

# diologue

Magazine of the Defence Infrastructure Organisation

Issue 7, June 2013



## New operating model takes off

# 'Introducing the EOM'



I am very pleased to welcome you to the second edition of our DIOLogue magazine and delighted that this issue is dedicated to the launch of our new operating model.

Our Enhanced Operating Model (EOM) will bring radical change to the way our business operates. We have a new organisation design and are increasingly working to clearly defined, and consistent processes and using our new, state-of-the-art, technology solution, which we will roll out throughout this year. By combining these significant changes with a major transformation in the way that we work, I am certain we will become a world-class infrastructure organisation that delivers to our estate users in Defence the services they need, to the quality they deserve, and at the time that they need them.

One of the most significant shifts that the EOM brings is the move to becoming a service-led organisation. You can read more about what this means on page 20. You can also find out how our new technology solution is supporting this change, on page 18.

Everything DIO does is aimed at providing the Armed Forces with the infrastructure and services they need to live, work and train. In this issue we speak to Kim Richardson, the Naval Families Federation Chairperson, about the critical support DIO provides to Royal Naval and Royal Marines personnel (see page 16). On page 14 we also explore the changes that our operating model brings at site level and how these will be managed.

Internally our main focus is on completing the resourcing of our staff structure, with the talented individuals we need to become the high performing organisation we aspire to be. We still have hundreds of posts to recruit, and you can read more about this, including how to apply for roles, on page 10. DIO is rapidly changing and we are currently offering some fantastic opportunities for individuals who want to work in the delivery focused, innovative, enterprise we are now well on our way to becoming.

I hope you enjoy the read.

**Andrew Manley, DIO Chief Executive**



Defence  
Infrastructure  
Organisation

# In this issue

DIOlogue is the journal of the Defence Infrastructure Organisation (DIO). It is available in print and electronically on the DIO intranet and on the DIO website.

DIOlogue is structured around the organisation's five strategic goals.

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RAF Tornado GR4 Aircraft

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*This magazine is printed on  
100 per cent recycled paper.*

## Home improvements on the Clyde

The quality of life for more than 270 military families in Scotland has been improved by a multi-million programme of internal and external upgrades to military homes close to HM Naval Base Clyde.

In support of the Faslane base's developing role as 'Home of the Submarine Service', DIO has worked with its industry partners Turner Estate Solutions, Mansell and the Bell Group, to improve Service Family Accommodation (SFA) in Helensburgh.

Petty Officer Mark Trollope and his wife Nic, who are one of the longest resident families on the estate, said:

"The works carried out by DIO have transformed the estate and made it a nice place to live. The contractors were courteous during the project and have also given us a nice back garden to relax and enjoy the views over the Clyde.

"Any visitors to the estate are very impressed with the standards and I would recommend the accommodation at Upper Churchill to Service personnel moving to Faslane."

## DIO sets up LinkedIn group

DIO staff now have an online home to network and discuss business issues within the organisation with the creation of a LinkedIn group.

The 'Defence Infrastructure Organisation' group can be found by visiting the popular business networking site and DIO staff are invited to register online.

Set up to encourage general networking and discussion around DIO business issues following the stand-up of its Enhanced Operating Model (EOM), the group allows members to share ideas and experience, whilst stimulating debate around a range of subjects.

Whether using smartphones, tablets or home computers, many colleagues are already using LinkedIn – which prompted the establishment of a DIO group. Unfortunately, MOD computer systems do not currently allow access to LinkedIn.

Whilst DIO LinkedIn group is only for staff, the organisation is currently exploring how it might use social media to engage with estate users, industry partners and other stakeholders.



## Students dig deep on Salisbury Plain

DIO is helping to provide an opportunity for teenage students to dig deep into the history of Salisbury Plain, as part of a project that aims to build their confidence and foster ambition.

Youngsters will benefit from expertise provided by DIO's historic advisors as part of a project developed by Wessex Archaeology, one of the largest heritage companies in the UK and the Jon Egging Trust - a charity set up in honour of Flight Lieutenant Jon Egging ('Red 4') who sadly lost his life whilst participating in an air display with the Red Arrows in 2011.



Students participating in a dig on Salisbury Plain

## MOD hosts industry event for Scottish construction projects

The DIO has held an industry event in Edinburgh for businesses seeking construction opportunities on the Scottish military estate under its Next Generation Estate Contracts (NGEC) programme.

The event was held at Redford Cavalry Barracks in Edinburgh, and focussed on the new NGEC Capital Works Framework Scotland. It was attended by delegates from around 80 businesses, of which more than half have an established presence in Scotland.

Procurement of the Framework began in mid-March 2013, with DIO seeking expressions of interest from potential bidders. It is anticipated that a shortlist of between 5 and 12 bidders will be invited in September 2013 to submit tenders, with contract award likely in mid 2014.

