

# Aspirations

the magazine for Aspire employees and stakeholders including partners and subcontractors

Issue 5 - December 2004

## Bringing together teams and skills

by Peter Smart, Chief Executive Aspire Defence



Peter Smart with Bruce Stanski during his recent visit

**T**he Aspire Defence organisation brings together a wealth of skill and experience. Our teams have developed outstanding competence from many different areas within the service and construction industries. As we move forward, these capabilities, and those of the employees who will join us as part of the TUPE transfer, are the very essence of our promise to deliver world class services to our client and customers.

Over recent months we have been working hard to achieve financial close, and this is an activity that brings us within reach of contract commencement. Alongside this intense process we are proud to have pushed forward with the first of many single soldier living accommodation blocks

and there is an update on this important activity in this edition. Preparatory work with our partner organisations has also moved into an advanced stage. All of these different facets of our operation demonstrate our ability to bring together teams and skills for the benefit of our customer.

The basis for any of these initiatives, and the way they are executed, is our company philosophy which values qualities such as openness and trust. We are absolutely committed to providing our customer with a single interface for all their needs, and our business practices reflect this objective. Moving forward, these values will remain important as we grow in size and many new team members

join us and our delivery partners.

There will be challenges as we move forward and some of our teams relocate to premises within each of the garrisons. It is imperative that we remain focused and committed to a single, integrated organisation. There are many ways in which this can be achieved, starting with the development of our policies that provide us with the rules that guide our decisions and actions. I am delighted that we will be using common Quality, Health and Safety and Environmental policies across the organisation that will help to facilitate the development of our business processes. You can read more about this approach inside.

Interest in the demonstrator unit at Perham Down has been high and we have hosted visits by several visitors recently. During November we were pleased to host a visit from Bruce Stanski, KBR Senior Vice President for Government and Infrastructure. During his visit Bruce confirmed his strong support for the project which will be taken through the Halliburton final Board approval process in December.

2004 has been another demanding year for those of us who are already members of Aspire and for the many more who will be joining us. The Christmas break gives us all a chance to reflect on what we have achieved over the past year and also to take stock of what lies before us in 2005 - the year of Service Commencement. Above all however it gives us all the chance to enjoy time with family and friends.

**Thank you for all of your efforts in 2004. Have a great Christmas. See you next year.**

# Quality of life - for life

Aspire Environmental Team

Climate change, global poverty and deforestation, may seem like distant problems to us in the UK. However, these issues hit the headlines every day and will continue to affect us more severely unless action is taken at a local level by everyone, including the construction industry.

Sustainability is key to improving the quality of life for communities over the long-term through being creative with design solutions and using innovative methods of construction to ensure future generations benefit.

Aspire Defence is working with the Army communities of Aldershot and

of the total world flow of raw materials

- Property development results in 72 million tonnes of construction and demolition waste - 17% of all waste generated in the UK.

With this kind of information, it is clear the construction industry must change the way it operates and bring sustainable benefits to the communities it serves.

At Project Allenby/Connaught, Aspire Defence is making a real difference to the environment by putting sustainability at the top of its construction agenda. The newly completed Demonstrator unit at Perham Down shows that

- Transport - facilities provided to encourage sustainable transport
- Construction materials - life cycle from raw material extraction through manufacture and use to final disposal
- Pollution emitted from the premises
- Management - how the construction process is managed to reduce environmental impact
- Land usage and ecology issues
- Occupant health and wellbeing.

## BREEAM and Project Allenby/Connaught

By incorporating bespoke versions of the evaluation toolkit, Project Allenby/Connaught has set Aspire Defence the task of achieving an 'Excellent' rating on all new buildings and a 'Very Good' rating on all refurbished buildings.

Aspire Defence has set up its own BREEAM team to work closely with its design teams to achieve the Excellent and Very Good ratings by incorporating sustainable features in the design of the buildings.

