to identify opportunities for the Group to engage with the MoD’s consolidation programmes.

During 2012 our aim is to work with them to identify opportunities for the Group to engage with the MoD’s consolidation programmes.

Supporting change

We will continue to work with our customers to ensure that our transformation and change initiatives, such as MOD expenditure reduction and the introduction of a value-based approach to defence and aerospace projects, meet military requirements.

Meeting delivery milestones

Carillion is making significant progress with lodges Hill, with training commencing in September; the re-development at Bicester, to allow the move of DMS, planned for late 2012, with phased occupation to early 2013; the new Joint Forces Command HQ at Whittington; with early 2014 completion, whilst construction work at Tidworth garrison is on schedule and the new Joint Armies Training Command building at Larkhill, Warminster and Aldershot all taking into service new facilities planned for late 2012 and early 2013. The completion of the new Joint Service Training Facility at Aldershot, worth £175m, planned for early 2013, will complete the transformation of Aldershot barracks into a War College for the whole Force Concept.

Transforming delivery

We will be engaging with the MOD and Ministry of Defence to identify opportunities for the Group to engage with the MoD’s consolidation programmes.

Carillion Defence targets and objectives 2012

IN THE UK

Our operations include: Support Services, Public Private Partnership projects and Construction Services.

REVENUE: £3,765.4 million.
PERCENTAGE OF TOTAL REVENUE: 71%.

IN THE MIDDLE EAST AND NORTH AMERICA

Operations include: Support Services and Construction Services (Oman pictured left).

REVENUE: £263.2 million.
PERCENTAGE OF TOTAL REVENUE: 11%.

IN CANADA

Operations include: Support Services, Public Private Partnership projects and Construction Services (Alberta pictured left).

REVENUE: £561.3 million.
PERCENTAGE OF TOTAL REVENUE: 16%.
Unique culture driven by our Values

The Carillion culture is very different from every other company and is something that is recognised and appreciated by a wide range of stakeholders including our shareholders, key customers and even City analysts!

Defining the Carillion culture is relatively straightforward – it is about how we go about our business and how we work with our customers and suppliers. It’s about how we see ourselves, how we want to be seen and how we work with each other and how we work with our partners and clients. It’s about change. It’s about making big changes and adopting a new set of Values to underpin our culture and approach to work.

To understand our culture we need to look at the guiding principles:

- Values
- Mission
- Vision
- What Carillion is about.

Values

Values are more than a list of words. The Carillion Values are a guide to how we work with each other and how we should work with our partners and clients. The Values are not something that we just write about and say we are going to work according to the Carillion Values, we are turning into a culture of values.

The Carillion Values are:

1. INNOVATION
2. SUSTAINABLE PROFITABLE GROWTH
3. PROFESSIOANL DELIVERY
4. CUSTOMER SATISFACTION
5. PRIDE IN OUR WORK
6. ATTITUDES AND SHOWING RESPECT
7. COMMUNICATION AND HONESTY
8. TRUSTWORTHINESS
9. LEARNING
10. WHAT WE KNOW

SUSTAINABLE PROFITABLE GROWTH

Achieving today’s objectives, taking into account future opportunities, means we can achieve sustainable profitable growth. This means:

- Staying competitive on service delivery and developing customer relationships
- Securing new business
- Managing profits and resources - we stand together!

PROFESSIONAL DELIVERY

Taking pride in our work, having the passion and enthusiasm to achieve the best outcome for our customers and suppliers - turning ideas into active

INNOVATION

Challenging what we do and being brave about suggesting change. Welcoming change and learning from others to give us the competitive edge that benefits our customers and suppliers.

CUSTOMER SATISFACTION

Delivering customer satisfaction every time. Getting it right first time!

PRIDE IN OUR WORK

Having the passion and enthusiasm to achieve our best and being straightforward, no-nonsense and supportive. looking out for each other, building trust with our partners and even city analysts.

ATTITUDES AND SHOWING RESPECT

Communicating with honesty, listening to each other, building trust with our customers and suppliers - sharing honestly what we know both good and bad!

COMMUNICATION AND HONESTY

Working together to deliver the best service for our customers, respecting the capabilities of everyone involved - working as one team.

LEARNING

Being open to feedback and learning from our experiences both good and bad.