The Scotland Framework is one of six UK Regional Capital Works Frameworks that will be used to deliver construction projects valued at up to £12m, alongside the National Capital Works Framework for projects valued up to £50m.

## New User newsletter hits the streets

DIO has launched a new User newsletter that is designed to help estate users understand why, how and when DIO is transforming, and what this means for them.

Over recent months DIO has been actively engaging and communicating with its estate users through a variety of channels, including its new monthly online newsletter, Your Infrastructure. The publication covers a range of information about the Enhanced Operating Model, service delivery successes, and other key issues that matter to those who live, work, and train on the Defence estate.

The newsletter can be accessed on DIO's estate user intranet portal or by emailing [DIO\\_Sec-Group\\_Mailbox@mod.uk](mailto:DIO_Sec-Group_Mailbox@mod.uk) to be added to the mailing list.

03 May 2013

**Defence Infrastructure Organisation**  
Your Infrastructure  
A guide to DIO for the MOD infrastructure community

**Welcome to the EOM, from Mark Hutchinson, DIO COO**

DIO's Enhanced Operating Model (EOM) launched this week, marking a major step towards improving services to users, our staff and the focus of working as one. As Chief Operating Officer I will be responsible for service delivery in the UK and overseas, accommodation, and the training estate across the MOD.

In the Operations area of DIO we will be setting measurable performance targets for our key service outcomes, enabling you to be clear about what to expect from us and also allow you to hold us to account. My staff will be working as a coordinated and integrated team, using the Infrastructure Management System (IMS) and following our new streamlined processes with the aim of removing obstacles and create user experience wherever possible. From the new CRM tool to any partners we have continuing to improve our staff to ensure more transparency, meaning we can be more responsive to your needs, and flexible to unorganised situations.

We are spending more time out on the frontline engaging with those delivering services and those who use them. In looking forward to working with you, thank you for your ongoing patience and our staff, contractors, and continued support as we work hard to deliver the best place for the Armed Forces to live, work and train.

**New Site Guidance published**

The Supplier Association Working Group under the sponsorship of Brigadier Mark Armstrong has been working on the development of two key documents: the EOM roll-out plan and Hard FM Site Guidance.

The Site Guidance will set out Hard FM activities that will be taking place on any given site and who the Head of Establishment can expect to deliver those services. This guidance is a 'live document' which will be updated on a regular basis as we take on board lessons learnt during the roll-out of the EOM. Feedback from DIO staff, industry partners, and estate users on how things are working will be critical for making further improvements. At this stage the document is Hard FM focused, however, in the next few months it will be developed to cover Total FM (Hard and Soft FM). You can access the Site Guidance document on the Estate User portal.



The EOM roll-out plan sets out the timescale of the transition on a site by site basis between April 2013 and October 2013. This is also available on the Estate User portal.

**Single Living Accommodation management milestone**

Currently, there is no single system to record information about Single Living Accommodation (SLAs), resulting in no central view of availability. However, a new Defence-wide booking system for SLAs will change this for the better. The system, phased in from Summer 2013, will be delivered through the EOM, and will be available to all users.

management of SLA across Defence. DIO will not be allocating SLAs, booking will continue to be controlled locally, but continuing to deliver products with a single system will help deliver efficiencies in managing accommodation throughout Defence. We will be able to identify areas for investment more

been set up with the aim of developing standardised contracting business guidelines and a enabled process for the management of SLA in accordance with policy - to support the phased introduction of the system. A delivery and training programme will be agreed with respective TLE

## MOD Guard Service joins DIO

The MOD Guard Service (MGS), which provides security at MOD sites across the UK, has joined DIO.

MGS will continue to act as a self-contained unit with its senior management chain intact and with its own budget.

DIO Chief Operating Officer, Mark Hutchinson, said: "The move brings the Guard Service closer to other infrastructure and Facilities Management services and should enable useful synergies to develop - as well as offering Defence users a simpler, more integrated source of supply for such services in future."



Garry Jones, MGS guard at DIO HQ, Sutton Coldfield

## New Navy homes built in Cornwall

DIO has worked with construction industry partners to deliver new homes for Royal Navy personnel based at Royal Naval Air Station (RNAS) Culdrose in Cornwall.

DIO worked with housing developer Percy Williams & Sons Ltd and construction company Kier Living to deliver the third and final phase of the Redruth Urban Village in April.

Speaking about the new homes, Captain Entwisle, Commanding Officer RNAS Culdrose, said:

"I am delighted to accept the keys to these new homes. Kier Living and Percy Williams have done a tremendous job and the end product is something we would all be proud to live in. It is particularly important to me that Culdrose families are happy and well settled in good homes in the local community, not least so that housing is one less big worry when Mum or Dad deploys away from home with the Navy for long periods."

## DIO project shortlisted for engineering award

A DIO project to provide a new Air Despatch facility at RAF Brize Norton has been shortlisted for a prestigious award.

