



mitie

# DEFENCE PLAYBOOK

## DEFENCE PLAYBOOK

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Partnering with the Best

# ABOUT MITIE

Founded in 1987, Mitie are the UK's leading facilities management and professional services company. We offer a range of specialist services including engineering, security, cleaning, energy and property consultancy.

A proudly British company, we employ 54,000 people across the country. Our people work across a diverse range of environments including critical national infrastructure, secure sites, data centres, hospitals, corporate offices, and rural landscapes. We take care of our clients' people and buildings, by delivering the basics brilliantly and by deploying advanced technology.

As part of this approach, we are pioneering the use of smart analytics and digital technology to provide valuable insight and deliver efficiencies to create outstanding work environments. Together, these enable our clients to deliver the exceptional, every day.

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DEFENCE  
PLAYBOOK

# FOREWORD



CHARLES ANTELME DSO, MITIE HEAD OF DEFENCE

At Mitie, we understand the vital role our military plays in protecting us and our national interests. A British business, we share the MoD's vision of a secure and prosperous country and are inspired and humbled by the prospect of playing an even greater role in supporting the military in their mission. From our experience of the sector, there is no doubt that a fully functioning defence estate is a cornerstone of operational capability and the morale that underpins it. We are determined to ensure that we guarantee delivery and inspire confidence in this challenging, exciting and rewarding environment. This Playbook sets out several ways we will do this.

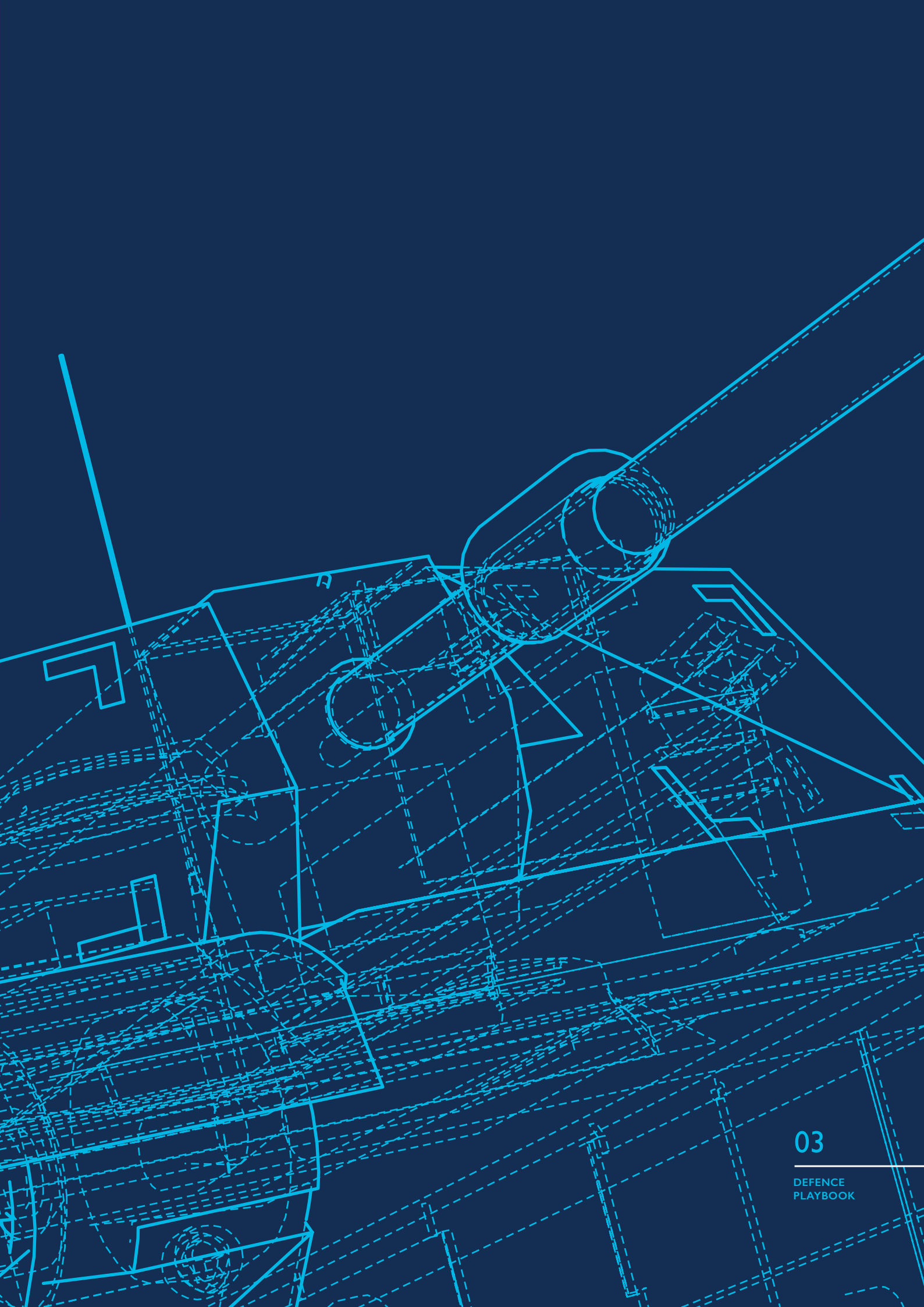
The estate is vast and its infrastructure ranges from the state-of-the-art to the 'falling apart'; age, years of under-investment and scale play their part in making this a tough task. A new approach to funding, a determination to do better and the tantalising benefits of bringing industry best practice to bear, also mean that this is an immense opportunity. Mitie's vision is to partner with the Military and the Defence Infrastructure Organisation to bring our knowledge, energy and focus to the provision of first class integrated facilities management for the defence estate.

With a client base that already encompasses scale and complexity within a range of secure and sensitive environments, including military sites, we are well-positioned to expand our work with defence. As well as key personnel across the business with an in-depth knowledge of the sector, we also field a team at the cutting-edge of future facilities management. Combined with a wealth of veterans, reservists and services families throughout the business, we feel this is a very natural fit.

As you will see over the coming pages of this Playbook, we view each account as a multi-year transformation project - a winning combination of daily delivery, innovation and development. This approach ensures that we are able to work in partnership to drive a culture of continuous improvement.

Beyond the delivery of our core services, we take our investment in the social value of each contract seriously. As a result, we are confident that Mitie will have a positive impact on the lives of service people, their dependents and the communities in which they live.

As our motto says, we aim to help our clients deliver 'the exceptional, every day' and there can be no greater responsibility than to do so for the UK's Armed Forces.



# INTRODUCTION

## WHY A PLAYBOOK?

At Mitie we do things a little differently. We understand that just talking about what we do often does not get to the heart of what our clients really want to know. The 'how', to them, is just as important as the 'what'. And we know that the defence sector is no different in that regard.

That is why we did not want to create a brochure that simply talks about the breadth and depth of services we offer. By focusing instead on the approach we take, the processes and systems we employ and the philosophy that lies at the heart of everything we do, we aim to be totally transparent about how we will support the defence sector.

That is why we call this our Defence Playbook.

Over the following pages we will explore how Mitie approaches facilities management. This is not intended as a detailed delivery plan; instead it describes how we go about our business and the benefits this brings to our clients. And to help this come to life, we have peppered it throughout with a range of case studies from clients across a number of sectors, including defence, government and critical and secure environments.

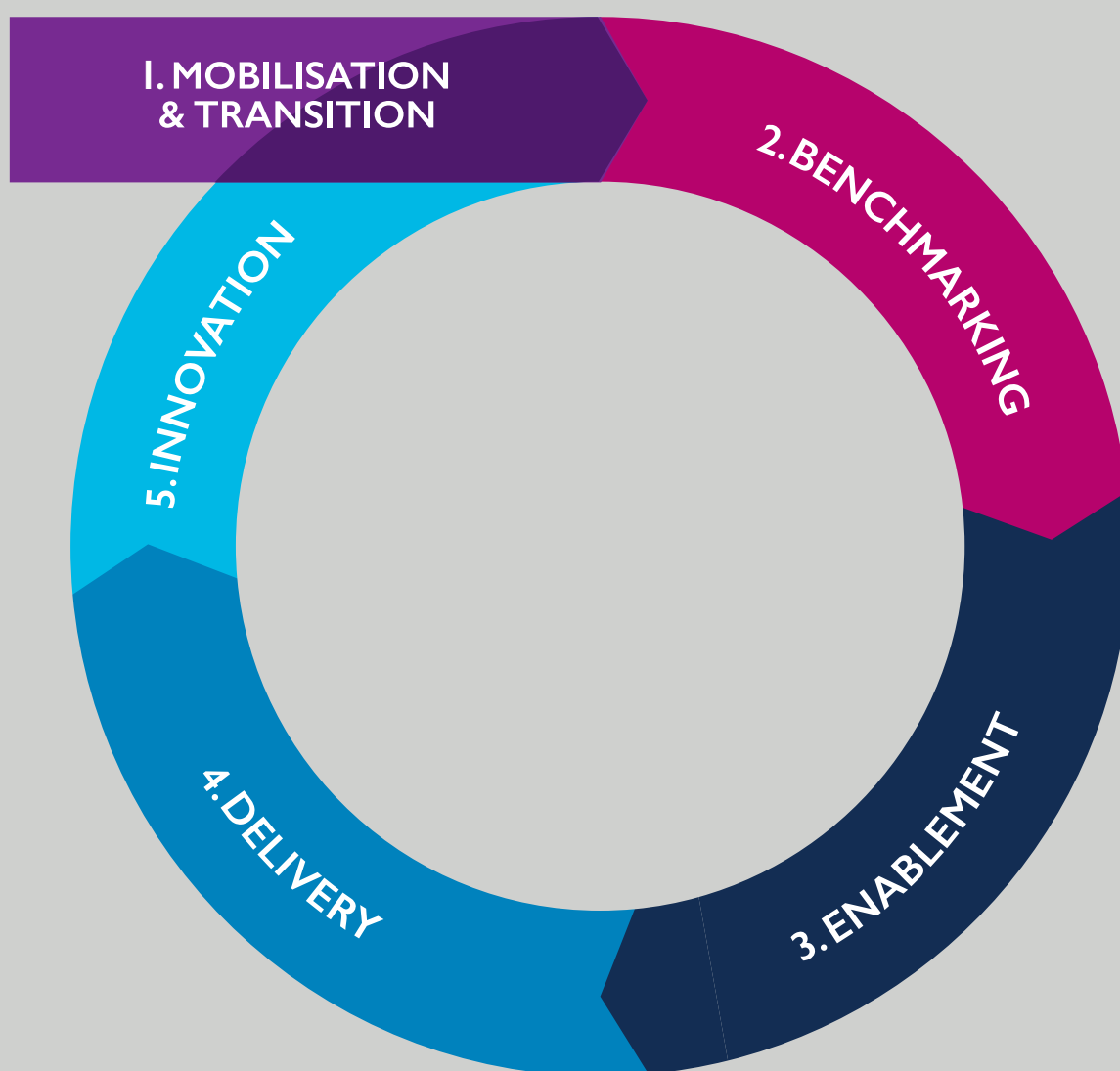
### **A phased approach to major projects**

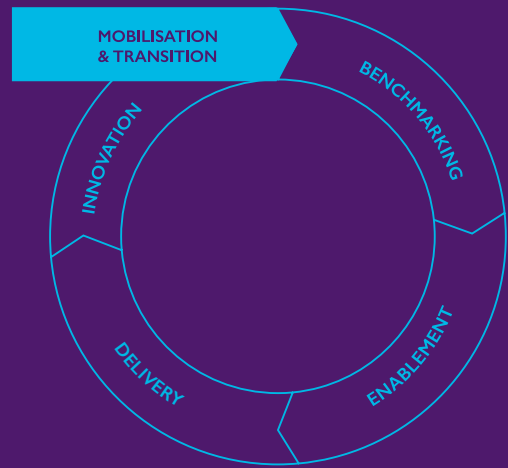
Before the mobilisation formally starts, we get under the skin of our clients' business. We listen to their needs and objectives and design a bespoke solution that addresses them. We also seek to understand their expectations and develop a roadmap of key milestones to be achieved and by when.