Measurable sustainable benefits include:

- Metering and monitoring of buildings electricity, gas and water usage
- Incorporation of Green Energy technologies such as solar power to provide water heating
- Reduction in the need for travel by car, by providing estate-wide cycle paths and by locating living and working amenities in close proximity
- Harvesting rainwater for toilet flushing
- Ensuring timber is grown in managed forests for construction materials.

Most importantly, the BRE certification will form an integral part of the building's acceptance requirements.

To date, Aspire Defence has completed the BREEAM assessment for the Demonstrator unit and has recently received the certificate to the Excellent standard from BRE.

With the help of the BREEAM team, Aspire Defence will continue to develop designs that will give the Project Allenby/Connaught estate a sustainable quality of life - for life.



New buildings, including this Junior Ranks Dining Centre at Perham Down will require BREEAM Assessments to be completed and the Excellent Rating achieved.

Salisbury Plain to build a sustainable environment for soldiers and their families - from improving living accommodation, food and Services provision, through to constructing sustainable communal buildings which will benefit the garrisons as a whole.

## Design and construction

Government research on sustainability in the construction industry makes for alarming reading:

- Building usage is directly responsible for 50% of UK emissions of carbon dioxide, which is linked to global warming
- Transport between buildings makes up 22% of UK energy use
- Construction is responsible for 40%

sustainability can complement quality of design and build, whilst bringing real benefits to the soldiers.

## BREEAM

The Building Research Establishment (BRE) is a governmental advisory body, which measures and monitors the impact of buildings upon the environment. It has developed an Assessment Method, or toolkit, (hence, BREEAM), which helps to evaluate building designs and assigns them a rating according to the level of sustainability they achieve.

The level achieved is based upon a points total awarded from each of the following categories:

- Energy and water usage

# Construction countdown

by Al Volpe, Chief Operating Officer, Aspire Defence Works and Services

The way buildings are constructed in the 21st century is hugely different to construction in the early 20th century, which is when many of the existing barracks in the TidNBul Garrisons were built.

Back in the early 1900s construction work was labour intensive and took many months. Much of the work was manual labour, there was limited machinery and this made the work heavy and sometimes dangerous.

Today building methods have changed beyond the recognition of the teams who would have built the original barracks. The whole



Week 1

construction process has been radically improved, from CAD design at planning stage, to the use of machinery to complete ground works, to prefabricated units that are manufactured remotely. Aspire Defence is taking advantage of the best new developments to build accommodation and facilities for the Army of the 21st century.

Today, 16 weeks is all it takes to build one of the new single soldier accommodation units. At Perham Down we are nearing the completion of the first of these. The construction has taken place between September and December, and will be home to 36 soldiers from 22 Engineer Regiment in January 2005.

The short build time is possible because of modular units that are manufactured off-site as individual pods. The pods include bedrooms (with en-suite shower rooms), a lounge, utility room, storage areas and a bathroom. When the pods are in place brickwork is erected on the outside, rendering applied to the main entrance area and the roof is fitted. Inside services are connected



Week 11

to provide heating, light, water and electricity.

Finishing the units has also become streamlined. Carpets, paint, tiles and sanitary units are all in place when they arrive on site, which makes the whole construction process very efficient with reduced reliance on third parties to finish them. And we are not alone; this method of construction has been widely adopted where single design buildings are repeated in volume. Hotels, restaurants and student halls of residence are often built in exactly the same way. Next time you visit a Travel Lodge take a look and you will see how similar they are to the unit at Perham Down!

Project Allenby/Connaught includes single soldier accommodation units at TidNBul, Aldershot and Larkhill.

The Demonstrator unit at Perham Down will provide us with a valuable insight into how the soldiers use their accommodation and we have been able to work with our client to ensure their needs are met with designs that are both robust and functional.

I have been involved in major construction projects across the world, and I am proud to be leading such a significant one here in the UK. It is critical that the standard of the accommodation we provide exceeds the expectation of our client and customers.

Working with our colleagues across the business these new single soldier accommodation blocks will offer first class facilities and Aspire Defence will be making a real difference to the quality of life for soldiers.