The purpose-built facility enables the relocation of 47 Air Despatch Squadron from RAF Lyneham to its new home at Brize Norton. The building, which took 14 months to construct, has been short listed in the Institution of Civil Engineers South East England Engineering Excellence Awards.

The large steel-framed structure will be used for training and preparing for operations. It houses an overhead travelling gantry crane which will be used to load up aircraft including Hercules jets and, in the future, A400M Airbuses.

Major Colin Munce, Royal Logistics Corps, said: "We are tremendously proud of our new Squadron 'home' and are delighted with the quality and standard of the equipment. It will allow us to operate more efficiently and safely, and will vastly improve the manner in which we prepare and train our people for operations."



# Going live!

On 29 April, the DIO Enhanced Operating Model (EOM) went 'live'. The EOM is a vital component of the new Defence Operating Model, and its 'stand-up' is a major milestone in the MOD's transformation programme.



**Jane Hallett**

As Assistant Head of DIO's Policy business area, Jane Hallett's post has moved from Secretariat to the new Strategic Asset Management and Programming team (SAPT).

This has seen a change of role for Jane's area, which now delivers advice to estate users on biodiversity and cultural heritage, alongside their former remit of the rural and built estate. "We have become a leaner team", says Jane, "with slightly different responsibilities. Previously, we would have written policy. We now work closely with our colleagues in the Operations, Development and Coherence (ODC) business area. We're responsible for identifying where new policy is required, but they will supply the policy development and drafting."

The advantage of this relationship with ODC is that it allows the Policy team to specialise in their core business of providing stakeholder engagement and advocacy both within MOD and with external organisations, and advice to infrastructure stakeholders and estate users. This could be, for example, advising a major infrastructure project on the policy around developing designated sites.

The part of the SAPT that Jane has joined is responsible for providing a long-term, strategic focus for managing Defence infrastructure assets. Being part of this business area allows her team to ensure that new legislation and policies are considered in the planning process. And Jane can already see another benefit of the move: "As part of the SAPT we are able to provide increasingly strategic advice" she says, "It makes it easier for us to have an overview of the entire Defence estate's needs and priorities."



**Simon Mack**

Currently participating in final testing and user training, Simon Mack is expecting to start using DIO's new Infrastructure Management System this month.

As a project manager in DIO's Programme and Project Delivery (PPD) business area, the new Infrastructure Management System (IMS) - which is replacing over a hundred outdated systems with a single infrastructure management application - will significantly reduce the number of IT systems he has to use to get his job done. But this isn't the only benefit he is looking forward to from DIO's new technology 'solution':

"The IT system that we previously used to manage infrastructure projects tended to encourage people to work in silos because only one person could work on a project's records at a time," he says. This also led to problems if people were out of the office unexpectedly but still "had ownership" of a project on the system.

"In contrast, my training in the new system has shown that using it will be rather like everyone is working together, round a 'virtual table', on the same complete set of information. As a result, the new system will support the kind of collaborative working within DIO that is crucial to making the new EOM business processes work effectively."

By replacing many disparate electronic and paper records, the new IMS will also become 'a single version of the truth' for data on the size, shape, value, future use - and many other parameters - of the Defence estate. Simon is already anticipating the advantages of this for his own work. "Previously, I might have been reliant on a particular individual being in office, and available, to get a piece of information I needed to manage an infrastructure project. However, once our estate data has been migrated to the IMS, I will be able to get complete information when I need it - with the added confidence that it will have been validated as up-to-date and accurate."

Two years in development, it is based on four key elements; restructuring the organisation, streamlining and improving processes, introducing new technology and changing behaviour among those who work with, and in, DIO. Together, these will enable DIO to deliver Defence infrastructure services increasingly efficiently. DIOlogue spoke to DIO staff 'on the ground' to find out what benefits these major changes are already delivering and how they will contribute to building a leading-edge infrastructure organisation.



**Major Murray Paul**

Major Murray Paul is the Transition Manager for DIO's Operations Development and Coherence (ODC) area and ODC Programme Development, and has been involved in the creation of processes for these areas. He is currently working with those rolling out the new Infrastructure Management System to ensure that it supports DIO's new processes for delivering infrastructure to Defence.

"The new technology will be fully aligned with the processes", he explains, "DIO staff who remember the 'string exercise' from recent training – which showed an example of a new process from beginning to end - will understand what these processes might look like. What we are doing now is ensuring that the technology system automatically tells you which part of the process needs to come next – i.e. who you need to go to once you have played your part. So, we're working together to make something that could initially seem quite complicated much more simple in practice."

Major Paul's EOM post is Programme Development Cross Boundary Desk Officer in ODC, where his team will be responsible for collecting and seeking funding for SNACCs (Simple, New And Change Capacity) and minor Life Cycle Replacements (LCR) as well as having oversight of the larger change requirements that are being delivered through the facilities management community. This could be anything from small projects, such as delivering a new vehicle wash-down facility, to larger ones like installing new windows across the entire estate.