The graphic to the right outlines Mitie's phased approach, taking our clients from mobilisation and transitioning, to benchmarking, enablement, delivery and innovation. It is important to note that our approach is one focused on continual improvement, with any new innovations and learnings fed back into the wider programme.

We will explore each of these phases in their own dedicated chapter, as well as detail how this approach ensures that we can maintain and develop long-term partnerships with clients across a diverse range of sectors.

## OUR FIVE PHASE APPROACH





## PHASE I

# MOBILISATION & TRANSITION

A great mobilisation sets the solid foundation for excellent service performance and the building of a trusting relationship. By working with a wide variety of private and public sector clients over the last 30 years, we have developed a comprehensive approach to mobilisation and transition. This is constantly improved with each and every project, ensuring that our clients benefit from an industry best practice approach.

This approach includes a dedicated mobilisation team that understands and has worked on a military estate. That team work in parallel with the operational delivery team to ensure a seamless service. Our clients also benefit from a single point of contact, so their people always know who they need to speak to to get things done.

And importantly, our team will always be looking beyond the contract to find the most efficient, cost effective or innovative ways to achieve what our clients need us to achieve, without feeling that our hands are tied.

### Our approach

- **Dedicated mobilisation and HR change team:** The team are experts in the TUPE and transition process, and trained in Lean and PRINCE2 skills, to ensure that they can lead, manage and deliver the programme, enabling operational management to focus on business as usual activity.
- **Subject matter experts:** Cross functional support provided by an experienced team of subject matter experts to meet a diverse range of account needs. Their specialisms include specific facilities management services, technology, cyber security and data analytics, to name a few.
- **Dedicated support channels:** Support through our HR shared service, Quality, Health, Safety & Environment, supply chain, vetting, learning and development, and finance functions, allowing people to get the right help quickly.



- **Central point of contact:** Tailored methods of communication and engagement providing a central point of contact for all, whether they are employees, supply chain, Top Line Budget Holders, Frontline Commands or the Defence Infrastructure Organisation.
- **On-site presence:** Providing reassurance and rapid response to challenges throughout the whole transition and beyond.
- **Risk register:** The adoption of a strategic approach to risk management from the outset that is understood by all who become involved in the project.



### The benefits

The key benefits of this approach include:

- disruption is mitigated and unexpected costs are avoided through our 'right first time' approach.
- clear lines of communication ensure the efficient resolution of issues, helping to improve morale.
- assurance that all process and procedures are in place to enable a smooth transition from the 'In Service' date, thanks to the insight of our subject matter expert team.

### Hearts and minds

Building a culture means focusing on individual and team behaviours, working practices, workplace environments and management styles to ensure that our client's and Mitie's values are lived by each member of the team.

We therefore focus heavily on cultural change. This is not only in terms of understanding our client's core values, but in the cultural change we expect from our people.

At its heart, Mitie is a people-focused business committed to working as one team. This not only includes those we employ directly, but also any sub-contractors working with us. We expect our people to own the space they work within, across all aspects of service delivery. This allows us to remove any barriers between team members from different service lines, encouraging people to think beyond their specific job role.

We will also introduce anyone that transfers to the account to the tools and systems that will help them do their jobs as effectively as possible, such as scheduling tools.

### TUPE

We have developed robust processes to minimise risk and ensure business as usual service delivery from 'day one', including:

- Working with our clients and outgoing contractors to provide a programme of communications. These include one-to-one meetings and roadshows to engage TUPE candidates in an organised and sympathetic manner.
- Putting contingency plans in place to address resource gaps where any TUPE staff do not transfer over.
- Conducting skills gap analysis and providing training and development where required to ensure that TUPE staff meet the skills and customer services standards that will be expected from our client's team.

## OUR TUPE RETENTION RATE IS 98.3% FOR THE FIRST 12 MONTHS

### Asset and data audit

Unlocking the data in an estate is crucial to running it in the most effective way. It is also important to ensure this information is live and takes both day-to-day maintenance and long-term investment decisions into account.

Our own digital platforms, developed by Mitie, support asset management, service management (helpdesk), service scheduling, contract management and Service Level Agreement monitoring, Health & Safety and risk management, stocks/materials control, and purchasing and reporting.

By collecting detailed asset information, which is stored in a live environment, and then integrating this with our Computer Aided Facilities Management (CAFM) and forward maintenance register tools, we can transform data into live, visible, actionable information and insight.

# CASE STUDY: MOBILISATION & TRANSITION

CLIENT	HEALTHCARE SERVICES PROVIDER
SECTOR	HEALTHCARE
HIGHLIGHTS	70,000+ REACTIVE MAINTENANCE CALLS A YEAR

## Challenge

This major healthcare service provider are responsible for developing and managing around 4,000 assets covering estates, property and facilities.

Over the years, their estate has suffered underinvestment, which has created a backlog of maintenance issues. They therefore needed to work with a partner that could not only manage their high volume of reactive maintenance requests, but also audit their infrastructure assets and identify where replacements were necessary.

## Solution

One of the key reasons that Mitie was chosen to undertake the work was our ability to self-deliver a wide range of facilities management services. This approach ensures we can improve customer experience for the client through the provision of dedicated staff with a good knowledge of the sites, environments and people.

Our mobilisation team began by undertaking initial asset condition surveys and combined these with historical reactive maintenance data to establish a programme of proactive asset replacement. Following this asset audit, our in-house asset data collection specialists simplified the vast amounts of data and created an online dashboard that clearly presents a range of contract and performance insights.

Our team of subject matter experts then reviewed the reactive maintenance call process. As a result, all new maintenance service requests and emergency calls are now handled through our Helpdesk Services team on a 24/7 basis, providing a single point of contact and consistency in reporting and management. Our call advisers proactively manage case progression through to completion, with the system alerting them if key service level stages are about to be breached.

We also held an innovation workshop with the client where we presented a number of transformational initiatives to improve the contract. These included Connected Workspace and chatbot applications, the Mitie platform for security risk management and incident planning and the latest version of our Mitie Computer Aided Facilities Management (CAFM) platform. We are currently in the process of developing an interface (at no cost), which links our platform to the client's CAFM system.

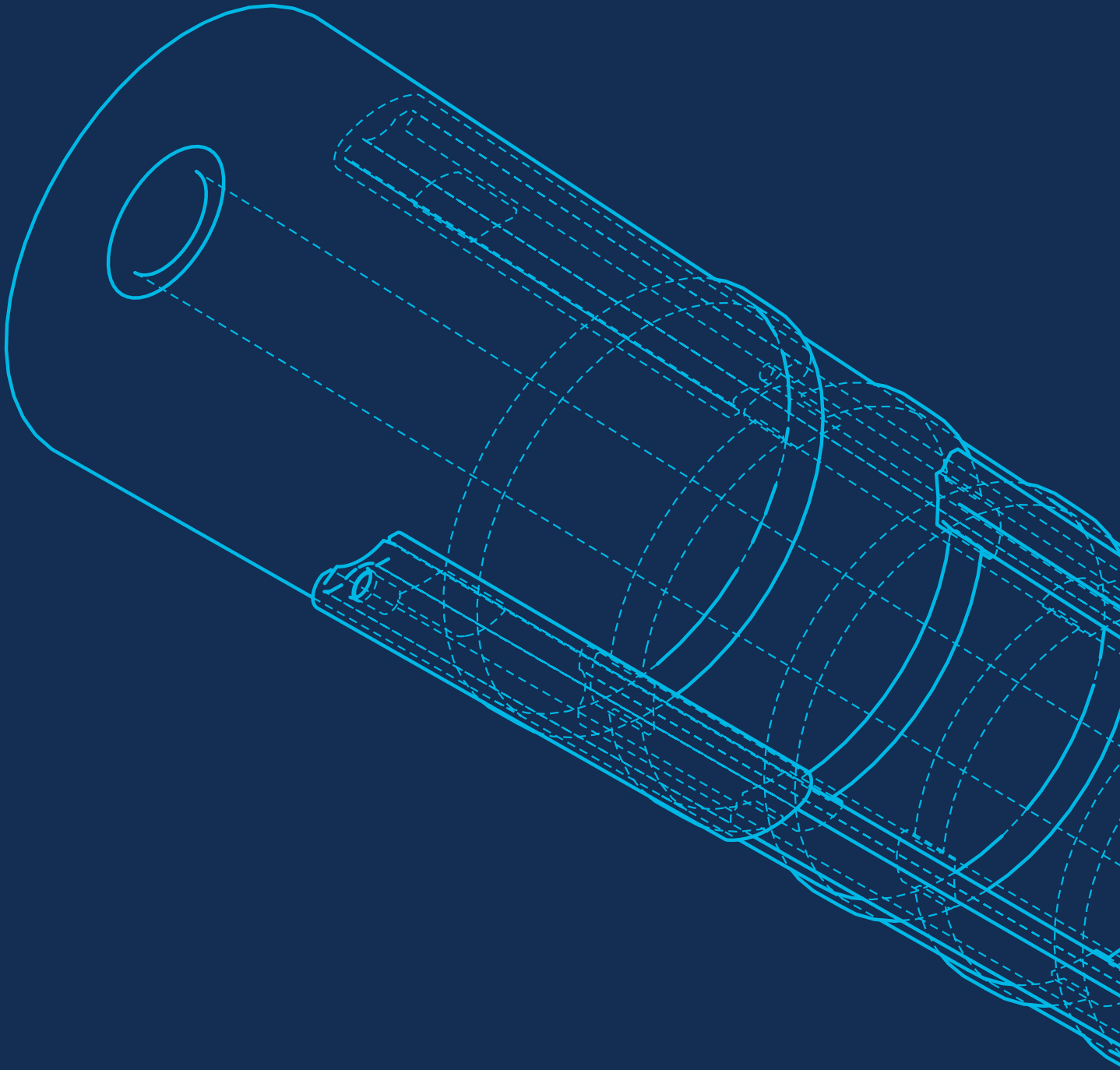
Finally, our self-delivery approach also provides opportunities for training and development to ensure high levels of customer service, job satisfaction and cultural change. For example, each engineer has undertaken 'Caretech' training to ensure they understand the requirements of working in specific care environments.