Week 16

# Focus on the garrisons - news from



Graham Blow (centre) with (from left) James Thoden van Velzen, Tony Shearman, Les Stratford and Andy Fontana

With mobilisation activity gradually increasing, and set to grow even more after the Christmas break, our presence on the garrisons has steadily developed over the summer and autumn months.

Providing consistent communication with each of the parties involved in Project Allenby/Connaught is critical, and we have placed importance on building up the range of communication with the client and our partner companies in preparation for commencement. "Part of this activity has been HR roadshows and clinics, which over the months have been convenient opportunities for individuals who will join Aspire Defence, Sodexo, Lex and MUJV in the months to come, to meet our teams and discuss the roadmap to service commencement", said Aspire Defence Services Director, Graham Blow.

In this issue of Aspirations you will hear, from each of our Garrison Facilities Directors, how they are raising the visibility of their teams and gaining an understanding of the estates for which they will be responsible after the contract is completed.

## TidNBul

James Thoden van Velzen

The key news at Perham Down is the practical completion of the Demonstrator unit. Whilst it is featured elsewhere in this newsletter, we are looking forward to the testing of the unit when 36 soldiers move in on 19 January 2005.

There is lots of activity going on in preparation for the commencement of construction work. Enabling works at the fence line around Ali Masjid is being completed and Access Gate 17 will be under Aspire Defence administration in January.

The TidNBul mobilisation and liaison staff are locating to offices based in the Old Stables at Tidworth to ensure they are visible and contactable, to manage the Demonstrator unit and to monitor the demolition work starting in January. This is in preparation for future works. The team will also operate a 'mini helpdesk', as a customer service point to minimise disruption to the community.

Aspire Defence are excited about

making a base at the Old Stables. The ability to liaise with key personnel will be greatly enhanced by a physical presence there, within the operational heart of the estate.

## Aldershot

Les Stratford

The Garrison Open Day in September was another great opportunity for staff based at Aldershot to gain a better understanding of Aspire Defence and of how Project Allenby/Connaught will impact the area. We were pleased to see so many faces there.

There has been a great deal of activity taking place behind the scenes at Aldershot. With the complexities of Project Allenby/Connaught, much planning and co-ordination needs to be undertaken.

Aspire Defence has been working to put a garrison team together and are pleased to announce the appointment of a new Commercial Manager for the Aldershot Garrison. Justin Rayner starts in mid December and joins from Bluewater. Justin is an

# From the Facilities Directors

accountant by profession and brings commercial acumen gained in a facilities management environment to the project. His experience of managing multi-site operations will be a great asset to the team.

The garrison team are looking forward to locating to the Aldershot garrison in January. They will have an office near to the existing property manager's office, which will make Aspire Defence more visible on the garrison and allow them to gain a more intimate understanding of the nature of the site.

## Warminster

Andy Fontana

A successful Garrison Open Day was held on 28 September 2004 with over 70 staff transferees attending. The next Garrison Open Day is scheduled for late January 2005 and will probably follow a different format. The intention for this Garrison Open Day is to divide the time for separate functional groupings to attend, and also provide more information on the project as a whole, in particular the Aspire Master Plans for the Garrisons with a focus being on the activity and timescales at Warminster.

The Garrison has identified some space for the Aspire Management Team at the Old Dental Centre. We are delighted to have been offered this space, which is adjacent to the new Garrison Headquarters location in the Old Medical Centre. Some refurbishment will have to take place

which we plan to conduct in the New Year.

We are now moving into a phase of data confirmation in preparation for mobilisation on site. Lex has been on site during November, working with staff from the MT and Workshops. MUJV will be conducting a data confirmation exercise during December and the first quarter of next year, with the assistance of Propman and the WSM staff. Sodexho will be gathering room data for the accommodation booking service.

We hope that you will see more visible activity from Aspire in the New Year as we move towards mobilisation. We are keen to get involved with the detailed preparation required for service delivery, learn more about Garrison specific issues and spend more time with the staff.