He will work with colleagues in the Programme and Project Delivery (PPD) and the Service Delivery areas to pass over the infrastructure solutions that they will deliver, and can already see how having documented processes will help. "The new processes will support this relationship by making everyone aware of what each other does. They provide 'handrails' for discussing how to resolve issues – having documented end-to-end processes means that we can see what is being done where, and by who. It will help us to do away with duplication. In general, they will help us all to increase our efficiency through communication and collaboration."



**Liz Dixon**

The foundation of DIO's new 'behaviours' is the six Guiding Principles. But how have these made a real, practical difference in the organisation?

Liz Dixon, DIO Operations Training, was recognised for demonstrating DIO's Guiding Principles when she won a CE

Leadership Award. She was nominated by her colleagues for the exemplary team work she showed when she took on the role of Transition Manager.

She has played a major role in ensuring that all Ops Training staff, from those at the HQ, to the geographically isolated ranges, have been kept up-to-date with transition news. And it's working with the wider Ops Training 'team' that Liz has most enjoyed:

"Being able to meet new people and interact with a wide variety of staff has been great for me", she says, "particularly in terms of building my confidence when returning to work after an operation last year. I have also really enjoyed the overall variety that the Transition Manager role has had to offer – I've been involved in so many different things since taking it on."

Teamwork is certainly important to Liz: "We all work in teams, and, as part of a team everyone can make a difference."

She adds: "Whether you're a Skill Zone member of staff in a remote location, or the Chief Executive, anybody can change the way they work with others in teams to improve the outcome".

# SBP: The next steps

As work gathers pace to assess whether working with a Strategic Business Partner (SBP) could help transform DIO into a world-class infrastructure organisation, Tony Moran spoke to Dr David Marsh, DIO's Director of Business Partnering, about the next phases in this innovative programme of work.

DIO is approaching a milestone in its work to explore how the private sector could better help the organisation deliver what the Armed Forces need to do their jobs.

The future shape of DIO may involve teaming up with a Strategic Business Partner (SBP). As part of the SBP procurement process, the three bidding consortia submitted interim bids in April, which allowed some visibility on how the proposals are shaping up.

As DIologue went to print, the consortia - Telereal Trillium / KPMG / Mace; Serco / DTZ / Bechtel; and

Capita / URS / PA Consulting - were preparing their final bids, which DIO must receive by 24 June.

The DIO Business Partnering team, supported by a wide group of subject matter expert evaluators, will scrutinise these submissions over the coming months and work on preparing a Main Gate Business Case, to be considered by the MOD's Investment Approval Committee (IAC) by the end of this year. The decision on whether to appoint an SBP is expected to be announced in early 2014.

David said: "DIO's priority is to support our Armed Forces by delivering the facilities and services they need to do their job. We aim to do this by creating a sustainable, efficient and professional organisation at the best cost to the taxpayer.

"We have put an enormous amount of work into the SBP procurement process and are pleased to be reaching such an important milestone in the submission of final bids. We now enter a hugely exciting stage of our journey, as we begin to analyse whether an SBP could truly help transform DIO into a world-class public sector infrastructure delivery organisation."





He added that an SBP could allow DIO to access knowledge and experience, which currently cannot easily be accessed within the MOD. It might also provide different skills to help the business deliver outputs more efficiently. In addition, an SBP might provide the opportunity to secure better access to private sector funding for a range of initiatives.

Three options for DIO's future structure remain under consideration – bringing in an SBP could either involve creating an incorporated business model or adopting an unincorporated business model.

An incorporated model would see DIO evolving into a separate legal entity (a "government Owned Company"), owned by the Secretary of State and managed by the SBP, under contract, with MOD overseeing its activities and performance. An unincorporated model would involve an embedded SPB executive management team bringing expertise and resources into DIO as needed.

The third option is for the organisation not to appoint an SBP and continue with the new business processes, technology, organisation and

behaviours embodied in DIO's new Enhanced Operating Model.

Running alongside SBP procurement work, DIO has harnessed the experience of senior managers from across the organisation under its innovative Change Leadership Programme (CLP) to consider what governance may be needed should an SBP be appointed.

CLP began in 2011 and is designed to support colleagues in leading complex, high-profile change across the evolving organisation. The second phase saw some 35 managers working together in the six-month programme, to focus on and deliver high-priority areas of work.

The CLP group looking at future governance worked with colleagues across DIO and the wider MOD to pull together an initial analysis of the capabilities which might be required along with a model of governance, should an SBP be

appointed.

This work has now been passed to DIO's Business Partnering team who will further develop

the template as the procurement process continues.

"Good governance should run seamlessly and invisibly in the background as an organisation goes about its corporate business," explained David Marsh.

"It is like a safety net beneath a high-flying acrobat, no-one in the audience notices that it is there until it prevents tragedy.