WHAT CARILLION IS ABOUT

Carillion is a market-leading multi-disciplined construction and services company, delivering a high quality service to our customers and clients. We believe that if we all work according to the Carillion Values, and we don’t allow ourselves to be swayed from them, then we are doing the very best we can.

As with many of the group businesses, Carillion is established in the market place and was winning an impressive portfolio of work. Our successful approach continues today. Internally, big changes were required and we had to re-think our approach to work and adopting a new set of Values to underpin our culture and approach to work.

The guiding principles

Values

Carillion values are a guide to how we work with each other and how we should work with our partners and clients. The guiding principles are something that we all need to adopt.

The Carillion Values are about:

1. INNOVATION
2. SUSTAINABLE PROFITABLE GROWTH
3. PROFESSIOANL DELIVERY
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WHAT THE BUTLER SAW!

When Lee Butler (left) opened wheelchair-bound injured soldiers struggling to get around the army camp he was helping to rebuild, he immediately swung into action – and his efforts have earned him a Carillion Annual Values Award.

Lee, section manager in the Afghan Defence Estate team at Balfour Carlos, on Salisbury Plain, saw that the soldiers, part of 4 Rifles, were struggling to get their wheelchairs up and down the curbs around the camp. Gently he contacted the Quartermaster, agreed the likely routes the soldiers would need to take and within little hours had arranged for ramps to be installed to allow easy passage for the wheelchairs.

The Army Temperament, Major Dan Metcalfe, said: “This is by far the best example of good growing partnership. I have worked with many people, but nowhere have I been humbled by any service as I have been by Lee’s demonstration of his faith in the general public’s understanding of what we are doing abroad. For this I am truly grateful.”

Carillion is proud to be one of the key members in the Defence Career Partnering network.

In 2011, Carillion businesses helped 25 service personnel in these initiatives and the aim is to see that figure more than double over the next four years.

The Grod Group already employs some 600 armed forces personnel, in addition to finding jobs for both able-bodied and injured service people, Carillion is also involved in projects to give people an experience of what it is like to be in the Armed Forces and also in providing experiences for serving and retired members of the forces.

Carillion is proud to be one of the key members in the Defence Career Partnering network.

Nowhere is Carillion’s continued commitment to the UK Armed Forces more apparent than in our initiatives to help improve employment opportunities for personnel based in the UK or overseas.

In addition to finding jobs for both able-bodied and injured service people, Carillion is engaged in projects to give people an experience of what it is like to be in the Armed Forces and also in providing experiences for serving and retired members of the forces.

Carillion is involved in a number of initiatives to help improve employment opportunities for personnel based overseas.

Carillion is keen to ensure that those who serve in the forces are given a platform that can be trusted to deliver.

Carillion is able to offer opportunities for personnel leaving the services for whatever reason. More apparent than in our initiatives to help improve employment opportunities for personnel in the forces is the continuous commitment to not only bring into the business are of considerable benefit to our organisation.

He says: “At Carillion we believe that the attributes ex-service personnel can bring into the business are of considerable benefit to our organisation, which is why we do not look for any more bodies to fill roles.

No one is better suited to the role. Before retiring from the services and joining Carillion in 2006, Major General Kerr was General Officer Commanding 4th Division and prior to that had been Assistant Chief of Staff with responsibility for logistics and communications skills and resilience. We find that those who serve in the forces have a quiet confidence and can be trusted to deliver.”

Carillion is keen to ensure that those who serve in the forces are given a platform that can be trusted to deliver.

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An illustrious history of working together

From the Crimea to Afghanistan

The current discussions around creating a Total Support Force are nothing new for the companies that now operate under the Carillion colours - after all they were working in the battlefields alongside UK troops over 150 years ago!

Throughout history, times of threatened or actual conflict have called upon the Armed Forces and the construction industry to pull together in a united cause. Throughout history, times of threatened or actual conflict have called upon the Armed Forces and the construction industry to pull together in a united cause.

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An illustrious history of working together

Carillion Heritage

An illustrious history of working together

the battlefields alongside UK troops over 150 years ago!

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of Britain's most illustrious construction companies - the group read like an impressive roll call of some of Britain's most illustrious construction companies - Cubitts, Mowlem, Wimpey, Alfred McAlpine and Tarmac.