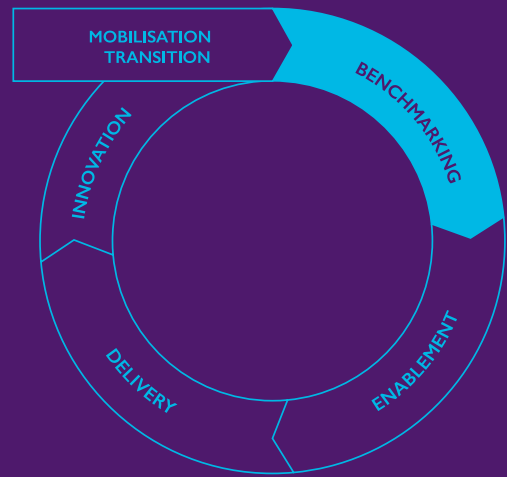
## Outcome

Today we respond to more than 70,000 reactive maintenance calls a year, through a dedicated team of mobile engineers. Our 'right first time' approach has been central to our strategy of reducing disruptions using our helpdesk infrastructure and best use of technology.

Our delivery model of multi-skilled engineers based across the UK is powered by a team of planners and depot staff who use dynamic scheduling to map the most efficient routes. This approach improves service quality, increases the number of 'productive hours' for each engineer, and reduces travel time and associated emissions and costs.

Furthermore, our extensive surveys across the portfolio actively support the client in developing their long-term plans for estate and asset management. These surveys provide a baseline for maintenance planning to develop and maximise their maintenance techniques and efficiencies, ultimately delivering future cost saving without compromising operational continuity.





## PHASE 2

# BENCHMARKING

Benchmarking is essential to optimising operating costs (OPEX), knowing where investment is needed and understanding how savings can be realised.

Our contract management is designed so that all services delivered by Mitie are run through a single structure. This ensures greater ownership, accountability and control. Account Directors provide clear guidance, instruction and planning to our operational delivery team. Our management team then ensures day-to-day services are delivered to consistent standards and service improvement initiatives are achieved.

### Our approach

- **Self-delivery capability:** Through the breadth of our self-delivery capability we can ensure a consistent approach to user experience.
- **Service Improvement Plans:** Once we have gained a good understanding of the estate, we will create Service Improvement Plans for any service where we can identify performance shortfalls and benchmark this against superior performance. Service Improvement Plans are key to ensuring a consistent performance and workplace experience.

- **Journey to Service Excellence:** We will focus on our responsibility for providing the right service culture, which will be achieved through open communications and engagement and our Journey to Service Excellence programme. The culture we instil in our teams is one of site ownership and pride for the space they are responsible for and not just the services we deliver.



### The benefits

The key benefits of this approach include:

- An understanding of true operating costs to enable more effective budgeting, challenge ways of working and review OPEX.
- Provides the insight needed to undertake rationalisation and optimisation, including identifying potential key investment opportunities.
- Lifetime Key Performance Indicators (KPI) monitoring enables quick identification and resolution of potential contract performance issues, rather than waiting for formal meetings.

### Target operating model

During the bid process, and through collaboration sessions, we will agree the target operating model with our client. This will include proposed KPIs for each area of the contract and their weightings, to ensure that all measurable and relevant aspects of service performance are incorporated, as well as softer aspects, such as customer service. Whilst we call it a 'target operating model', we continually look to enhance our service provision during the contract life, offering innovation that dramatically improves service delivery.

### Gap analysis and KPI Baselineing

We will assess the current ways of working and apply improvements or enhancements that will help to achieve the standards and KPI targets.

This will include engagement with team members during the mobilisation phase to ensure that they understand our contractual obligations and the importance of meeting the standards required.

We will monitor and measure our performance against the standards and KPIs on an ongoing basis to maintain service delivery. It will also be key to secure engagement at a senior leadership level to drive ownership of service standards and ensure we deliver the best possible service.

In line with Mitie's internal audit procedure, processes will be put in place to monitor and review performance of our operations against the business operational requirements, our own internal standards and client requirements. This includes audits, inspections and site visits, which will be undertaken by account management, Quality, Health, Safety & Environment Management (QHSE) representatives, external verifiers and our clients where applicable.

Audits will be carried out in-line with these processes, looking at our performance in relation to a number of factors including financial management, operational and Quality, Health, Safety & Environmental Management.

### One management information system to drive performance

Our digital analytics platform is a key tool for ensuring consistent service delivery as it clearly displays our performance for all service lines and locations. It pulls together data from our core delivery systems and provides powerful analysis to present a total picture across a client's portfolio.

Our digital platform also adds value by identifying meaningful trends and patterns in real-time to both aid the decision-making process and demonstrate the effectiveness and benefits of service improvement initiatives. Finally, the platform reduces the administrative burden of pulling together reports from the different services through the automation of processes and reporting.

### One set of procedures and policies ensuring consistent standards

By using our business management system (BMS), we can ensure our operations are delivered safely and managed to consistent standards across all sites. Our integrated BMS is certified to ISO9001, ISO14001 and OHSAS18001 and sets out the procedures and policies that our people follow, the methods we use to deliver our services and the tools we employ to manage our activities. All our people receive training on our BMS, so they understand its purpose and importance, their role in complying with it, and their means to access the information in a timely manner.

# CASE STUDY: BENCHMARKING

CLIENT	AIRCRAFT ENGINE SUPPLIER
SECTOR	AEROSPACE
HIGHLIGHTS	30 YEARS' UNBROKEN SERVICE

## Challenge

This aircraft engine supplier's sprawling overhaul facility maintains and services jet engines and then tests them extensively, ensuring that they meet Civil Aviation Authority (CAA) and Federal Aviation Administration (FAA) standards.

As a single engine is worth over £9m, accurate results are vital. The engine overhaul facility runs 24/7, 365 days a year. In order to ensure the safe, compliant and efficient ongoing operation of the site, our client needed a facilities management partner that shared their focus on service delivery.

## Solution

The client has employed Mitie personnel for 30 years and counting. Over this time we have continued to benchmark and evaluate our delivery and implemented a range of Service Improvement Plans to ensure a consistently high level of performance and workplace experience.

As one of our longest running contracts, we provide an extensive range of self-delivered services from cleaning and carpentry to special projects.

These include test cell calibration, which is an essential part of jet engine maintenance that quite literally keeps aircraft from all major airlines in the sky.

Furthermore, as well as traditional cleaning, our team of 40 skilled cleaners is also responsible for removing all Foreign Object Debris (FOD) from the compound, helping to ensure none of the engines are damaged.

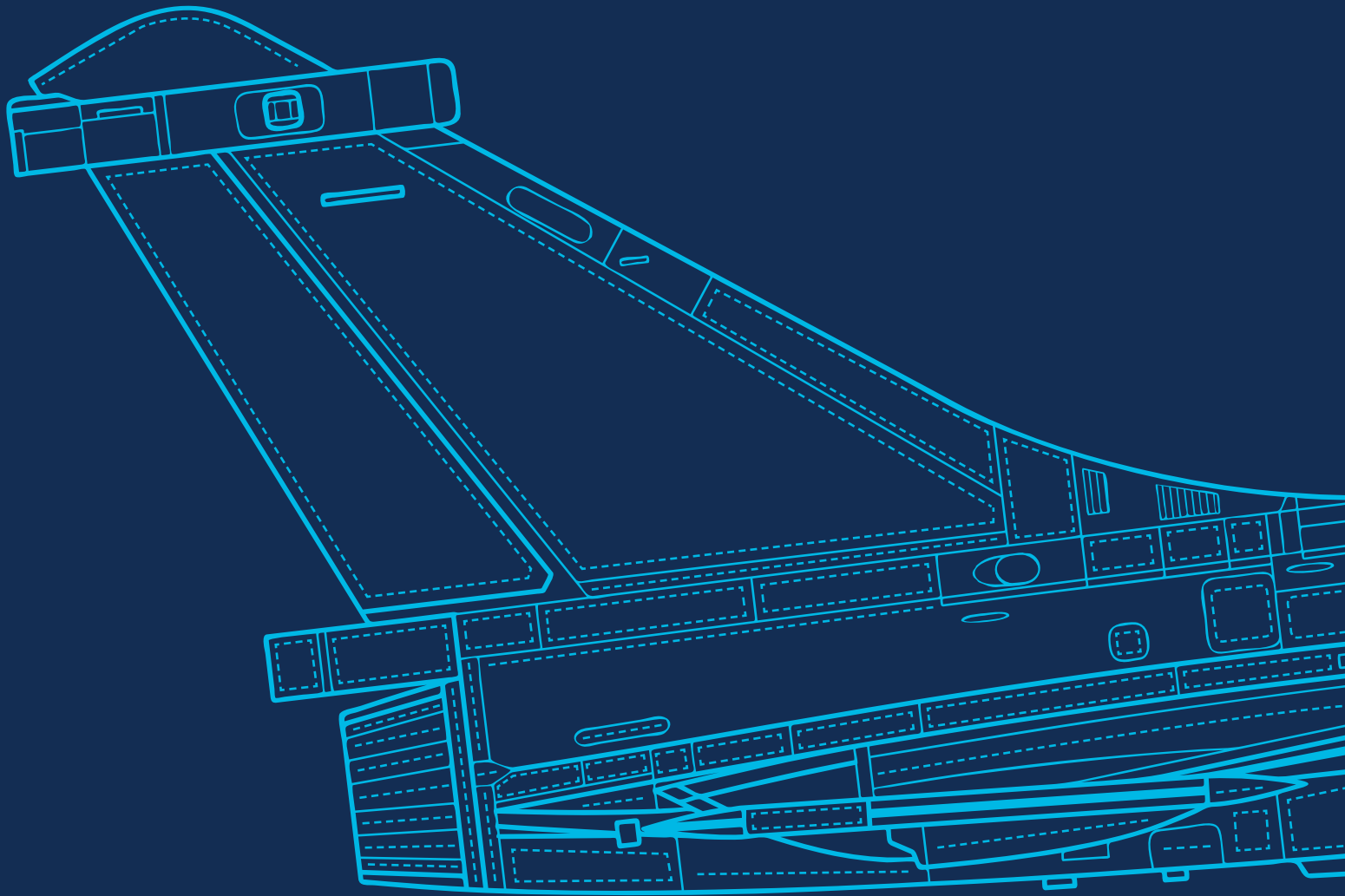
We also provide a dedicated team to help keep our client's engineers safe. During a service, jet engines are lowered into a claustrophobic pit, where engineers can access them more easily. Stringent procedures are in place should an emergency occur in the pit and, previously, our client was reliant on a team of on-call mountain rescue professionals for this. Instead, Mitie trained its own Confined Space Rescue Team, drawing the eight people from the site's existing workforce. As a result, if there are any problems, engineers are reassured that a highly skilled squad of rescuers is always on hand.

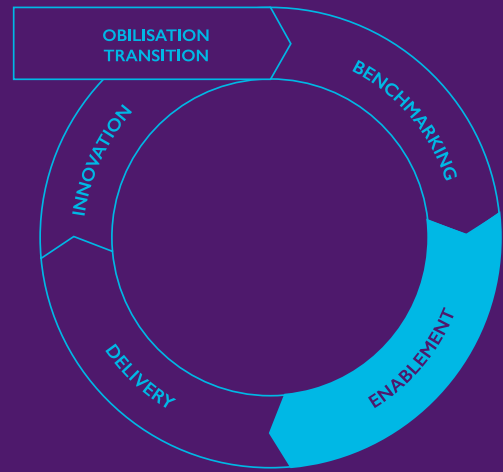
Together these demonstrate the pride and sense of ownership that our teams have for the client's site and how they are embracing the principles of our Journey to Service Excellence programme.