"Governance in DIO is already solid; we must ensure that the future governing authority has the means to help ensure that our Armed Forces are supported. Our colleagues in the CLP programme have given us a firm base to help productively explore what may prove an important part of DIO's future shape."

We now enter a hugely exciting stage of our journey, as we begin to analyse whether an SBP could truly help transform DIO into a world-class public sector infrastructure delivery organisation."



# Meet the DIO ECIB

The Executive Committee of the Defence Infrastructure Board (ECIB) plays a vital role at DIO.

It provides leadership and strategic direction, ensures prudent financial management and drives effective corporate performance and behaviour. Members are supported by a number of Programme Boards which provide overall direction and management of specific programmes. The ECIB is currently recruiting for a Head of Programme and Project Delivery.

## **Andrew Manley, Chief Executive**



Andrew joined the MOD in February 2010 as Director General Commercial.

He was responsible for strategic leadership across all procurement and commercial activities, with a focus on making efficiency savings as set out in the 2010 Grimstone Report. In August 2010 Andrew took on the additional role of Chief Executive of Defence Estates. Over the next seven months he oversaw the estate element of the Strategic Defence and Security Review, which resulted in the formation of DIO on 1 April 2011 and his appointment as Chief Executive. Prior to joining the MOD, Andrew spent nearly 30 years in the chemicals and oil industry, mainly with Shell. Outside work Andrew enjoys hiking, sailing and golf.

## **Mark Hutchinson, Chief Operating Officer**

Mark is responsible for delivery of DIO services including construction projects, accommodation and catering supply and estate maintenance. He is backed by a team of 2,000 staff and has an annual operating budget of £2.7billion plus a capital investment programme averaging £700million a year. Mark has been a civil servant for more than 30 years and served in Naval operational policy during the Falklands War. Recent appointments involved three years as Chief Executive of the Met Office and three years as Chief Executive of the Pay, People and Pensions Agency. Away from work he enjoys spending time with his wife and three children, DIY and supporting Bath Rugby Club.



## **Major General Nick Ashmore, Director Strategic Asset-management and Programming Team**



Maj Gen Ashmore plays a key role in deciding which infrastructure projects requested by the Army, Royal Navy, and Royal Air Force go ahead. He has significant operational experience with the Royal Artillery – serving tours in Northern Ireland, Bosnia, Cyprus and Iraq. Between 2001 and 2004 he commanded 3rd Regiment Royal Horse Artillery and was awarded the OBE for his 2003 entry into Iraq.

Over the years Maj Gen Ashmore has held four staff appointments in the MOD, including tours in the Directorate of Policy Planning and the Directorate of Army Resources and Plans. He is married to Pippa and they have three children.

## **Dr David Marsh, Director of Business Partnering**

David advises on the possibility of incorporating a Strategic Business Partner into DIO. He has worked for the MOD for more than 20 years and has held numerous posts including Head of Army Equipment, Head of Financial Management Information Systems and Head of Project Management. David was awarded a PhD in Physical Chemistry in 1990 and worked in the electronics industry before joining the MOD as a Research Fellow and Lecturer at the Royal Naval Engineering College, Plymouth.

Outside work he enjoys spending time with his wife Chantal and their three children, as well as keeping fit. In his youth David was the South of England karate champion.





### **Laura Clare, Chief of Staff**

Laura joined the MOD in 2004 on the Commercial Business Graduate Scheme, undertaking various commercial posts in equipment and support project teams. She then went on to work in Acquisition and Industrial Policy and later held the position of Private Secretary to Director General Commercial. Laura joined DIO in 2011 as Private Secretary to Chief Executive DIO, and has latterly assumed the role of Chief of Staff, providing support to the Chief Executive and the ECIB across all areas of business. She worked for Unilever in supply chain manufacturing prior to joining the MOD. Outside work Laura enjoys horse riding, playing tennis and walking.

### **Russell Sowden, Head of Human Resources**

Russell joined DIO in May as the interim Head of HR. His remit is to develop and implement the long term Workforce Plan for DIO, working closely with ECIB members, their business areas, Defence Business Services and HR Directorate. Russell has worked in a variety of HR roles in both the private sector and the MOD. Over the past 10 years he has worked for the US telecoms company Verizon, Deloitte Consulting and Nomura the Japanese Investment Bank. Before that, he was an Army officer for 20 years and has worked extensively in both military and civilian HR roles. Outside of work, Russell is an avid rugby fan supporting England and Teignmouth RFC.



### **Mike Martindale, Chief Finance Officer**

Mike holds DIO's purse strings and gives financial advice to the Chief Executive. Before moving into finance, Mike worked in the chemical industry having completed a Chemistry degree at Liverpool University. He joined Glaxo Pharmaceuticals in 1976 as a Quality Assurance Officer but went on to hold financial roles in Fisons Pharmaceuticals and Boots. He joined the MOD in 2001 as Finance Director for Defence Estates and in April 2011 became Chief Finance Officer of DIO. Away from work Mike enjoys spending time with his wife, Irene, playing golf and visiting art galleries.