Probably our first recorded defence work for the UK was defensive structures, fortifications and fortifications, all of which were required to be built and maintained to resist invasion by the enemy. Probably our first recorded defence work for the UK was defensive structures, fortifications and fortifications, all of which were required to be built and maintained to resist invasion by the enemy.

The great war of 1914-1918 not only saw our companies lose thousands of men from their workforces as they left to sign up to fight the war, but also resulted in a flood of government contracts for work needed to help the war effort.

Early in the war, Cubitts landed a major contract to build the great shell filling factory at Cheddar, in Somerset, which was to produce a million shells a week of all the shells fired in the total conflict. A contract to build a vast TNT factory at Cheddar was quickly followed by orders for other facilities at Ascot, Aldershot and Southampton, while other work included the large aerodrome at Cricklewood, a dozen new airfields and a factory near Maidstone, Kent for the manufacture of the newly created tanks. We also constructed our own factories - one producing over 20,000 fuzes a day in 1916 - at the centre of our own munitions factories network and we created a new factory in London's Gray's Inn Road, and another, in Cobh, manufacturing large numbers of fuzes and knocking-steel aircraft armour.

At the start of the Great War, the UK Government realised that wireless communications would play a major part, and one of the most impressive operations saw Cubitts, within a 24-month period, site, design and construct radio stations on Ascension Island, Newfoundland, Dominica, the Falkland Islands, Tristan da Cunha, Madagascar, the Seychelles, Alderney, Durban, Port Nelson and Bathurst.

Aerodrome work was also a major feature for both Tarmac and Mowlem, the latter also building maintenance factories in Coventry, Newmarket, Montrose and Ellesmere Port, as well as erecting the huge huts devoted to the explosion in the Dardanelles mines. The war put a strain on the Tarmac organisation, probably more so than any other company, but Cubitts' main effort was to upgrade Thames House whilst in 2003, Carillion completed the dazzling CHQ headquarters in Cheltenham, a landmark PFI contract.

While Carillion only came into existence in 1999, the companies that have come together to make up the Group read like an impressive roll call of some of Britain's most illustrious construction companies - Cubitts, Mowlem, Wimpey, Alfred McAlpine and Tarmac.

The development of nuclear weaponry called for work in a diverse range of locations and industries - from the construction of the Royal Navy's Trident submarine assembly hall at Coulport and Faslane, whilst Alfred McAlpine built the Triton submarine nuclear attack base at Barrow in Furness.

Main picture - London's Admiralty Arch, in London, to house the key royal navy staff.

The current discussions around creating a Total Support Force are nothing new for the companies that now operate under the Carillion colours - after all they were working in the battlefields alongside UK troops over 150 years ago!
Over the past 12 months, Carillion has further reinforced its position as the industry leader in sustainability with highlights such as:

- Launching our 2020 SUSTAINABILITY STRATEGY, based upon six positive outcomes:
  - CARRILLION MEDIA and AL PUTRAM CARILLION winning the CONSTRUCTION WEEK Awards for CSR INITIATIVES OF THE YEAR and CONSTRUCTION SUSTAINABILITY and the ARABIA CSR AWARD in the large company category.
  - Reaching in the FTSE 400 CARBON DIOXIDE LEADERSHIP RANKS for the first time.
  - Launching an initiative to have one of the GREENEST VEHICLE FLEETS in the UK, achieving overall fuel savings of up to 26 per cent on our commercial vehicle fuel bill.
  - Our project to build the new LIBRARY OF BIRMINGHAM has won the GUARDIAN NEWSPAPER SUSTAINABLE BUSINESS AWARDS in the category for best social impact.
  - Joining the CANADIAN BUSINESS FOR SOCIAL RESPONSIBILITY.

Caring about our people, communities, and the environment

- Launching the new strategy’s six positive outcomes are:
  - Fostering a corporate culture of social and environmental responsibility,
  - Caring about the environment
  - Communities and the environment
  - Caring about our people
  - Caring about our customers
  - Caring about our communities

- HOTELNESS WORK PLACEMENTS - Carillion is celebrating after helping its 200th disadvantaged person back into work in the past 12 months - becoming the UK’s largest ready for work placement provider - and we have also been a major sponsor of walking with the wounded on both their North Pole 2011 and Everest 2012 adventures.