## Outcome

Through the provision of our FOD cleaners and Confined Space Rescue Team, our client's people are kept safe and well. Meanwhile, our benchmarking and calibration teams play an integral role in helping to ensure air safety of the engines they service.

In fact, as part of an ad hoc project, Mitie specialists designed and built an electronic system that reduced test cell calibration from a 10-hour task that required several engineers, to taking just 30 minutes, in line with CAA and FAA standards. This has produced savings in energy and man hours, and also speeds the engines' progress through the plant.





## PHASE 3

# ENABLEMENT

Our three-tiered management structure ensures seamless delivery from the In Service Date and beyond, providing our clients with the confidence that all systems, processes and training are delivered.

### Our approach

#### A three-tiered management structure:

- **Tier one** - Strategic: A dedicated Account Manager or Director will provide contract direction. Drawing upon the expertise of a Steering board of specialists from Mitie and our key suppliers, they will be responsible for service management and continuous improvement. They will also be supported by our dedicated administration and helpdesk team and Mitie central functions.
- **Tier two** - Support: Our nominated operational management team will ensure compliance and continuous improvement by supporting both the Strategic team with insight and the Operational team with tools and data.
- **Tier three** - Operational: With clear direction from the Strategic team and proactive assistance from the Support team, our supervisors and operational teams will be focused on delivery, ensuring integrity, safety and a consistent quality experience of the service on site.

#### Systems and processes activation:

- Our experienced team work with clients to advise when and how to activate key systems and implement essential processes.

### Learning and development:

- We equip client teams with the knowledge, skills and training required to ensure that they can confidently and efficiently move on to the delivery phase.



### The benefits

The key benefits of this approach include:

- Mission command empowerment as close to the frontline builds close relationships, and provides reassurance that we understand the local issues and specific site requirements so we can quickly act to resolve issues.
- Expedited delivery, reduced delays and improved service for both our clients and their end users.
- A clear and constant focus on both our client's strategic needs and opportunities, as well as their day-to-day operational requirements.



## Systems

We believe investment in technology is key to delivering exceptional facilities management services. From scheduling colleagues, logging incidents, allocating jobs, to monitoring performance of assets and spaces, technology will provide assurance of service, as well as helping us identify continual improvement throughout the contract lifecycle. Every single one of our accounts has different requirements, so rather than utilising a 'one size fits all' approach, we pick from a suite of tried and tested software, adopting it at a pace that suits.

We can provide real-time data including statutory compliance positions, contract performance data and trend analysis statistics in a user friendly and detailed format. This helps simplify the control and analysis of day-to-day operational activities, providing our clients with knowledge and control of important estate decisions.

### Our systems allow our clients to:

- Monitor and analyse reactive service requests
- View and manage planned maintenance works
- Proactively prevent issues before they arise
- See data in a personalised way
- Filter the data for specific locations and/or time periods

## Processes

Where processes are subject to change, we use our proven change management procedure to ensure that there is no disruption to operations. The management team will liaise with the client team to establish an appropriate plan of action and the support required from within Mitie to manage risk and ensure service continuity.

A Steering Board of subject matter experts, nominated from Mitie's Centres of Excellence and our supply chain, will drive continuous improvement. We will adopt contract governance requirements without fail to maintain strong collaborative working relationships and to monitor all plans in-line with expectations.

## Training

As we have said before, we are a people business. The skills, knowledge and behaviours our people demonstrate are what make the difference to our business performance. It is vital that we support our teams to acquire the right skills and knowledge from 'day one' of joining Mitie and continue to develop and challenge them throughout their careers with us.

The Mitie Induction is made up of three key components:

- **Induction portal:** This enables all employees to access information about Mitie before joining. A link is sent to the new employee, which provides each new starter with information about Mitie, our vision and values and our employee proposition.
- **eLearning modules:** There are 10 eLearning modules, including Corporate welcome to Mitie and Health & Safety, as well as regulatory learning for all new employees. These can be accessed via our online Learning Hub or via an offline version for those who do not have access to the internet. eLearning modules are assigned automatically to a new employee's Learning Hub account.
- **Manager's toolkit:** An online toolkit has been created to help managers to induct new members into their team effectively. This ensures our managers are able to create the best possible induction experience.

### There are five pillars to our learning and development programme:

1. **Licence to Operate:** Our tailored 'Licence to Operate' offering ensures our people continue to develop and receive the training they need for their role.
2. **Licence to Lead:** Our exciting new development programme for all people managers in our business, which equips them to lead and manage their teams the 'Mitie' way.
3. **Apprenticeships:** A great way for our people to invest in their development, providing practical learning and support, whilst gaining a nationally recognised qualification.
4. **Academy Frameworks:** Our focus on developing people means we are building Academy Frameworks to help our people be the best at what they do.
5. **Talent Development:** Personal development plans form part of our people's annual performance reviews to help shape their career paths. We have also developed a toolkit to support managers with development conversations.

# CASE STUDY: ENABLEMENT

CLIENT	GLOBAL TELECOMS SERVICES PROVIDER
SECTOR	TELECOMS
HIGHLIGHTS	1,272 SITES IN THE ESTATE

## Challenge

This organisation is one of the world's leading telecoms and technology service providers. The facilities strategy for their 1,272 sites, is focused on ensuring their company is an incredible place to work, while putting safety and the client at the forefront of everything they do.

As every single team member, from the front-of-house reception team to the hospitality team, has an incredibly important part to play in achieving this vision, they needed to find a facilities management partner that shared their passion for exceptional service.

## Solution

Mitie delivers a fully outsourced Total Facilities Management solution for this client. Our 38 strong management team leads a work force of 598 employees. These roles ultimately report to the Head of Property, with three key client-reporting divisions underneath them covering the entire estate. The unique requirements of each part of the property portfolio are reflected within the delivery model.

Over the past nine-years we have shared the challenges of an ever-changing consumer marketplace, the evolution of the facilities and property management industry, and increasing commercial pressure.

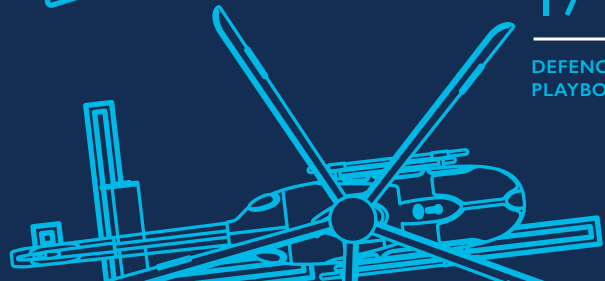
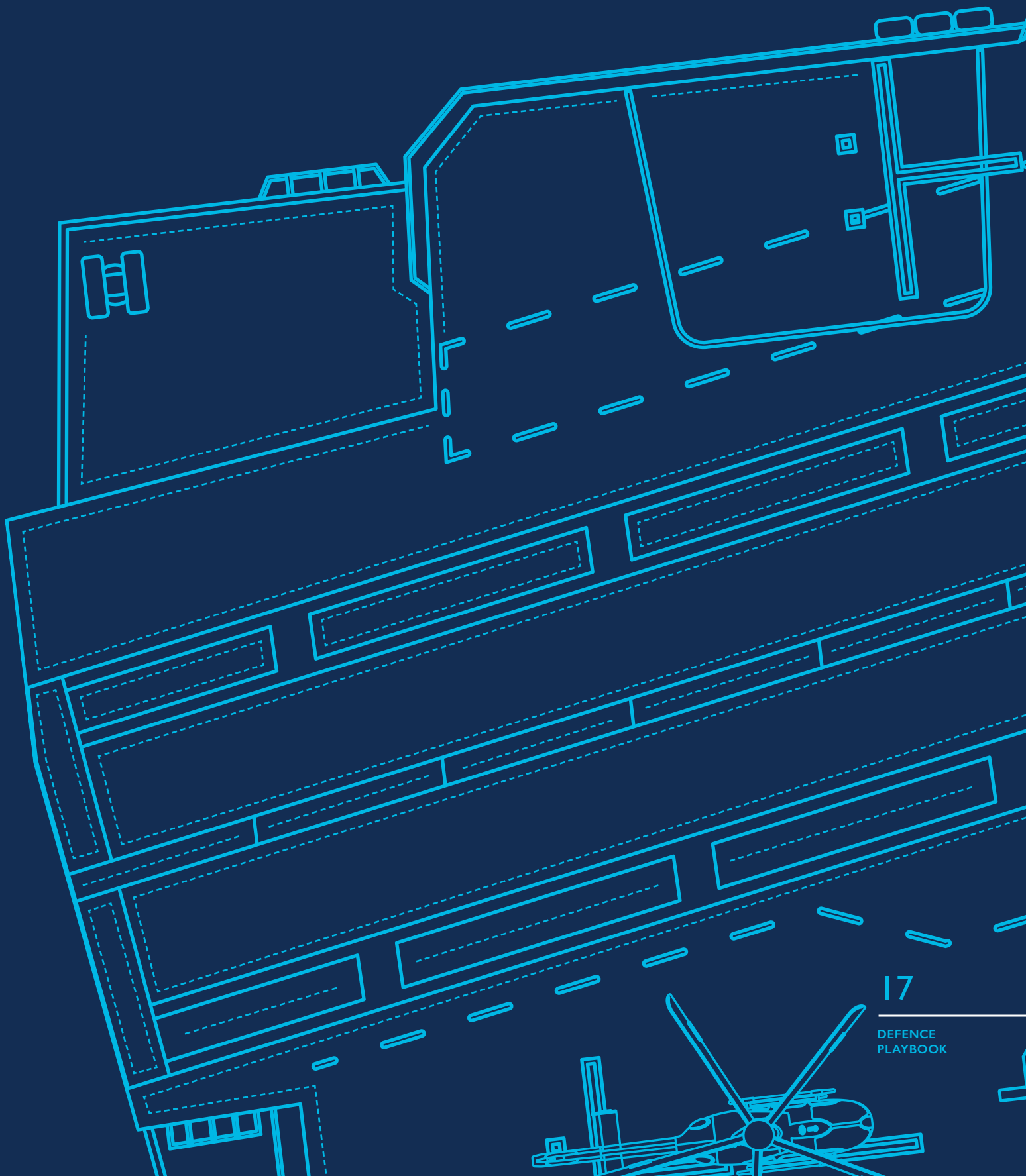
But whether facing large-scale acquisitions, better ways of working, portfolio rationalisation programmes, legislative change, technological change and incident and crisis management - our team has been a constant unifying presence throughout.

Our partnership is founded on trust and a mutual commitment to positively influence and deliver our client's corporate objectives. This commitment, complimented by dynamic leadership, has enabled the relationship to evolve and created an environment within which the joint team can challenge, learn, innovate and succeed.

