



Case Study:

Flagship - FM Services for the Royal Navy

Flagship Training Ltd, now part of Vosper Thorneycroft, is a leading provider of military and maritime training solutions. They are the Royal Navy's chosen partner in the delivery of its training; from naval recruit basic training to advanced maritime warfare training. They employ 1,500 employees who work alongside the Royal Navy and the MOD as 'one team'. They are partners in stewarding the Royal Navy's ethos. They are also RN Training's hard and soft FM partner. Through their unique partnering arrangement they are also able to offer Royal Navy branded training to other naval, maritime and commercial customers.



The main RN training establishments are at HMS Raleigh, HMS Collingwood, HMS Sultan and BRNC Dartmouth. Flagship have to manage a wide range of training services and facility support services previously run by the Navy or MOD, at reduced cost, but to the same high quality standards. Flagship services include training delivery, training design, training planning, media services, facility operation and maintenance, administration, hotel services, catering, cleaning, grounds and buildings maintenance, naval stores services and transport.

Flagship's central contract with the Royal Navy requires them to meet tough service level requirements and strict financial saving gateways. The next major financial gateway was looking difficult. Tricordant were asked in to help them make a breakthrough in efficiency through applying a 'whole systems' approach to their service provision and organisation design. Flagship did not just want to carry on shaving percentages off everything until services started to suffer; they wanted a 'wholesome, intelligent and professional' approach which would leave them healthier rather than just thinner.



Tricordant worked to an intense and deliberately tight 6-week programme culminating in a 3-day 'Rapid Improvement Event' (RIE) staged in the Officers Mess at HMS Collingwood. The Tricordant team spent 4 weeks in preparation visiting all the sites, interviewing staff at all levels, mapping processes and understanding their unique organisation and relationship with the Royal Navy. A final week of preparation involved the Tricordant team analysing their findings and starting to apply the Tricordant approach and tools to derive simple 'guiding principles' to take to the RIE event to help the Flagship managers unlock the way forward and make a significant step-change in efficiency and effectiveness.

The Rapid Improvement Event itself was a tough 3 days for all concerned; a daunting financial target to achieve, a highly complex organisation structure to unravel, the unique twinning with the Royal Navy to understand, long days and radical thoughts to think. Half-way through the 3 days the next financial gateway looked too difficult, but following a mini-crisis and the abandoning of conventional thinking, a breakthrough was achieved.

The exact outcome is commercially sensitive, but suffice it to say that a new organisation was designed with a more empowered whole work team structure. Critically Flagship also left the event with a plan to achieve the structure and meet their financial target. Organisational savings over the remaining life of the contract will be worth c.£3.5 million, and the payback on the funding of the RIE process itself will be around a hundred-fold.

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