HELPING PEOPLE IN OUR COMMUNITIES

All major companies talk about their policy of corporate social responsibility but here at Carillion we do no more than anyone to put those words into actions.

We are committed to making a positive contribution to the development of our local communities, ensuring them to thrive and prosper.

HELPING PEOPLE IN OUR COMMUNITIES

- Improving opportunities for learning and development
- Offering opportunities for learning and development
- Enabling them to thrive and prosper.

Through our sector leadership and role in creating a more sustainable economy, we will be recognised as the benchmark in our respective sectors.

In addition, we will become the lowest carbon producers in our work towards carbon neutrality, so together our services will help Carillion’s customers to be the best in class in reducing waste and protecting the environment.

We will be committed to helping local charities and communities with their work. Carillion is determined to do our bit to ensure that potential hazards in our workplace and - in the near future - the office and - in the near future - the office, are truly at zero accidents on all of its sites and workplaces - an achievement already reached in many sites around the UK. One of the main factors in driving down the accident rate is our initiative – Don’t Walk By – where every one of our people is empowered to spot potential hazards in their work place and then to ensure that action is taken to make the problem safe.

The initiative is enjoying outstanding success and is helping to identify major areas for preventing accidents around the company. Employees who spot a problem are asked to take immediate action can be taken.

Group Health & Safety Director Jason Rowley says: “We have absolute proof from every region of the world that the more Don’t Walk By reports that are generated, the less accidents we have.”

Our six positive 2020 outcomes

The new strategy’s six positive outcomes are:

- Health & Safety is our number one priority

Ensuring our people are able to undertake their work healthily and safely is the number one priority for Carillion and on our 2020 we have just recorded our lowest ever accident frequency rate.

We have achieved the rate of 0.07 - an improvement of 30 per cent on the previous year - does not mean that we are satisfied with this result. Carillion is determined to see any target of zero accidents on all of its sites and workplaces - an achievement already reached in many sites around the world. One of the main factors in driving down the accident rate is our initiative – Don’t Walk By – where every one of our people is empowered to spot potential hazards in their workplace and then to ensure that action is taken to make the problem safe.

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Modifying the Northwood Community

The site of the military headquarters houses over 2,000 military personnel. The project, under the Carillion contract, aims to transform the site into a highly efficient, intelligently updated facility which would provide the on-site community with a new and highly supportive environment in which to live and work.

The project is a perfect example of Public/Private Partnership, with a complex series of outside contractors.

The mission at Carillion has been to transform service delivery in terms of cost, service quality and environmental performance. At the same time we are building and delivering a unique on-site community infrastructure which provides a fully supportive environment for the living and working needs of the 2,000 personnel of MoD Northwood who manage our national security.

Managing cultural change

The Carillion team has delivered a number of significant change management programmes in the course of modernising operations at Northwood, including major personnel relocation over a six-week period with zero impact on client operational performance; transforming the MoD Northwood “pay as you grow” programme which represented a major cultural change for forces personnel, and managing the transformation to a central waste management system in the new open plan offices (to include a small fleet of nimble, specially adapted electronic golf carts and food waste is now recycled using the on-site wormery.

The team has proved adept at working with the client to transform many aspects of operational behaviour at the same time as delivering a new, enhanced and efficient physical environment.

Improving environmental performance

Improved environmental performance was a pre-requisite of the contract award. All new buildings are rated BREEAM “Excellent” and Carillion has also found a series of intelligent ways to improve environmental performance. For example, on-site vehicles (traditionally diesel powered) have been replaced by a small fleet of electric, specially adapted golf carts and food waste is now recycled using the on-site wormery.

Transforming delivery

The mission at Carillion has been to transform service delivery in terms of cost, service quality and environmental performance. At the same time we are building and delivering a unique on-site community infrastructure which provides a fully supportive environment for the living and working needs of the 2,000 personnel of MoD Northwood who manage our national security.

Northwood is a 43 acre site in Middlesex, home to the Permanent Joint Headquarters which runs all joint UK military operations worldwide. The site houses over 2,000 military personnel representing each of the three major military services, many of whom are high ranking senior officers.