## Outcome

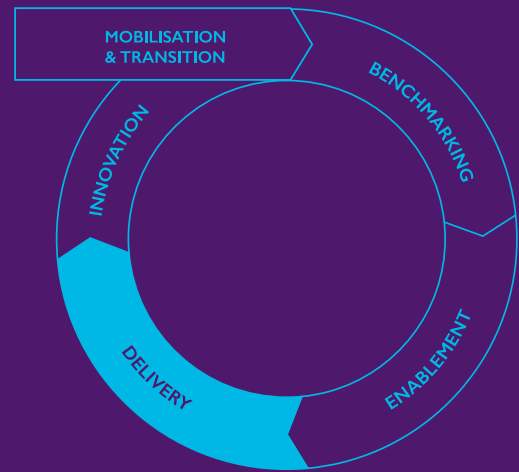
We have been ambitious in the objectives we set ourselves for our client and are proud of our success in achieving them. We have consistently achieved financial savings, improved performance and reduced risk. Our team are driven to deliver performance that matters, focusing our efforts on initiatives and solutions that really add value.

We are proud to have delivered a multi-million pound reduction on the contract fixed fee across the term of the contract through the introduction of innovation and greater digitisation of our services. Originally a five-year term, the Integrated Facilities Management contract has now been in place for almost a decade, with a recent extension to 2022. This is testament to the continuing exceptional standard of services delivered by our team and the client working side-by-side.



## PHASE 4

# DELIVERY



We have established a strong culture of collaborative working, built on a combination of trust and integrity, over many contracts. The key principles of this approach include the clear allocation of responsibility and accountability for objectives and the agreement of service outcomes that are continuously refined.

### Our approach

- **Collaborative business relationship framework:** To ensure that we are working in the most effective way, we will develop a collaborative business relationship framework based upon the principles and requirements of ISO 44001. We often create a Steering Board, meeting monthly with the client, senior leadership team and nominated experts from wider Mitie business units to establish and drive continuous improvement plans.
- **Visible leadership:** We ensure that our senior leadership team is always contactable and visible. They not only undertake roadshows, but also engage in back-to-the floor activities so that they can really appreciate the challenges that our people and our clients face on a daily basis.
- **Empowerment:** Our operational delivery solution embraces a commercial derivative of the military's leadership philosophy: Mission Command. Our CEO's higher intent for the contract will be to ensure the delivery of "The exceptional every day." This will be known and acted upon at every level by all staff, who will be empowered to deliver it.
- **Risk management:** Mitie utilises a robust and consistent risk management approach known as the RAID (Risk, Assumption, Issues, Dependencies) framework. All staff will be accountable. They will have clearly defined and communicated roles and responsibilities for managing risk, as well as the skills to identify, understand and assist in the management of those risks. Risk management throughout the contract will also be an integral part of business planning and key decision-making processes.
- **Resilient:** We assess changes measured against agreed client needs, time, cost and performance standards. Resilience will be built into our capacity, both internally and through the supply chain.
- **Analytics:** We use our digital analytics platform to optimise the use of workplace resources and overlay this data with staff capability charts to inform training and resource plans, productivity and performance.
- **Training:** We gain buy-in from all employees by using a comprehensive learning and development journey that's mapped to their individual skills and competencies.



## The benefits

The key benefits of this approach include:

- A dedicated integrated management team focused on service, that better understands our client's business and are empowered to make decisions that meet their needs.
- Our Steering Boards put specialists from wider Mitie businesses at our clients fingertips, ensuring that they always benefit from industry best practice.
- Thanks to our relatively flat structure and agile delivery model, with our contracts' manager on each base responsible for the people that work there, we can quickly flex our service offering to manage event surges.
- Mitie's people focus ensures that we are able to retain and attract better calibre managers that become ingrained in client businesses and are therefore inspired to constantly look for ways to improve service delivery.

## Our people

Our operational delivery solution will embrace best-in-class skills, asset management, technology and social value, to deliver a high level of service performance.

By embracing a Mission Command philosophy, we will also:

- Empower our people to do the right thing and arm them with the senior support they need.
- Establish excellent communications and rapport with stakeholders.
- Work as one joined-up team and ensure that services are delivered right first time.
- Resolve problems and complaints quickly, explain the outcome to the initiator and learn the lesson to avoid repetition (if applicable).
- Seek to improve services, communications and trust in everything we do.

## Dealing with change

Mitie's broad base of clients provides us with considerable experience responding to changing requirements. Throughout such change we maintain a proactive, positive and collaborative attitude.

Through regular contact, we will coordinate our team and communicate with our suppliers and subcontractors to address changes as a cohesive unit. The strength and depth of our self-delivery capability allows us to be more agile, seamless and joined up.

- **Working Together:** We will ensure that our management planning, our forward seasonal workforce schedules and our asset database are at the core of our delivery model, and we will use these to draw up contingency plans with our clients.
- **Operational Awareness:** By forming a national senior level stakeholder management working group, we can be agile and respond to short notice operational requirements. In the event of contract change, we may need to alter working conditions and re-assess risk. We recognise that any changes can impact, not only directly employed colleagues, but also valued contractors and have considerable expertise in managing such consultations sensitively.

## Flexibility of resources to meet short term surge demands

We recognise that in the short term many events could lead to surges that could impact service delivery. Mitie will define a Surge Management Plan, which will form part of our wider Business Continuity Plan. These plans will be informed by our Risk Management Plan and will ensure that:

- sufficient capacity and contingency are always available
- activity is profiled to manage peaks in demand
- we can call on our crisis management division for support
- rigorous performance reporting is in place

Some of our accounts require dramatic upscaling to deal with events and other fluctuating demand. For example, a number of our client's large-scale events can require as many as an additional 300 guards or catering and events team members. Our scheduling technology allows us to manage these kind of requirements easily.

We also regularly manage short-term surge by relocating staff from nearby contracts. During the recent large-scale protests in the UK, for example, we moved staff from quiet areas of London to support affected areas.

# CASE STUDY: DELIVERY

CLIENT	MAJOR INTERNATIONAL AIRPORT
SECTOR	AVIATION
HIGHLIGHTS	13 YEAR PLUS CONTRACT

## Challenge

We have provided a range of facilities management services for this major UK airport for over 13 years. Due to the critical nature of the estate, we work collaboratively with them to make sure we have the access and authority to seamlessly deliver services of a 'mission critical nature'. We also continually adapt and align our delivery approach and service offering with the changing operational and strategic needs of the airport.

## Solution

One of the airport's business strategies is to 'Transform customer service'. As a result, we have placed a great deal of focus on the ongoing training and development of our staff. This ensures that our people understand the changing needs of the estate. By continually refreshing their skills and investing in their career progression, we are able to maintain a team of empowered and motivated staff focused on customer service and delivery.

In order to support the airport's operational risk management and resilience, we not only provide mechanical and electrical engineering and security services, but also work very closely with their planning team to implement asset management and planned preventative maintenance regimes. Data analytics also now plays an important role in our delivery, providing our client with key insights into passenger movements, thereby allowing us to enhance airport performance and passenger experience throughout their journey.

The airport operates a very strict permit to work scheme. As the normal processing time for an airside works permit is 21 days it is critical that we plan works in a timely manner and clear as many planned or reactive tasks at the same time to minimise the need to raise permits for every job. Regular training modules are delivered in-house to our engineering teams, together with monthly tool box talks, safety alerts and site inductions. Our contractors visiting site are all fully vetted and approved and given a site induction before starting work, to ensure compliance is maintained.

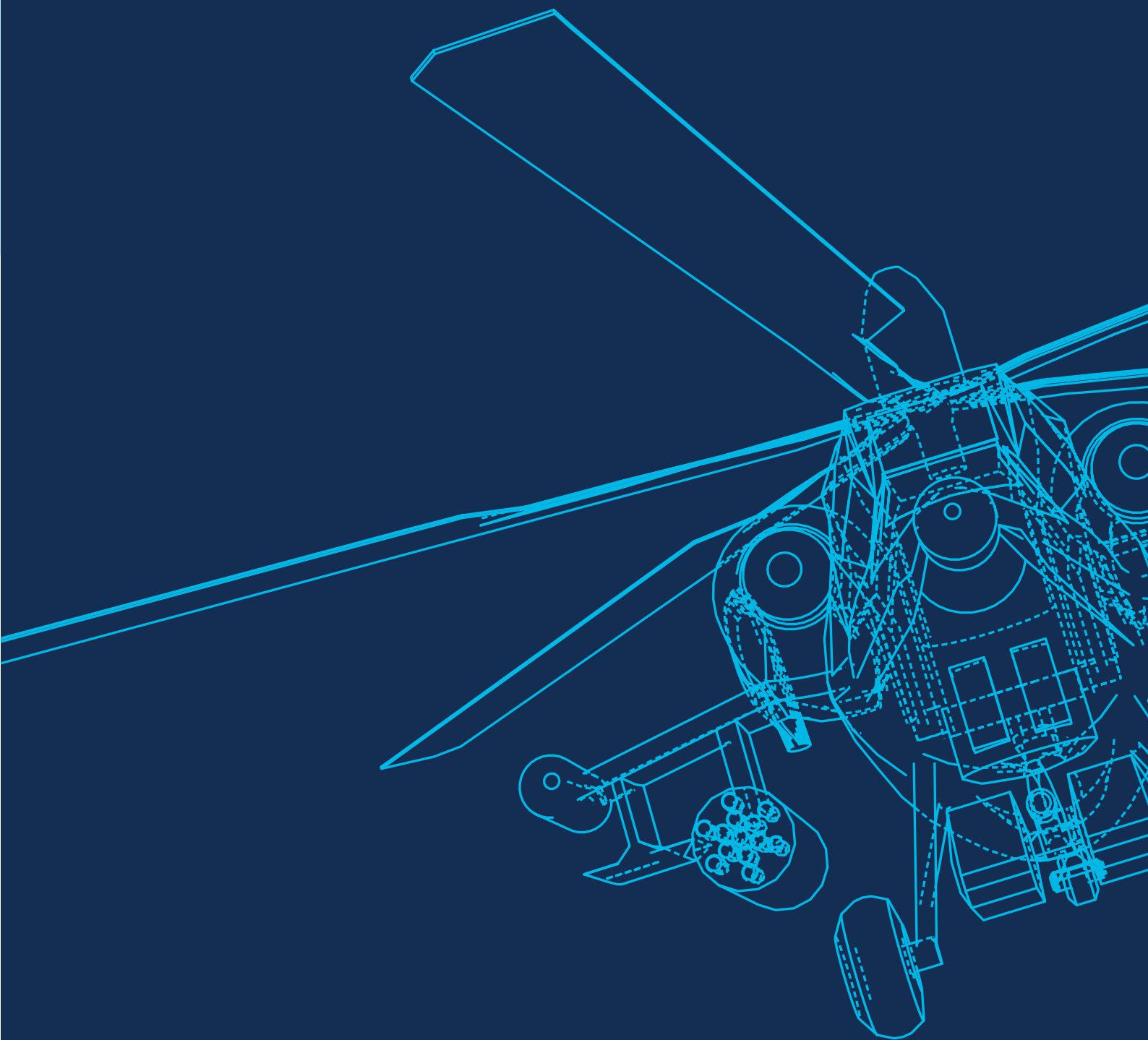
Finally, we have also implemented back-to-back Key Performance Indicators and Service Level Agreements with our supply chain, to ensure the facilities management services delivered across the estate are consistent and of an agreed high standard.