### **Fiona Phillips, Head of Commercial**

Fiona joined the MOD in 1978 as a clerical assistant and has since worked in a number of areas including finance, human resources, public relations and training. In 1995 she specialised in the Commercial function at the Defence Procurement Agency and worked on one of the MOD's first Private Finance Initiative projects. Fiona moved to RAF High Wycombe in 2003 as Head of Commercial for RAF Strike Command and two years later moved to the Service Personnel Policy Branch in MOD Head Office to lead the implementation of the Armed Forces Bill. In 2010 she led a joint industry/MOD team to optimise support for the RAF's fast jet fleet and in 2011 took the Commercial lead on the Defence Equipment and Support Materiel Strategy. Fiona joined DIO in February 2012.



### **Peter Lemon, Chief Information and Process Officer**

Peter joined the MOD in 1985 with Military Survey and has held roles with the RAF, Defence Equipment & Support and Defence Estates. He has led a number of projects and studies delivering estate focused transformation, business improvement solutions, complex supply chain strategies and procurement planning, including the creation of the MOD Physical Condition Grading Methodology, Estate Planning Tool, Defence Accommodation Management Strategy and the Armed Forces Affordable Homes Study. More recently Peter led the Asset Management Information Study and Technology Solution programme, which has been instrumental in defining key elements of the DIO Enhanced Operating Model.

### **Richard McKinney, Head of Operations Development and Coherence**

Richard is responsible for the new Enhanced Operating Model business area Operations Development and Coherence (ODC). He is a qualified Chartered Surveyor who started his career working as a Land Agent on the MOD estate in North Yorkshire. He went on to become Head of MOD Estates IT, managing technical support for a global IT system and delivering major IT projects. Richard is the MOD Head of Profession for estate professionals and is in charge of professional and occupational standards and practices for surveying, forestry and planning.



### **Sandie Grimshaw, Head of Portfolio Management**

Sandie has joined DIO on secondment from PricewaterhouseCoopers (PwC) where she is a member of the consulting leadership team and leads their portfolio and programme management competency. Sandie is responsible for smoothing DIO's transformation journey by ensuring that changes to the DIO business are managed in a programmatic and integrated way. PwC is providing implementation support to the DIO transformation portfolio and Sandie's role is an extension of that involvement. Her career in programme management extends to nearly 30 years, spanning central and local government, transport, health and investment banking.



# Staff wanted

There are three 'hard' components to DIO's new operating model, its organisation design, technology and processes. But it is undoubtedly its people that will be the catalyst to making this stream-lined delivery machine a success.

DIO is currently running a major recruitment exercise that will fill over 600 vacancies in DIO's new organisation design. Here, DIO's Chief Executive Andrew Manley, explains why the organisation is currently offering some great career opportunities for both DIO staff and the wider Civil Service.

Rhian Edwards reports.



Vacancies

“A business is only as successful as the people who work within it” Andrew tells DIologue. “You can have world-leading processes and the best technology money can buy, but if you don’t have the right people, with the right behaviours using and developing it, then it counts for nothing.”

Earlier this year DIO completed what was probably the largest and most complex Post Mapping exercise ever undertaken in the MOD. This saw around 2000 of DIO’s existing posts ‘mapped’ against posts in the organisation’s new design to check whether individual roles had changed substantially or not.

The recruitment exercise that followed is on an equally unprecedented scale, and over four months the organisation intends to fill the 600 or so posts left vacant at the end of the Post Mapping process. These are restructured roles which span all grades and functional areas in DIO’s new organisation design and include many specialist posts, ranging from project managers to accountants.

As Andrew explains, this huge recruitment programme brings plenty of opportunities for job seekers both inside and outside of DIO. “On the launch of our open recruitment exercise we had a lot more vacancies than people,” he says.

“This means not only do all DIO staff have an excellent chance of finding a role which suits their skills and experience, but many staff have found it has opened up avenues to secure promotion and side-ways moves into new and exciting parts of our business. These opportunities would never

have arisen had we not embarked on such a radical transformation.”

DIO’s vacancies are open to applications from DIO staff, as well as other Civil Servants. However, applications from DIO staff who did not secure a post in the EOM through the Post Mapping

process, along with other ‘surplus’ MOD staff, are being given priority.

Andrew believes the organisation will benefit hugely from its current recruitment drive. “It will allow us to bring in individuals not only with the skills and experience we need, but with different outlooks, ideas and

learning from other parts of MOD, government and the private sector,” he adds. “It is a great opportunity to make our workforce more diverse in terms of talent, knowledge and behaviours.”

Why should people want to work for DIO? Andrew has a clear answer. “Our role is diverse and our people carry out a range of exciting jobs spanning a number of professions from archaeologists to geospatial analysts, forestry workers to financiers.