In 2006 Carillion was awarded a ground breaking contract to redesign and refurbish the site and to run Northwood for a period of 25 years, providing all hard and soft services. The objective was to transform its strategically important estate into a highly efficient, intelligently updated facility, which would provide the on-site community with a new and highly supportive environment in which to live and work.

Reframing this objective, the on-site Carillion team works under the brand CLG, which stands for Community, Support, Living and Working.

Pioneering partnership approach

The project is a perfect example of Public/Private Partnership, with Carillion chosen to design and deliver a single contract to transform operational performance, leaving MoD personnel to focus on their critical roles in protecting our national interests.

The Carillion construction project executed with military precision over five years, has involved designing and building a brand new HQ office building, including 400 new accommodation rooms, refurbishing 200 more, creating a new visitor centre, state-of-the-art gymnasium, security centre and new armoury building.

To support the on-site community, Carillion has also built a brand new church, children’s nursery, hairdresser’s shop and an interactive learning centre, as well as designing and delivering new roads, services infrastructure and landscaping.

Delivering a new standard of service excellence

Prior to Carillion’s appointment, Northwood was run in operational terms by a collection of MOD personnel working with a complex web of outside contractors.

Carillion is a single service ‘organising intelligence’ for all services, providing a single point of contact for the MOD team in charge of the project. It reports to the military senior officer responsible for the site. It is a highly efficient operating model which minimises time costs for the customer and offers maximum contract accountability, both central planks of the Carillion’s unique outsourced services model.

The scope of services is impressive. As well as providing all of the standard hard and soft services the Carillion team is responsible for delivering an unusual mix of additional services. For example, removing the binmen, both storing and issuing weapons and ammunition, running the cash and travel services - for example, running the armoury, both storing and issuing weapons and ammunition, manning the cash and travel offices, issuing security passes, operating all office related services - for example, running the interactive learning centre, as well as designing and delivering new roads, services infrastructure and landscaping.

The responsibility is unique, perhaps the ultimate test of the Carillion’s ability to deliver an extremely high level of service excellence.

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Project Director Paul Bird believes it is not only the physical building work but also the building of relationships that is crucial to the success of Carillion’s latest project to transform one of the West Midlands’ oldest and most historic military bases.

Paul says this is one of the key factors that will ultimately determine the success of the project. “It is the relationship that we build with our client and the contractors, the tradespeople and the workforce that will ultimately lead to the success of the project.”

The second phase of the project, which will see Carillion construct the Defence Medical Services (DMS) headquarters building, was completed by Carillion in 2010 as part of phase one of the project. The building now houses the DMS’s operational headquarters, with a capacity for over 10,000 people.

Whittington is one of the latest major projects to be undertaken for Defence Infrastructure Organisation (DIO) by Carillion. The MoD is Carillion’s single largest customer - and Paul has every intention of ensuring that this long and successful relationship continues!

Phase two of the Midlands Medical Accommodation project at DMS Whittington will see Carillion constructing new state-of-the-art training facilities, including a learning centre, lecture theatre, and junior ranks dining and welfare facilities. In addition, a separate contract is being undertaken at the same time by Debut to provide living accommodation for 859 personnel.

The new facilities will sit alongside the Defence Medical Services headquarters building, that was completed by Carillion in 2010 as part of phase one of the project, and help to ensure the smooth running of the DMS activities worldwide, including the management of around 10,000 people.

Paul says: “We have weekly meetings with the client to discuss what work is due to be carried out and how we can work around the military’s needs to ensure the least disruption to personnel is maintained.

“As the project moves forward, it will be crucial that we deliver the new facilities on schedule as further close liaison will be needed to allow the DMS to transfer staff and their families to the new location in a planned and timely operation.

“In addition, Whittington is situated close to the town of Lichfield, many smaller communities and a number of major road and motorway routes, so we also need to ensure that we have good relationships with the local communities to ensure that disruption is kept to an absolute minimum.”

Local communities are regularly updated on the progress of the project with community information newsletters issued by the team.

Carillion moved on site early in 2011 to work on the detailed plans for the new development - scheduled for completion in 2014 - obtaining all planning and regulatory approvals and to appoint the workforce using as much involvement from local companies as possible.