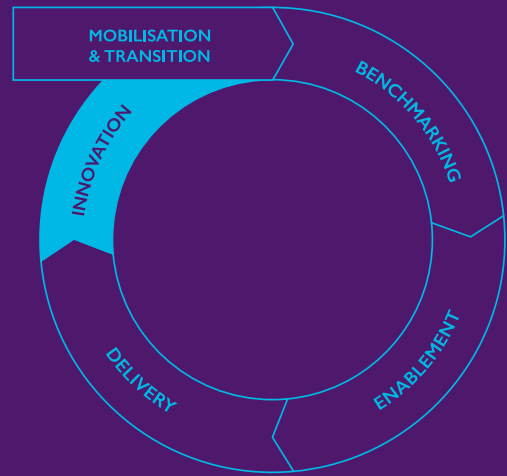
## Outcome

Today we deliver a full range of facilities management services for this airport, including electrical, mechanical, fire protection, plumbing, lighting, roofing, specialist tunnel systems, standby generators, building energy management systems, security, cleaning, reception, landscaping and pest control. We self-deliver 90% of these services and use specialist subcontractors where it presents best value or relates to proprietary systems.

The flexible, round-the-clock cover and support provided by our team ensures passenger comfort, helps maintain a safe and secure environment, and improves quality standards throughout the airport's sizeable estate.

And thanks to our knowledge of the airport's requirements, we are reducing costs for our client by finding savings in subcontractor costs, further increasing our self-delivery and finding additional efficiencies across the contract. These developments have resulted in a 10% pa cost reduction on stillage, almost a quarter of a million pounds a year saving on fixed wire testing, and £600,000 pa on automatic doors.





## PHASE 5

# INNOVATION

Our performance management methodology ensures that we incorporate continuous improvement and innovation into all that we do. Operational delivery will be measured and monitored and is subject to continuous improvement strategies.

We take elements of industry best practice and combine them with our own to deliver first class solutions for our clients. Reporting, auditing and other checks enable us to measure performance and identify areas for improvement. Ongoing investment in IT, process engineering and innovation also help to provide optimised solutions and the most effective means of service delivery.

### Our approach

- **Innovation forums:** These forums provide a dedicated arena to review and assess internal and external facilities management innovations and allow Mitie to present proposals for improved or innovative ways of providing facilities management services.
- **Technology:** We always leverage technology to ensure the very best value for money on our contracts. These include remote monitoring or predictive maintenance, intelligent tasking, energy optimisation, and data analysis to inform decisions and improve estate performance. There is a real opportunity to raise the game in delivering services on the defence estate. We have designed and built in-house digital platforms and systems to develop our service capability through technology.
- **Supplier forums:** Supplier forums support a collaborative approach with our supply partners. They also ensure that, at a strategic level, our suppliers have the same objectives and culture in how they approach our clients. The forums provide the opportunity to share best practice across our business in terms of process improvements, innovations and technologies, as well as provide an opportunity to reinforce risk and governance approaches.
- **Talent management:** Securing the best people and the best minds enables us to improve our service by developing new technologies and enhancing the customer experience.
- **Continual improvement:** Best practice learnings, efficiencies and innovations are then fed back into the benchmarking phase to ensure that we are always focused on continual improvement of the service we deliver.





### The benefits

The key benefits of this approach include:

- Future-proofing the estate through cutting-edge innovations to ensure that it is optimised for recruitment, retention and overall operational capacity.
- Ensuring access to the best technology and digital solutions that the private sector has to offer, saving money and time, and providing the insights to make informed decisions.
- Improved morale among end users as a result of better run estates and facilities and peace of mind for those personnel in theatre that know their families are being well looked after.
- A resilient and successful supplier base thanks to the sharing of best practice throughout the supply chain. This, in turn, will help evolve those suppliers' business models, improve their growth potential and recruitment needs, and therefore benefit the local community.

Our digital analytics platform collates data from sensors and devices and then helps identify inefficiencies, trends and potential issues. Users can see all building process and systems performance through the platform in real-time. Our performance analysts will then combine best practice and platform insight to find efficiencies and new ways of working.

This platform delivers data and trend analysis that will help our facilities management team make decisions about how, when, and where to deploy resources to optimise efficiency and effectiveness, including:

- Telling us which assets are continually failing so we can replace the asset rather than constantly repairing them. The first-fix response is provided from across the facilities management team.
- Understanding how buildings are using energy so that cleaners/security staff can turn off lights/ copiers etc.
- Identifying areas of potential multi-skilling and collaboration e.g. plumbers undertaking some fabric work.

We also make considerable use of mobile technology, with dedicated 'apps' for our people and our clients, as well as live 'chatbots' to improve service desk delivery.

### Embracing innovation:

Organisations today are facing a range of business challenges. These include rising property and facilities management costs, falling productivity, the need to sweat infrastructure assets as fully as possible, a requirement for actionable building insights to inform real estate rationalisation, and a demand for meaningful workplace wellbeing offerings that improve talent acquisition and retention; all of which is at the core of the Future Defence Infrastructure Services programme.

Mitie is at the forefront of the digital transformation of facilities management. Building assets such as heating, ventilation and air conditioning units and plant can be remotely monitored delivering better resilience, efficiency and energy savings. Other components such as security gates, hangar doors, lighting, windows, and CCTV can all be monitored and managed remotely, ensuring that problems are flagged before they impact welfare or operations.

# CASE STUDY: INNOVATION

CLIENT	AEROSPACE MANUFACTURER
SECTOR	DEFENCE
HIGHLIGHTS	A MITIE CLIENT FOR 23 YEARS

## Challenge

This pioneering aerospace manufacturer has a diverse property portfolio including office, production and test environments across 354 sites comprising 1105 buildings.

To support this estate, this company has been working with Mitie since 1996. Today, Mitie provide pan-European integrated facilities management with services spanning security, waste management, engineering services and more. At the start of 2018, Mitie worked with this client to review and optimise the existing contract.

## Solution

In response to this review, the changes to our service featured a range of delivery, contract and technological innovations.

Our client wished to see our facilities managers take a more hands-on role in the day-to-day running of the contract. In response we adopted a Unitary Management model. This has empowered our people, allowing them to deliver services more quickly and efficiently to our client. We achieved this by placing our facilities managers in charge of various 'clusters' that are responsible for a range of frontline tasks, such as Assembly and Test.

We also identified and removed governance practices that were driving the wrong behaviours. We moved from a penalty-based contract, which meant punitive fines if key targets weren't reached, and replaced this with an incentive scheme, which rewards staff for reaching quarterly targets. This incentivisation has helped the team feel more empowered and motivated to engage with the client.

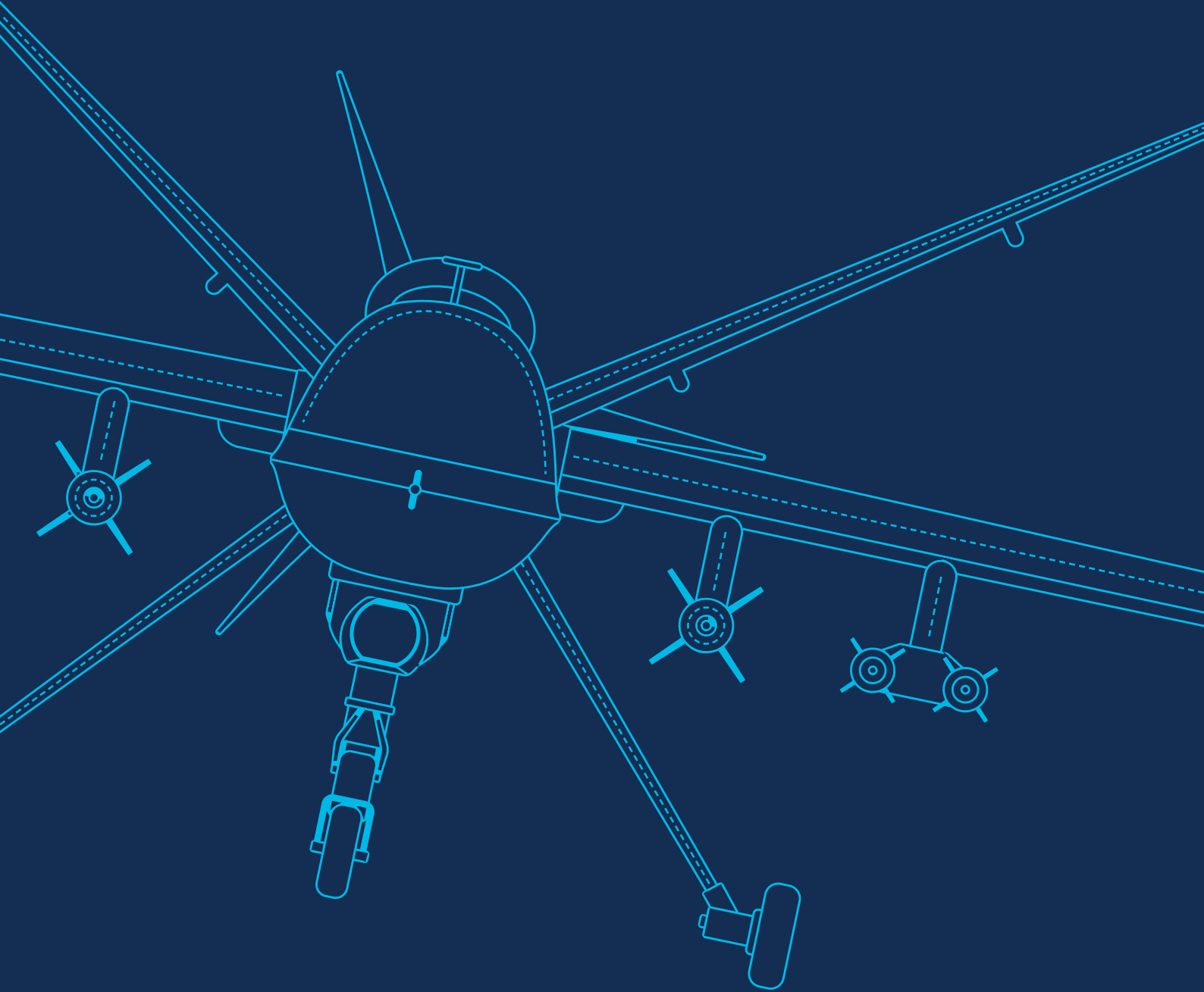
Furthermore, we've also made a substantial investment in our bespoke Connected Workspace technology offering for one of the organisation's UK sites. The Connected Workspace unlocks actionable insights through machine learning and data-driven analytics, helping to optimise resources, shape and improve building performance and enhance user productivity and wellbeing.

## Outcome

The Unitary Management Model has resulted in greater focus on the tasks at hand, but also enhanced communication between clusters and the client. The improvements are reflected in Mitie's service scores. In October 2017, Mitie scored 83.79% against the client's service level agreement for all work orders; in December 2018 it was up to 98.3%.

The introduction of the contract incentive scheme has seen a huge improvement in staff engagement, benefitting not only Mitie personnel in terms of wellbeing, but the client through the related rise in productivity and service levels.

And since early 2018, our Internet of Things sensors at the client site have been relaying data from equipment and the building itself to our Service Operations Centre in Bracknell. This information is already helping to improve efficiency and reduce costs by introducing predictive maintenance that mitigates infrastructure failures and maximises uptime.