We offer a wealth of career opportunities across the UK for talented professionals and all of our staff, no matter what their skills and expertise, share the common goal of enabling the Armed Forces to operate effectively.

“In addition to that, as an organisation we are on an exciting journey to transform the way we do business and we have spent the last year fundamentally redesigning how we operate.

“Not only do all DIO staff have an excellent chance of finding a role which suits their skills and experience, but many staff have found it has opened-up avenues to secure promotions and side-ways moves into new and exciting parts of our business.”

“It is a great opportunity to make our workforce more diverse in terms of talent, knowledge and behaviours.”



Andrew Manley, DIO Chief Executive

As a result we now have a clearly defined organisational structure, a suite of processes that are fit to deliver what we need to, and a state-of-the-art technology solution.

“The DIO of the future will be a high-performing organisation and individuals working within it will feel empowered, have the opportunity to contribute to ongoing business improvement, receive first-class training and have great career progression opportunities.”

Civil Servants interested in applying for roles in DIO should visit the CS Jobs Website at: [www.civilservice.gov.uk/recruitment](http://www.civilservice.gov.uk/recruitment)



*Flt Lt Jason Spencer on a beach at North East Bay, Ascension Island.*

**Flight Lieutenant Jason Spencer is the Facilities Manager on the Ascension Island.**

*"We are located at Traveller's Hill and are an experienced team of three DIO staff with over 100 contracted employees. As manager of the contract monitoring team, I oversee Interserve Defence Limited which deal with Hard FM and Soft FM issues. I ensure that the contract obligations are fulfilled and that work is completed to the highest standard. Although there are just over 800 people living on the island, we also work with the St Helenians, who are essential to our work.*

*"At RAF Ascension we do a variety of things and there are many projects being undertaken on site. Ascension Island is the refuelling point for the South Atlantic Air Bridge flights en route to the Falkland Islands.*

*"I live in the capital, Georgetown, with my wife Jessica and we've settled here. The temperature rarely falls below 26°C, so it is warm all year round and some of the things I've seen are breathtaking. Sea turtles migrate from Brazil to mate here and lay their eggs on the beach, so some evenings we go down to Long Beach and watch them.*

*"We report to the Falkland Islands, so the hours can be long and there are hard days but when I'm driving home from work and see the mountains and scenery, I'm grateful to be here. My wife and I can truly say we love it!"*



*DIO delivering earthquake contingency training to British Gurkhas in Kathmandu.*

**Captain Richard Gale is Head of Delivery for DIO in Nepal.**

*"One of the more far-flung DIO outposts is located in Nepal, a small detachment of three military staff supported by 63 locally employed staff provide the Hard FM support to the British Gurkha's Nepal (BGN).*

*"The BGN mission is mainly based around recruiting the next generation of Gurkha soldiers for the British Army but also providing support to ex-Servicemen and dependants. This is achieved through a central HQ in the capital city, Kathmandu, the main recruiting base in Pokhara – possibly the nicest camp in the whole British military estate and a small selection centre over in the East of Nepal in Dharan.*

*"Working to UK and EU regulations in a country that has yet to develop a constitution provides certain challenges, the lack of clean water, sanitation and even regular power outages all add spice to the job and give the Hard FM team plenty to get their teeth into. There is also the added bonus of being prepared for the big earthquake that is due to hit Kathmandu at some stage in the near future and the journeys by either road or air to our outlying camps are not always a certain outcome – our route between Kathmandu and Pokhara featured in the recent BBC series 'The Worlds Most Dangerous Roads'*

*"That said, the backdrop of the World's highest mountains, the extremely friendly nature of the Nepalese and the opportunity to work in this stunning country more than make up for the day-to-day challenges."*

# DIO worldwide



**British Army Training Unit Kenya (BATUK) in northern Kenya.**

**Major Steve Browning works in HQ DIO Ops Training in Warminster but manages some significant projects in Kenya.**

*"My main effort has been Kenya where we've built a £10million training camp for 1,400 troops through a mixture of contractors and Royal Engineer Squadrons. We have now awarded a contract for the next phase of the project, worth a further £19million which provides technical accommodation for BATUK. There are two further phases in the pipeline and the whole project should be completed in 2016.*

*"Although my job is predominantly based in the UK, my main role has been driving this project forward through governance meetings, reviewing designs, managing expectations and requirement changes whilst, as always, staying inside a particularly challenging budget. The best part of the job has been the progress visits to see the transformation every two to three months as roads and buildings have been built.*

*"As with any military construction project, I've been faced with daily challenges to juggle stakeholder requirements, but the Kenyan training areas are excellent. They match the training area in Canada in size and dwarf UK/Germany; they really give the Army the space to move and train.*

*"Kenya is a beautiful country that has transformed over the last three years. Nanyuki has become a positive boom town, in part thanks to the investment in the local economy by our project and BATUK."*