Just what the doctors ordered!

A range of Carillion operations are engaged at Whittington including:

- CARILLION UK CONSTRUCTION, who will be undertaking all of the building and civil engineering work as well as the overall project management.
- TPS (DEFENCE) LTD, who, as architects, civil structural and building services consultants, have worked with the Ministry of Defence for many years on projects around the world.
- CARILLION SPECIALIST SERVICES, one of the UK’s largest group of approved inspectors and suppliers of building control services.
- CARILLION’S IN-HOUSE MATERIALS TESTING LABORATORY.
CarillionEnterprise a ‘year of real achievement’

CarillionEnterprise - a 50-50 joint venture between the two backwash - delivers the Regional Prime Contract for the Ministry of Defence (MoD) and Defence Infrastructure Organisation (DIO) across the Central Region of the UK, which includes North East, North West, Yorkshire and Humberside, West Midlands and Wales.

It is responsible for the maintenance of around 5,500 buildings and infrastructure assets at 45 military bases, including control towers, hangars, underground bunkers and offices; it also procures new build or refurbishment works which are delivered through its ‘Core Works’ project team and engages resources from Carillion Construction in the supply chain.

In April 2009 it was awarded the MoD Activity Contract (MAC) at RAF Spadeadam, Cumbria, and also asked to provide additional support services, working in an integrated partnership with the RAF. The main areas of the contract include: communication information systems, mechanical transport operations and maintenance, general engineering support, catering, cleaning and waste disposal.

This important role also includes support of the unique training mission of the unit and as the only facility in Europe where aircrews can practice manoeuvres and tactics against a variety of threats. It is a partnership in every sense of the word, it is a partnership where our people stand shoulder to shoulder with the Armed Forces in training and operational environments, ensuring the effectiveness of the military personnel and the safety of the assets they protect.

The work undertaken by CarillionEnterprise at Spadeadam goes above and beyond what most service contracts could ever imagine and still they continue to improve. Teams have also supported NATO forces operating within UK airspace and often at a no-notice requirement. CarillionEnterprise is routinely tasked to support UK and NATO forces. The work undertaken by CarillionEnterprise at Spadeadam goes above and beyond what most service contracts could ever imagine and still they continue to improve. Teams have also supported NATO forces operating in desert conditions in Exercise Magic Carpet in Oman.

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Realising the vision

Prime Contracting is vital to the MoD’s vision for an armed forces that are fit for purpose now and well into the future. It is our job to deliver the right size and quality, which is managed and developed effectively in line with acknowledged best practice, and is sensitive to social and environmental considerations.

CarillionEnterprise is committed to helping the MoD realise its vision through collaboration and innovation.

Also during the year, HRH Prince Michael of Kent visited RAF Spadeadam to present the Unit with the Firmin sword for 2010. The Prince met with the sports hall’s Physical education staff and representatives from CarillionEnterprise and Carillion Construction before officially opening the new Jubilee Sports Hall which was successfully delivered to the MoD by CarillionEnterprise as a Core Works project.

The Prince met with the sports hall’s Physical Education staff along with representatives from CarillionEnterprise and Carillion Construction before officially opening the building. Station Commander Group Captain Chris Luck said: “The completion of the new gymnasium was on schedule and delivered to cost and programme, despite the discovery of a significant amount of hidden asbestos.”

CarillionEnterprise Managing Director Peter Green says, “2011 was a year of real achievement. We have continued to deliver against the Key Performance Indicators, we have successfully negotiated a one year extension of the current RPC Contract to March 2014, and we continue to work with our partners to agree the shape of the organisation and understanding how things will work going forward.”

The project included disconnecting three electricity substations, £350,000 worth of communication cables which were then dug out and dismantled - including over 13 kilometres of walkways!

The CarillionEnterprise team also successfully completed the demolition of Europe’s largest storage and distribution centre (SADAC) at MoD Stafford. Built in the 1970s, the massive facility played a key role in the Falklands operation and is no longer needed after the departure of the RAF from the base. The project included disconnecting three electricity substations and vulnerable service/fibre optics cables, £350,000 worth of utilities and equipment, and 120,000 square metres of asbestos were removed.