## Larkhill

Tony Shearman

Informal meetings took place in November, between Larkhill motor transport representatives, LEX and Aspire Defence, as part of the process to prepare for mobilisation on the garrison.

As part of the pre-contract activities, the Larkhill Garrison Facilities Director, was invited by Larkhill garrison, to their Project Allenby/Connaught Centre Working Group, in early November. Hosted by Lt Colonel Graham Lewis, Artillery

Centre Quarter Master, this was the start of an initiative, to hold quarterly meetings with representatives from the Civil Service and Aspire Defence, to update the audience with activities on Project Allenby/Connaught.

Also, as part of our ongoing communications activity, a presentation was given to the current Property Department contractors, to further the understanding of the scale and complexity of Project Allenby/Connaught. Aspire Defence sees this form of communication as being vital to all parties on the garrison.

Surveys have been carried out across Larkhill garrison to prepare for the installation of IT cabling for AspireServ - the Aspire Defence information and project management system. It is hoped installation will take place in April 2005 and to facilitate this, Aspire Defence have identified office space on the garrison which will be refurbished during February 2005.

The contracts for the provision of grounds maintenance and key specific contracts are currently being developed and these will be negotiated during the early part of 2005.

Sodexho are soon to commence their activities, by gathering accommodation data to input into their IT system for accommodation booking. This will be a regular exercise, ongoing until the start of the contract.

## Diary dates

### 15 December

Commander in Chief, Lt Gen Sir Timothy Granville-Chapman will be visiting the Demonstrator unit at Perham Down

### 24 December

The Aspire Defence offices will close at lunchtime and re-open on Tuesday 04 January 2005

### 19 January

36 Soldiers from 22 Engineer Regiment, on their return from active service in Iraq, will occupy the Demonstrator unit for the 6 month trial

## Latest progress at Perham Down



Peter Smart, Chief Executive, Aspire Defence welcomes Lt General John McColl to the Project team

**We are delighted to welcome Commander Regional Forces (CRF) Lt General John McColl to the Team as Chairman of the Project.** Lt Gen McColl, who has just returned from duty in Iraq, visited the single soldier demonstrator unit at Perham Down on 24 November where he was able to learn at first hand, how soldiers will benefit from the many initiatives that fall into the project footprint.

We have two more new members of our team. Sue Howarth-Edwards has taken up the role of Assistant Director Finance and Secretariat. Sue joins from The Army Presentation Team where she worked in marketing the Army across the UK. Her career anchor is finance and budgets and this is where Sue has spent most of her MoD career.

Ian Pointer has been appointed as our Communications and Liaison Officer. Ian will be the focal point for all communication issues, both internal and external. Ian has recently re-joined the MoD after working for an external consultancy. However before he left he had worked in a range of personnel jobs including a stint as

the Civil Admin Officer at St Omer barracks and as internal management consultant with the Army Management Consultancy Services team based at Sandhurst.

Project Allenby/Connaught is the largest ever MoD PFI contract to be awarded. The scope of the project across Aldershot and Salisbury Plain means it will touch the lives of soldiers based in Garrisons from Warminster to Aldershot. During recent months there has been a strong focus on financial close and ensuring that appropriate measures are in place to ensure a smooth process is possible up to contract commencement.

Some mobilisation work is already underway in Tidworth, with the construction of the single soldier accommodation demonstrator unit. The unit is one of the many pre-contract activities that will be completed before service commencement in the Spring of 2005.

**We are encouraged by the interest shown in the unit, and the professional and considerate way in which the construction phase has been completed.**

# Deriving direction through policy



Phil Sheldrick, responsible for co-ordinating our Quality, Health and Safety, and Environmental Policies

Every company exists because it has a client or customer, which needs its product or service.

How we are dealt with as customers is important. As we all know, we are quick to complain about poor service, but not so quick to praise or recommend. Word of mouth is important, because it may affect our decision to use that company again.

Most of us may have bought a car or have a mortgage. It can be a complicated process when we think about all the separate items we need to consider - like different tax liabilities and insurance implications. When making this kind of transaction, as customers, we need reassurance that there is a system in place to protect us if something goes wrong.

