

CASE STUDY

Defence Infrastructure Organisation
(DIO) and the Royal Engineers

**› USING PRINCE2
PROGRAMME MANAGEMENT
FOR MILITARY OPERATIONS
IN THE FALKLAND ISLANDS**

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INTRODUCTION

The **Defence Infrastructure Organisation** (DIO) – part of the UK Government’s Ministry of Defence – is “the estate expert for defence, supporting the armed forces to enable military capability by planning, building, maintaining and servicing infrastructure”.

In practice, this means the DIO is “responsible for enabling defence people to live, work, train and deploy at home and overseas”. This incorporates activity including planning and delivering major capital projects and lifecycle refurbishment, providing utilities, facilities management, accommodation for service families, etc..

In this case study, we will look at **how the Corps of Royal Engineers** – the British Army military engineers – **help the DIO deliver the capital investment programme for infrastructure in the Falkland Islands** (South Atlantic Overseas Territories) and how its programme managers adopt PeopleCert’s PRINCE2 Programme Management (formerly known as Managing Successful Programmes or MSP) as their best practice approach of choice.

CHALLENGES AND OBJECTIVES

As part of the DIO’s 2023-2030 strategy, its focus includes “improving delivery to our customers, reducing disruption to the work and lives of service personnel and their families caused by poor infrastructure performance or infrastructure failure”.

For the DIO team in the Falkland Islands, the **key activities** include planning and delivery of major capital projects, utility services, routine maintenance and repair and advice on infrastructure planning.

From a defence perspective, this means managing and maintaining an airfield (including the runway, lights, air traffic control services), water, power, sewage, and fuel utilities along with the facilities required by service families, including accommodation and schools.

SPECIFIC CHALLENGES FOR DIO INCLUDE:

Location: 8,000 miles from the UK; 18-hour flight time and sailing time of up to a month.

Infrastructure delivery with all military equipment and infrastructure materials (such as steel for construction) transported from the UK mainland and the risk of project and programme delivery timelines being delayed.

Delivering pre-planned maintenance to ensure military operations run safely and efficiently while service families’ housing has a reliable supply of heating, electricity and water.

Stakeholders – a variety: including operational military, service families and civil servants.

Programme managers in this environment need to embrace the demands of introducing new defence capabilities to the territory while maintaining the “business as usual” operations of supporting the Falkland Islands’ choice to self-govern.

In terms of providing infrastructure, this means managing the need to be at the forefront of military defence capabilities, while working within policy and regulation changes such as those continuing the progress to achieving Carbon Net Zero.

"For a successful programme, the end user has to recognize the projects’ outputs and their requirements in order to be happy with what’s delivered. Having a method like PRINCE2 Programme Management gives you guidance on where to go and why we should be working in a particular way."

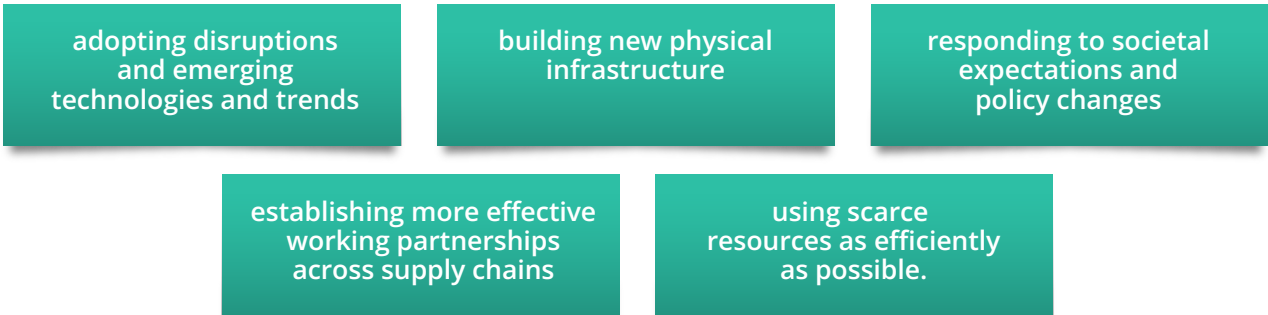
Phil Studdart, Warrant Officer Class 1, Professional Engineering Wing, Royal Engineers

SOLUTION

Programme management – underpinned by PeopleCert’s PRINCE2 Programme Management method – enables DIO to respond to the need for change and multiple stakeholder expectations.

DIO’s programme in the Falkland Islands is broken down into several projects to maintain the estate, the operational output of defence and to ensure it meets the needs of all stakeholders. In reality, this involves projects such as refurbishing families’ living quarters, replacing a roof on a building, building hangars to house vehicles or creating the infrastructure needed to support a new operational capability for the Royal Air Force.

Following the PRINCE2 Programme Management guidance allows programme managers to respond to the typical demands of large-scale change programmes that feature in the DIO’s work, including:



KEY PRINCE2 PROGRAMME MANAGEMENT CONCEPTS:

Several concepts are key to the DIO delivering successful programme outcomes and benefits:

Design:

This theme helps programme managers design a programme with a clear end state, ensuring risks, outcomes and benefits are well understood.

Align with priorities:

DIO needs to ensure the programme aligns with the strategic output of the British forces.

Collaborate across boundaries:

Adopting this theme recognizes the need for DIO to work with military operations to ensure that the programme delivery meets the user requirements. This allows DIO to prioritize certain aspects of the programme to deliver a desired outcome.

Structure:

This theme is about understanding what’s needed to deliver the required capability for the future state and realization of benefits.

Stakeholder engagement:

Engaging with stakeholders to understand the potential impact of change on them and discussing key user requirements is important.

Efficient use of resources:

This element is about economizing effort based on limited resources available in the overseas location. For example, when building a road network, sharing resources with local contractors ensures greater efficiency and supports community stakeholder engagement.

Assurance:

Knowing what is assured, who should assure it, and how it will happen is a key theme to ensure the programme is meeting its key objectives, that there is a clear focus on the projects within the programme and improved compliance and performance.

"When working with other agencies or organizations, having a globally-recognized qualification means I can say I'm trained in programme management and that is understood without the need for further explanation."

Phil Studdart, Warrant Officer Class 1, Professional Engineering Wing, Royal Engineers

RESULTS

The success of specific projects within the programme included:

- › **a road resurfacing project** over a period of two years has created better driving conditions which leads to safer journeys and reduced maintenance and parts replacement on vehicles.
- › **a service family accommodation refurbishment project** has prolonged the life of the buildings, improved living quarters and allows military families to live in more modern and comfortable conditions while residing in the often cold and wet climate of the South Atlantic.
- › **a school maintenance project**, supporting the delivery of education to children of service families, ensures the school is a safe space with well-lit classrooms and windbreaks to allow children to play outdoors.
- › **a power upgrade project for single living accommodation** has been tested and inspected for compliance. It also involved switching electrical sockets to incorporate USB ports. This small change has delivered a major benefit for service personnel needing to charge multiple devices.
- › **an upgrade project for the high voltage system** has given safer and greater control over the high voltage power network, allowing the use of local generators to provide power if the central system needs to be turned off for maintenance.

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