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for managing planned and reactive maintenance needs. The MoD requires a highly secure, efficient, proven system for ensuring planned and reactive maintenance needs. This includes taking calls from service personnel and ultimately having a robust solution to deliver the promised solution. MHs also ensures that maintenance tasks do not cause service families any additional pressure. Therefore a comprehensive customer focus is essential. WorkManager is an operational system that prioritises work and allocates resources. This ensures an efficient service is provided, and tasks are dealt with in the most suitable manner. Specialist engineers are allocated to the most appropriate jobs to ensure any issue is resolved with the minimum of inconvenience.

There are in excess of 43,000 service family accommodation in England and Wales. There are in excess of 43,000 service family accommodation in England and Wales. The contract is for seven years with an option to extend for a further three years and the total value in the initial phase is expected to be £380 million. MH provides all aspects of property maintenance for service families, including building fabric, service, grounds maintenance and the provision of paper, curtains and soft furnishings. The helpdesk receives 7,000 calls per week for repairs to service families’ accommodation. The customer care centre has a highly skilled team fully security checked. The helpdesk has seen many positive changes. The helpdesk receives 7,000 calls per week for repairs to family accommodation. The helpdesk has seen many positive changes. The helpdesk receives 7,000 calls per week for repairs to family accommodation. The helpdesk has seen many positive changes.

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In order to outline this and other for the needs of service families, MHs is aware of the importance of good quality housing for our Armed Forces. MHs manages a dedicated customer care centre for families to rely on if they have maintenance problems. This incorporates a helpdesk, a portal and an online system that supports the customer care centre. The customer care centre has a highly skilled team working with state-of-the-art technology, which is available 24-hours. Due to the nature of the contract, all staff are trained and aspires to provide a first rate service. This service aims to minimise reactive maintenance calls and optimise responsibility to the occupants of the accommodation.

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Our mission: Making soldiers’ lives better

Project Allenby Connaught has one simple mission – to make life better for some 18,700 soldiers (nearly 20% of the British Army) by providing modern, high quality, fully maintained, purpose-built accommodation and working facilities. Aspire Defence Limited, a joint venture between Carillion and KBR in April 2004. Aspire Defence Limited is a special purpose vehicle made up of Carillion and KBR (Infratil and Infratil are equity holders). It has two principal operations – Aspire Defence Capital Works and Aspire Defence Services, and in addition there are supported by a multi utility joint venture comprising UK Power networks and Veolia water.

As Infratil and KBR, in April 2006. Defence Limited, a joint venture between Carillion and Kbr (infratil and Kbr are equity holders). This new build will cover an area twice the size of Hyde Park. In the first six years since the project began over 6,069 bed spaces have been delivered, 606 new and refurbished buildings constructed and 423 demolitions completed with over 97% re-use of materials, and over two million meals served annually. The project footprint is over £8 billion. Of this, 5,600 calls per month are received, each of which in excess of 98% are answered within 30 seconds. "Quick fix" services that Aspire is responsible for 24 hours a day, 365 days a year. The helpdesk is physically located at each of the garrisons. The helpdesk provides a telephone, walk-in and email point of contact for advice and assistance on all of the services that Aspire is responsible for 24 hours a day, 365 days a year. The helpdesk receives an average of 4,465 calls per month of which in excess of 98% are answered within 30 seconds. In the first six months since the project began, over 6,069 bed spaces have been delivered, 606 new and refurbished buildings constructed and 423 demolitions completed with over 97% re-use of materials, and over two million meals served annually. The construction phase During the eight-year construction programme, about 58% of the work will be on new build, 25% on refurbishment and demolition. In all, there will be over 200 individual construction sites in which more than 380 construction teams will work, ranging from large projects with tens of millions of £s of project value to projects with a value of only £100,000. To just this in context, the total area for the new build will cover an area the size of Hyde Park. Services Aspire Defence Services manages and operates service provision - 50% will be delivered and 50% subcontracted, covering property management and maintenance, transport, stores, office services, catering and cleaning and waste disposal. The helpdesk is exceeding contractually stipulated deadlines to answer 95% of all calls within 30 seconds.