Aspire Defence is no different; it has the MoD as the client - and indeed the soldier, as a customer, and our purpose is to fulfil their needs and expectations to the best of our ability. To do this, we need to have systems, processes and policies in place - not to make it difficult for our staff to abide by, but to reassure our client that things are being done in a consistent way.

Aspire Defence is putting a set of policies in place which reflect the way in which we behave and re-inforce our vision and values. The first policies to be addressed cover Quality, Health and Safety and the Environment.

“Policies provide the foundations upon which we design and implement our management systems and working processes” said Phil Sheldrick. “We need them in place to show the client that there is a structure to the way we work, that we work efficiently and that we have a strategy of how the processes develop with the business we deliver”, added Phil.

In short, the policies address:

- **Our Customer;** we need to understand their needs
- **Our Leadership;** establishing unity of purpose and direction
- **Our People;** the essence of the Aspire Defence organisation
- **Our Management Systems and Processes;** the way we work
- **Our Performance;** measuring the effectiveness of our systems
- **Our Continual improvement;** striving to increase our effectiveness.

## Why three policies?

Many companies have one combined QHSE policy. Unfortunately, these either become too simple to truly define the intentions for quality, health, safety and the environment - or they become far too complicated to be properly understood. With this in mind, there will be three individual policies with common principles as outlined above, but with different detailed description to properly define our intentions.

Whilst the three policies are being finalised as we go to press, it is the Aspire Defence belief that the policies should be 'live' and not just sitting in a picture frame over the reception area, or be paid 'lip service' to.

The policies need to be a true representation of the way Aspire Defence work and must be visible to the world to see, with our client and customers at the centre of everything we do.

# Aspirations feedback

Many thanks to all those people who responded to our request for feedback in Aspirations number 4.

The key points raised were:

- Our readers are interested in the people on the project
- They want to be kept up to date on progress on the project across all

the garrisons

- More 'brain teasers' were requested - especially if they can be related to the Project
- Aspirations could be used to give out more information on the Project
- The frequency of publication was okay.

The feedback reinforced our belief that we need to communicate news across the Project as frequently as possible.

We aim to keep the content as fresh and informative as possible, whilst also introducing a variety of new ideas. Watch this space!

## Crossword

Following the request for brain teasers, here's a festive crossword to mull over!

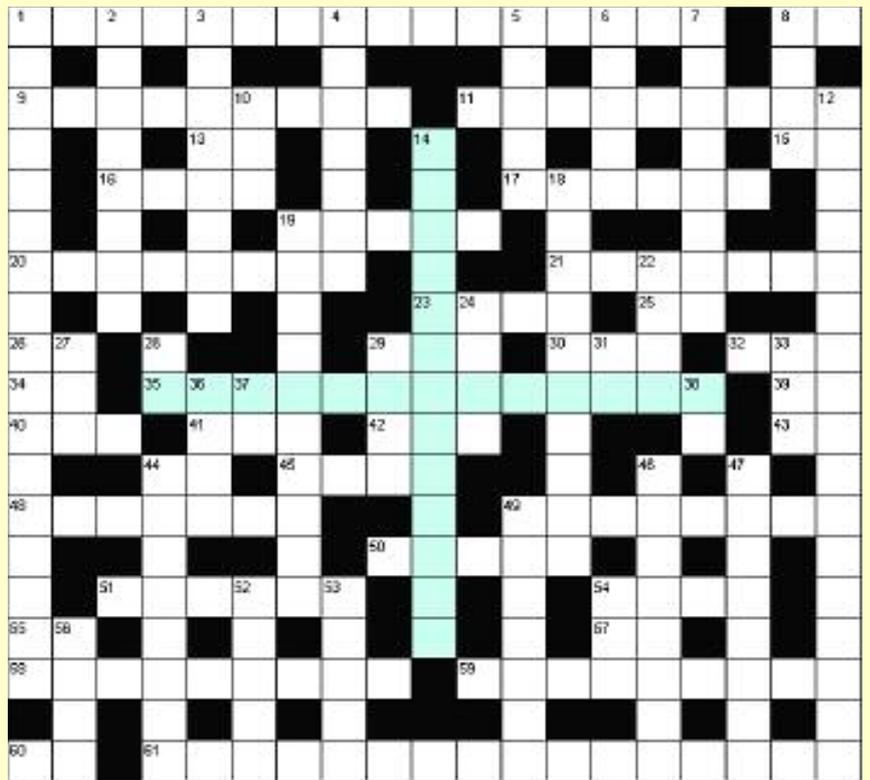
There will be a prize of £50 in Amazon vouchers for the best entry. Please post entries to Sarah Rolfe, Aspire Defence, Old Dental Centre, Tidworth, SP9 7EP.