# ZERO CARBON

**Our performance management methodology ensures that we incorporate continuous improvement and innovation into all that we do. Operational delivery will be measured and monitored and subject to continuous improvement strategies.**

## **Plan Zero**

We are mindful of the impact of our business on our environment and conscious of the need to make our footprint on our planet, and in the communities we operate, as positive and sustainable as possible.

In recognition of this, we have created an initiative called Plan Zero. Plan Zero is all about Carbon Reduction. It comprises measures undertaken by Mitie to reduce the company's own Carbon usage, as well as measures and services provided to our clients to help them reduce their carbon footprint. We explore a few of these below.

### **Our carbon reduction strategy**

In 2010, we committed to reduce our carbon footprint by 35% by 2020. We are proud to have achieved this target a year early. We achieved this by rationalising our estate, reducing business travel and adjusting building occupancy, supported by remote working technology and improving fleet efficiency. This means that despite growing our business, we are now more efficient and generating fewer emissions.

We continue to procure 100% renewable energy and are working towards the implementation of ISO 50001 Energy Management System. Last year, the Carbon Trust scored Mitie 81% for carbon management, the highest mark within the UK facilities management sector. Our 3,700-tonne saving in carbon emissions marked a 4% improvement on the previous score and a 5.7% reduction during the two-year assessment period. We are working to reduce our carbon emissions further.

Mitie also completed a climate change risk assessment based on guidance from Task Force on Climate related Financial Disclosures (TCFD). We are working to establish future carbon reduction plans and objectives. This includes setting a science-based target for carbon reduction and working with key supply partners on innovations and reduction technology.

In December 2018, we became the first major UK facilities management provider to launch an electric vehicle fleet. By 2020, 20% (717) of our compact vans and cars will be fully electric.

## What we do for our clients

We recognise that we have the ability to have a huge impact on our client's ability to reduce the carbon footprints. With 340 full-time employees in Mitie's Energy business, we offer Financial Conduct Authority accredited advisers for utility procurement, chartered energy management for reducing energy and sustainability experts to ensure compliance. Our approach is underpinned by our innovative energy performance contracting, as well as our ability to offer solutions such as battery storage ground source heat pumps, and other renewable solutions.

Our advanced Connected Workspace solution is another factor keeping Mitie ahead of the game and underpins our proposition. By collating multiple data sources from customer buildings and utilising the analysis of our energy experts, we can deliver unrivalled benefits for our clients with guaranteed savings. For example, by monitoring and controlling lights, heating and ventilation, we can ensure they are only on when required. Air conditioning systems adjust to weather conditions, while equipment that is not performing or that is consuming more energy than expected can be identified. Our remote monitoring technology also enables the measuring of water consumption and leak detection. We help clients make more efficient use of office spaces without compromising on employee comfort.

Mitie's people play a key role in the realisation of our environmental commitments. Simple measures are in place across our estate to encourage everyone's participation. These include widespread office paper recycling bins, rules-based printing to reduce print volumes and unnecessary colour copying, as well as default double-sided printing. Colleagues also have access to the ResourceAware e-learning platform for training on reducing carbon emissions, waste and water usage. The scheme is accredited by CPD UK, the Energy Institute and the Future Water Association.

We also produce environmental management plans for each of our clients. These plans are bespoke, covering the specific areas important to each client. Some of the measures we typically include are:

- Agreeing with each of our clients clearly defined environmental KPIS and SLAs. Contract meetings then review reduction progress and identify potential improvements.
- Working with our clients to offer Carbon Reduction Plans.
- Covering all environmental policies, measures and procedures through inductions and training.
- Reinforce environmental guidance through Toolbox talks.
- Encouraging all our people to identify potential ways to reduce the carbon impact of our contracts.
- Providing a single-source, end-to-end service including water supply contracts and consumption reduction, testing and treatment, and monitoring and management.
- Sourcing local products wherever possible to reduce supply emissions.
- Utilising technology to reduce unnecessary business travel and associated emissions.
- Encouraging the circular economy through our WasteMatch programme.
- Delivering grounds maintenance with sustainability as standard, including bio-diversity management, wildlife provision and green waste composting.

# CASE STUDY: ZERO CARBON

CLIENT	HIGHER EDUCATION
SECTOR	DEFENCE
HIGHLIGHTS	850 SOLAR PANELS INSTALLED

## Challenge

With an expanding estate, this higher education provider had identified the need to make significant savings in their utility consumption. They had chosen solar power generation as a preferred option and wished to work with a project partner who could deliver the programme within budget and with the minimum disruption to the people on site.

## Solution

The project was agreed for the design and installation of solar photo voltaic systems to two of the client's main accommodation blocks.

As the Main Contractor, Mitie and were responsible for all aspects of the programme as a turnkey solution from design to scaffolding, installation and commissioning.

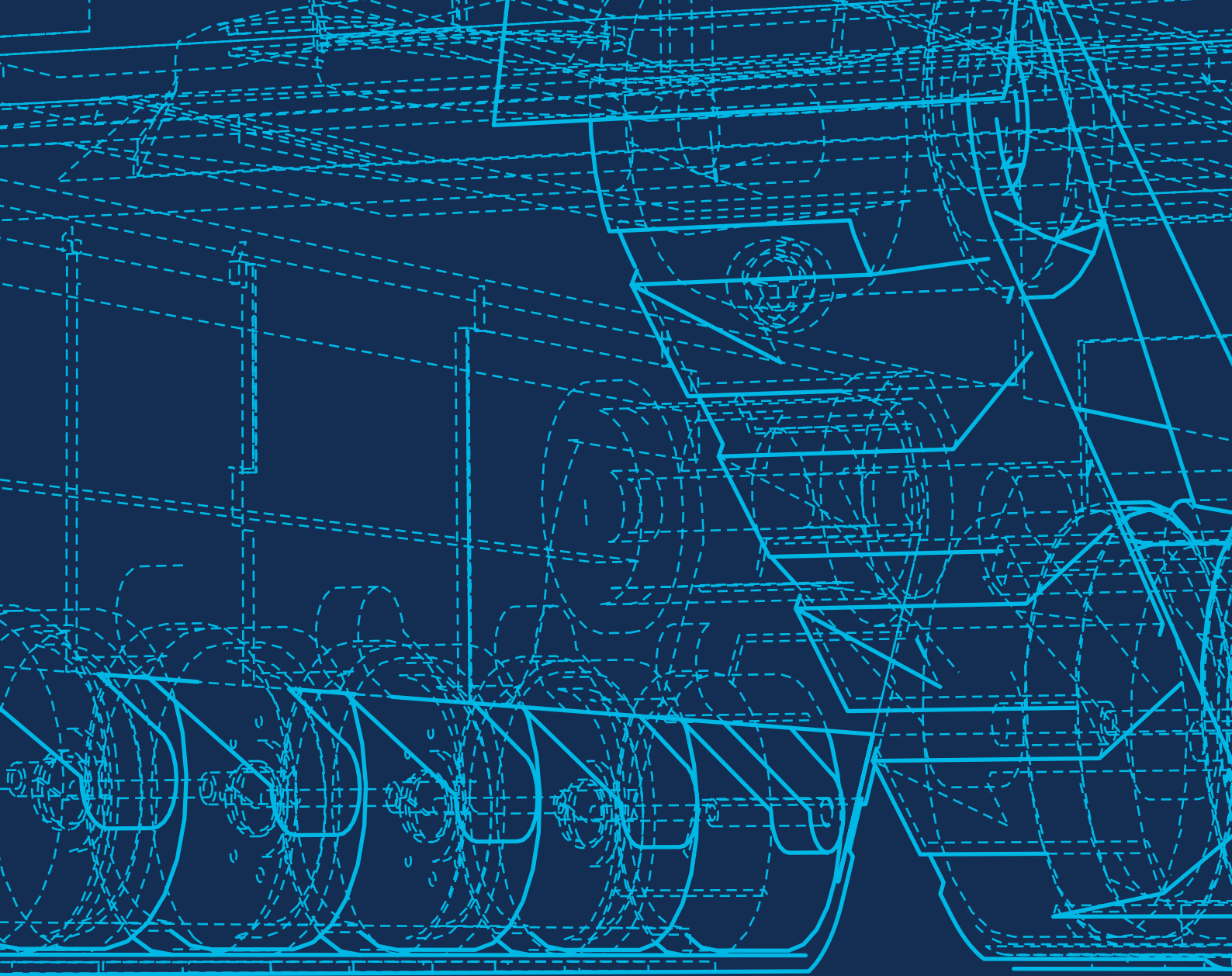
Our team managed the installation of 850 Trina Solar 270W Monocrystalline photovoltaic panels. The output of the panels was also improved using Solar Edge optimisation and inverters which constantly track the maximum power point of each module individually.

The system is constantly monitored, and each optimiser can be viewed on a web interface. The locations of the panels are graphically shown with real time output available, allowing for proactive operation and maintenance

Ventilation was also installed to the roof inverter rooms to stop the build-up of heat in the space.

## Outcome

From concept to completion, the project was delivered with the minimum disruption, and within programme and budget. Furthermore, the 230kWp photo voltaic installation made a significant contribution to the client's power requirements.