Top safety awards Aspire Defence Capital Works has had the rare distinction of winning a Globe of Honour and Sword of Honour from the British Safety Council. The Globe of Honour looks to reward environmentally responsible organisations which have demonstrated best practice and set exemplary standards in environmental management. Only projects that have achieved a full five star rating during a BSC environmental audit were able to enter the competition. The Sword of Honour is for organisations that have proved themselves to be at the forefront of health & safety management. It is very rare for businesses to win the accolade and even more so if, like Aspire, it is their first year in entering the awards. Aspire Defence Capital Works SHeQ Manager Martin Kerlogue said: "I am tremendously proud on behalf of the management team, staff and all the contractors who work with us to have won this Globe of Honour on our first attempt." Peter Caddock, Environmental Manager, added: "It has been a significant year for Aspire Defence Capital Works. To have received the Globe of Honour is the first year of applying to a fabulous result, and it’s great to see we have been rewarded for our national efforts." "It’s so valuable to have that outside view which has clearly recognised our results and achievements with this prestigious awards.

Top left - Telford Barracks above - new accommodation at Perham Down; right - one of the Aspire Defence Services teams

Sustainability & Environment

Amongst the achievements:

- Over 1,000 individual common lizards and slow worms have been safely relocated at Perham Down camp.
- Around 100 buildings fitted with mini combined heat and power (CHP) systems have the capacity to make savings of 10,000 tonnes of CO2 per year.
- Rainwater harvesting will provide potential for replacement of 1,000,000 litres of water.
- One of the largest bat mitigation schemes (in terms of numbers) is being conserved for by Aspire Defence Services in and around areas of national importance

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Key facts

- Project value: £8 BILLION
- Construction programme: 35 years
- Project footprint: HOME TO APPROX 18,700 SOLDIERS IN 682 BUILDINGS - £8 BILLION
- Refurbishment/Recall: 97%
- Demolitions: 500
- Create, maintain and refurbish: 1,600 WONG SIX SITE AERIALS

Previously more than 50 contracts: HOME ONE

Local help desks: AVAILABLE 24/7, 365 DAYS A YEAR

- £1.5 BILLION project: eight-year construction programme
- £8 BILLION project value
- 35-year contract: Aspire Defence Services Limited
- Key facts
Holdfast build programme reaches halfway mark

Holdfast Training Services is a consortium comprising Babcock Support Services and Carillion Private Finance (Defence).

The Holdfast Training Services Ltd (sPV) vehicle (sPV) set up as the contracting body for the Holdfast Private Finance (Defence) Ltd who own 26% and are responsible for training delivery and support services including asset management. The consortium is responsible for training delivery and support services. The Holdfast Estates Director Dave Cooper says: “brompton had to put in traffic management measures. We are constantly looking for opportunities to add value through delivery of impact. ‘This year we have committed to deliver a £17 million worth of potential new projects.”

Dave is supported by Commercial Manager Andrew Bowes and Assistant Katie Brittn. Andrew is a qualified chartered surveyor, airfield planners and geotechnical experts. No other company can offer the range of contract requirements under PFI, Prime Contracting, framework agreements and conventional procurement methods. TPs also provides the Ministry of Defence with specialist consultancy on site security, bomb blast protection and counter terrorism measures. This is complemented by its specialist in cultural and heritage sites. TPs works either directly with client operators, corporations and operators of entertain venues, infrastructure and other utilities, transportation and airport facilities. TPs is a creative team of professional engineers, architects, project managers and consultants.

As the shape and roles of the Armed Forces change, TPs is delivering the new facilities that British servicemen and women need to operate safely and effectively. As part of this we have commenced construction of £90 million this year. Two thirds of the build is with the Ministry of Defence, worth in the region of £17 million worth of potential new projects. From accommodation and mess halls to training facilities, facilities in Bicester.”

Holdfast Training services ltd is a special purpose vehicle (sPV) set up as the contracting body for the Holdfast Public Private Partnership (PPP). The consortium is responsible for the construction programme. The rsMe is approximately half-way through the planned build programme, as well as hard and soft FM services. The design, build and transition phase involves three locations and consists of 61 developments, 11 developments are responsible for the construction programme. The 30-year Public Private Partnership Contract has been providing high quality security consultancy for more than 50 years, initially as the UK government’s Property Service Agency (PsA), working on major and varied projects for clients. TPs is a creative team of professional engineers, architects, project managers and consultants.