Entries to be received no later than Friday 21 January 2005.

Only the winner will be notified by post.

### Across

- The cannonball guy exploded this project (7,9)
- Main source of power after Washington (2)
- Dumas's forth develops a grand tan (9)
- Percussive instrument used to trap tympanic membrane (5,4)
- This engineer is referred to in Latin (2)
- A private American (2)
- Way to sing His praises (4)
- Do this to someone to get to the top faster? (4,2)
- Western snakes can sting like a bee (5)
- Leader of men all at sea? (8)
- Steals a cow for breakfast? (7)
- What's left of a break (4)
- Acid Test for philosophy (2)
- Tellurium subtonic (2)
- Tried to take religious instruction from mock Edwardian dresser (3)
- Gives shelter to this singular sediment (3)
- Motoring organisation reverses into vehicle (3)
- Get off to a good start (2)
- Rise to great height and safeguard this company (6,7)
- An exclamation belongs to yours truly (2)
- Insect found in pants (3)
- Nip back to get your code number (3)
- Endless period of fasting makes Leonard smaller (3)
- It is a little potty to sort the mail here (2)
- Small thanks to these reservists (2)
- Harriet's first off the shelf to find one (4)
- Store it after muddled prose (7)
- The master of this operation once got compiler in deep water (8)
- Jack is such a card! (5)
- Implies ref's in wrongdoing (6)



Compiled by Andy Lee

- Seems like he may be from Middle East (2,2)
- Not off the back of the production (2)
- The pair at the end of this are in the singular form (2)
- Binge hour results in bust up next door (9)
- Horse trials played out in court (9)
- The middle two of nine not out (2)
- Soldier comes out periodically and overhauls the cartridge clip (8,8)

### Down

- Is a rare stronghold to be found at the heart of the British Army? (9,8)
- Songbird is inclined to be found in a Wiltshire garrison (8)
- Close but this little madam does not quite hit the target (4,4)
- Is this deliveryman redundant in Newcastle? (7)
- Gold found by National Trust southern relatives (5)
- Ian is saved from a Georgian eruption in a deep ravine (5)
- Found in a caryatid worthy of this Wiltshire town (8)
- Played rugby to hide this addiction (4)
- Information for little officer (3)
- Is this the work of an army chaplain or a government department? (8,2,7)
- Redefine space to create this company (6,7)

- Bird sounds like you are in Isle of Man Race with editor in love (10)
- Twins rearm for uprising in Wiltshire (10)
- Tiny little specification (4)
- Need to create the first garden (4)
- Found in the Latin 'paeonia' and the American time (3)
- Ford car? (2)
- Count the votes and broadcast the result (4)
- Measure half of 38 (2)
- Current unit of a military policeman (3)
- Well Well! Father is surrounded by Nazis (4)
- Irrational number at the heart of Aspire (2)
- Put me up in a printer's space (2)
- Shipping capacity to north and again for a long time (8)
- Troilus's true love found in sidecars (8)
- A wedding shower? (8)
- Regular delivery of bowlers? (7)
- Smouldering remains at the end of last month (5)
- Middle Eastern Kingdom makes unilateral declaration of independence after South Africa (5)
- Target the alternative investment market (3)
- It's a gas to see the writing on the wall (4)