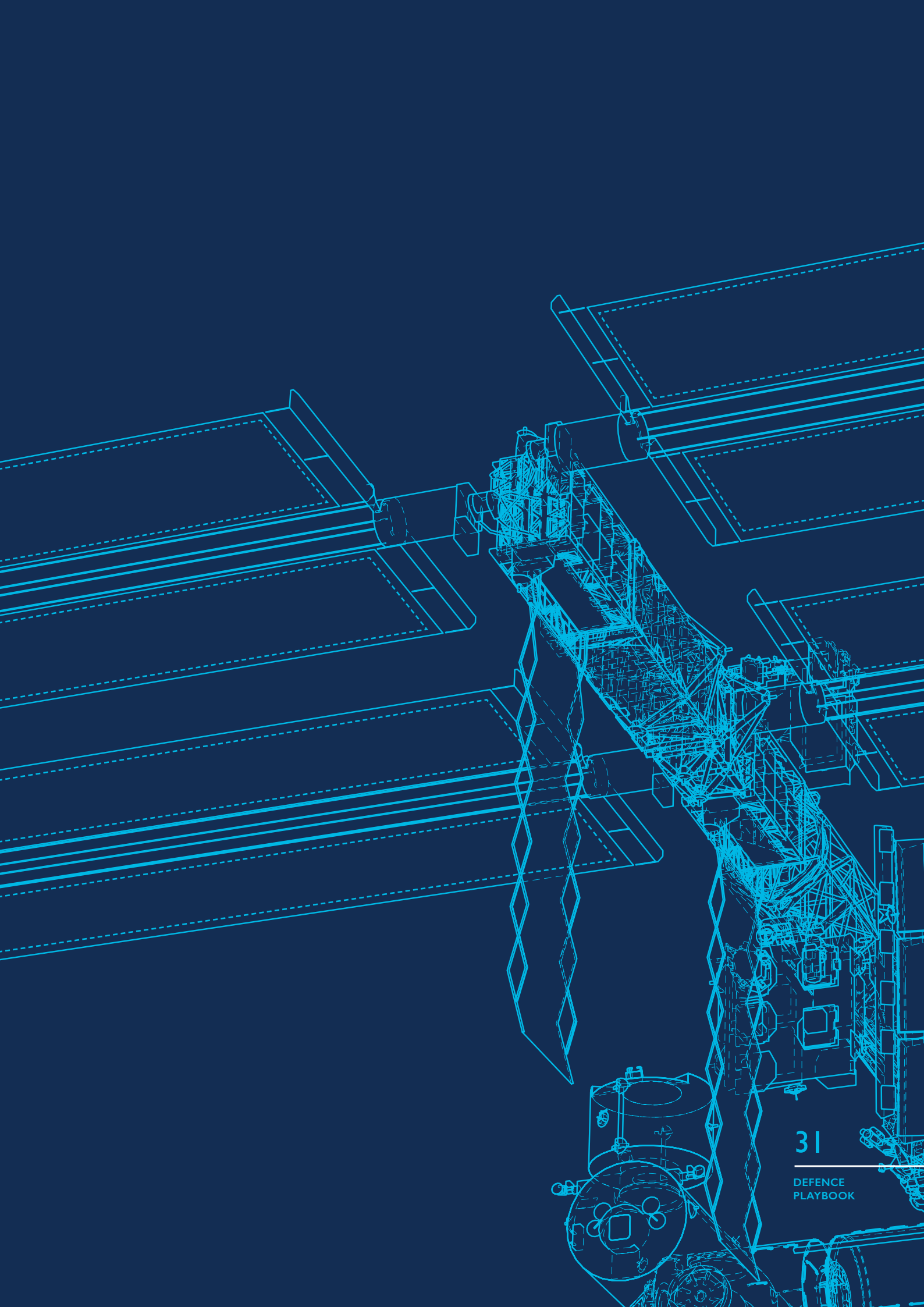
# THE TEAM

**Our Defence team brings together a wide range of expertise. It has been hand-picked to combine the right mix of skills to deliver the best solutions for our defence clients. Led by Charles Antelme, Head of Defence, who reports directly to Simon Venn, Chief Government and Strategy Officer, this team includes former senior military leaders as well as experienced defence estate operators.**

Over recent years the team have worked across large scale defence opportunities, successfully bidding, mobilising and running huge contracts and gaining first-hand understanding of the challenges facing the Defence Infrastructure Organisation and the Ministry of Defence.

As defence looks to the future of its estate, we place great importance on the insights and learnings the team brings from other nationally significant industry and public sector contracts. In the spirit of 'One Mitie' we have been able to draw upon the talents of world-leading engineering, energy, technology, security and soft facilities management team members and experts. These people are already delivering exceptional service in some of the most diverse and complex environments in the United Kingdom - all of whom are inspired and enthused by the prospect of making a significant contribution to UK Defence's mission of protecting our nation.





# PARTNERING WITH THE BEST

As a proud signatory of the Armed Forces Covenant, Mitie has already committed to support those who currently serve or have served in the Armed Forces and employs hundreds of veterans and reservists. We have also established a number of initiatives to formalise our support for the Armed Forces Community.

## Armed Forces Careers Portal

To build on this commitment and encourage more individuals from this community to join the business, Mitie has launched a dedicated Armed Forces Careers Portal for those with a military background to explore potential employment opportunities at Mitie. The site also outlines the wealth of transferable skills military veterans can bring to facilities management and features a number of case studies of veterans who have joined Mitie and how they found the transition.

## Mitie Military Network

Mitie Military is our Armed Forces Network exclusively for employees who are veterans, reservists or family members of people in the Forces. The network was created to allow these individuals a forum to share experiences and drive positive changes within the business to improve the experience for its Forces community.

## Defence Employer Recognition Scheme Silver award winner

In 2019 we were recognised for our dedication in supporting the Armed Forces community by being named as a Silver Award holder on the Government's Defence Employer Recognition Scheme. The Award is made to businesses that are leading the way in supporting the UK Armed Forces and have values that are aligned with the Armed Forces Covenant.

As part of achieving the Silver Award, Mitie has demonstrated that it encourages people from the military community to join the business, as well as actively communicating to the rest of its employees Mitie's HR policies to support veterans, reservists and military spouses.



## Army Rugby Union

Mitie are proud, principal sponsors of the Army Rugby Union (ARU), and strong advocates of the Armed Forces Rugby Union. To us, sponsorship is far more than our name on a shirt. We take an active role in promoting rugby and its positive effects on the wider community. And by making match tickets available to all employees at every level of the business, we ensure our pride is felt throughout the company, nationwide.



# CASE STUDY: PARTNERING WITH THE BEST

NAME	GARY CULLODEN
TITLE	DIRECTOR OF SECURITY
BACKGROUND	BRITISH ARMY VETERAN

I joined the 1<sup>st</sup> Battalion, The Kings Regiment, in 1999 and left in early 2003 as a Kingsman. During my career with the British Army, I enjoyed working in various environments and theatres, and was trained in using the 81mm mortar, in several types of Combat Vehicle Reconnaissance (Tracked) vehicles and attended the Close Observation Platoon (COP) course.

I believe the Army provided me a great platform upon which to excel within the security industry - or, to be honest, any other sector I decided I wanted to go into. The values and discipline aided me greatly in the early stages of changing career. It certainly is a culture shock when you do finally leave and it's something I have seen many struggle to adapt to, especially when personal standards and discipline don't meet the same levels you would expect in the Army.

I have worked for Mitie almost 17 years now, having joined straight from the Forces. During this time, I have filled nearly every role in Security to achieve the position of Director of Security.

I entered management roles in early 2006, but I originally started as a support officer on the HM Courts & Tribunals Service contract. This involved moving around various locations as well as working days, nights and weekends. It reminded me of staging on in camp.

This soon changed to managing an out-of-hours mobile team of six, then managing 100 officers with 30 plus clients as an Operations Manager. Today I have overall responsibility for over £200m worth of security business, several direct reports and accountability for over 7,000 officers.

The skills, standards, behaviours and 'can do' approach picked up in the Army have served me well. Over the years I have enjoyed continuous training from Mitie. I've also had the opportunity to draw upon Apprenticeship funding and benefit from the networking support Mitie continues to offer and promote within.

What do I like most about working in Security? Well, it's often said that it's an industry that requires long hours as the business is 24/7 and never sleeps. While this is true, if you like variety and a new challenge every day, then it really offers an exciting career. Combined with the impact of the recent advances in technology, cyber and risk management, it's now a very different role than even ten 10 years ago. Those are the things that motivate me. Plus, it's always great to continue to provide the exceptional every day for my clients, while upholding my own personal and professional values.

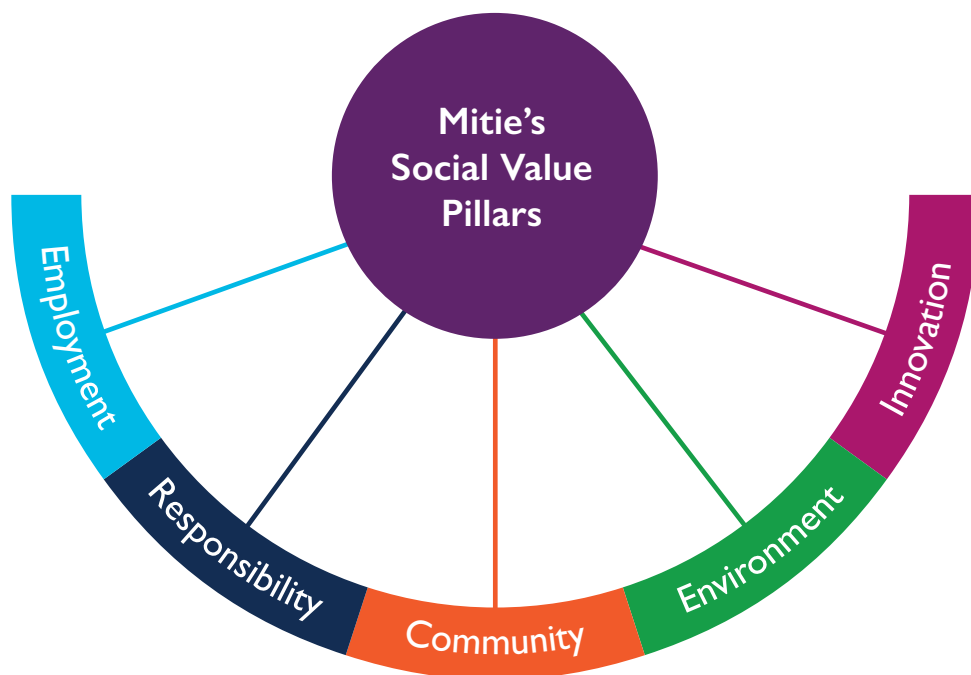
The Kings Regiment is now part of The Duke of Lancaster's Regiment (King's, Lancashire and Border) (LANCS). I still have active friendships with many of them, as well as other veterans I meet with on a regular basis, so there is always a chance for downtime in this busy sector.

# IN THE COMMUNITY

We put social value and corporate responsibility at the heart of everything we do. When delivering our services, we look to create positive economic, environmental and social impacts. We are committed to our clients, our people, the communities in which we work and the world we live in. Mitie nurtures value co-creation to enrich lives aligned to the UN's Sustainable Development Goals.

We are proud of the contribution we make to society. Guided by the Public Services (Social Value) Act 2012, and aligned to the United Nation's 17 Sustainable Development Goals, we continually explore ways to generate social, economic and environmental value.

So that we can make the most positive impact on social value across everything we do, we break our social value commitments down into five key pillars.



## 1. Employment

We actively promote skills and employment opportunities for all. Whether we are helping ex-offenders and ex-military into new jobs, offering a wide variety of apprenticeships, supporting our diverse community or co-creating options for under-represented groups, we constantly seek to offer people life-enriching opportunities.

## 2. Responsibility

We have a robust, responsible, supported supply chain trained in social value and engaged in the co-creating of positive social impacts in all areas of business. Our partnership with Social Enterprise UK also encourages the engagement of social enterprises whenever we can.

## 3. Community

We are an active part of the communities we operate in to help deliver our social value commitments and those of our clients. We are serious about the commitments we make, track the benefits and look to improve wherever we can.

## 4. Environment

We buy responsibly, actively protect the environment and create long-term sustainable solutions for ourselves and our clients. Climate change is the biggest challenge to humanity, and we believe it is key for all our people to understand our environmental impact. Sustainability is integral to our operations, so we have a Sustainability Management Plan that meets our clients' and our own standards.

## 5. Innovation

We promote new ideas and find innovative solutions to old problems through the deployment of our leading-edge technology, developed in consultation with our clients and communities.

### Our social value pledges

By 2020, we pledge to:

- Reduce our emissions intensity by 35% (from FY 09/10 base)
- Increase the number of women entering Science, Technology, Engineering and Mathematics (STEM) roles by 20%
- Support 450 people through our Ready2Work programme
- Ensure that at least 20% of the vehicles within our small vans and car fleet will be electric
- Increase apprenticeships by over 100% and launch a female-only apprenticeship programme to encourage women into STEM roles
- Be recognised as a Living Wage Foundation Service Provider

# FIND OUT MORE

We hope that our Defence Playbook has served as an introduction to how we go about the business of facilities management and can support the Defence estate.

If you would like to get in touch and ask us a question, please contact: [defence@mitie.com](mailto:defence@mitie.com)

Or why not visit [www.info.mitie.com/Defence](http://www.info.mitie.com/Defence) to find out more about our digital technology or energy offerings, or how we are supporting the Armed Forces.