**Maj S Caine YORKS (OC BATSUB) and SSgt D Gallagher, working together to meet the Army's training needs.**

**SSgt Dave Gallagher is Head of Delivery, DIO Ops Training in Belize.**

*"As the Head of Delivery for DIO Ops Training Belize, my team consists of two Military staff and 44 locally employed civilians delivering planned and reactive maintenance to over 250 assets locally within Price Barracks and further afield in the various training areas within Belize.*

*"A lack of manpower and dramatic changes in weather (hurricanes included!) present challenges to delivery, but it is to the credit of the locally employed civilians and a reflection of their dedication, that we are able to provide and maintain an estate that can meet the requirements of our customers. The UK team here numbers only five military personnel so my DIO team work very closely with the other staff to best meet the Army's training needs.*

*"There are two major exercises conducted in Belize each year by British Forces, although allied troops also routinely utilise our facilities.*

*"Work aside, a posting to Belize is very rewarding. The country has a rich culture and offers a host of outdoor activities including some of the best diving sites in the world, zip lining, caving and paddle boarding. Those who wish to explore the country have the option to visit jungle retreats, historical ruins or the Cayes.*

*"I am personally finding my assignment here very rewarding and one I would encourage others to grasp if the opportunity arises."*

**Belize, Brunei, Kenya, Nepal, Canada, Ascension Island, Cyprus, Falkland Islands, Gibraltar... the MOD estate stretches across the globe.**

**Here, in the second of a two part series, four staff share their experiences of working for DIO overseas.**

# Breaking through

Service delivery at site level is very much the frontline of DIO's operations and one of the biggest adjustments that DIO's new operating model is bringing is a change to the role of DIO's Site Estate Team Leaders who, up until now, have provided the interface between estate users and industry partners.

As SETLs prepare to step-back from day-to-day estate management, in order to take on a more strategic role, DIologue explores how this step-change is being managed in order to ensure that there is no disruption to the delivery of the vital infrastructure services that Defence personnel rely on.





The users of the Defence estate are at the heart of everything DIO does, and a key element of its new Enhanced Operating Model (EOM) is a new organisational structure that is designed to improve the level and quality of service provided to estate users.

**“As our estate users are the focus of everything DIO does, we felt it essential they were consulted on this programme.”**

Keith Maddison, Deputy Head Service Delivery UK South East, is responsible for managing the transition to this new way of working at site level. He explains: “A major change in the way things are done at DIO is the change in role of Site Estate Team Leaders (SETLs) - who were responsible for the day-to-day site estate management - and bringing together these activities within the new Service Delivery Areas (SDAs).

“In turn, industry partners (IP) will become the point of contact for Heads of Establishments (HoE) for ‘hands-on’ service delivery. This change in emphasis should ensure that the HoE gets direct answers to reactive maintenance requirements and allow action to be taken more quickly.”

**“This change in emphasis should ensure that the HoE gets direct answers to reactive maintenance requirements and allow action to be taken more quickly.”**

The DIO Senior Infrastructure Manager (SIM), based in a newly formed Service Delivery Area team, will monitor the IP’s performance and ‘customer’ satisfaction, and ensure that estate user’s expectations are met against agreed outputs.

Making sure service delivery is not impacted by this change is critical, and in order to avoid

any issues, DIO has developed a handover and training ‘breakthrough’ programme, which has three key phases (see diagram below).

The breakthrough programme has been developed through consultation with DIO’s estate users and industry partners, including representatives from the Army, Navy, and RAF, which sit on DIO’s Supplier Association Working Group.

Keith says: “As our estate users are the focus of everything DIO does, we felt it essential they were consulted on this programme. We asked them to set out their expectations for service delivery and asked our industry partners to determine what their training needs were, resulting in a robust and collaborative approach to the breakthrough events.”

The rollout of the programme started in April and will be complete in October. Keith adds: “Customer relationship training is being developed as an additional element of this work to ensure industry partners can offer the best possible service to HoEs.”

## The handover plan

- 1.** A meeting takes place between the three parties involved – the estate user (Head of Establishment), the industry partner (a senior member of staff plus the on-site Service Delivery Manager), and DIO (a B2 level representative, plus the Senior Infrastructure Manager). The agenda of this meeting is based on the Site Guidance document, and discussions will be held on items such as roles and responsibilities, and what the Head of Establishment and DIO expects from the industry partner. This meeting also marks ‘Day 1’ of the IP providing the day-to-day interface, and DIO moving into the Service Delivery Area team.
- 2.** For two months following the initial ‘delivery team’ meeting, the IP goes about their new role, with constant support and monitoring from the Senior Infrastructure Manager (SIM). The SIM, who will be on-site regularly, will answer questions and give advice, whilst also undertaking assurance (statutory compliance), stakeholder engagement (liaising with the HoE about strategic outputs), resolving any issues, and monitoring the IP’s performance (against the Site Guidance and current Key Performance Indicators).
- 3.** There will be an ‘end state’ event, at which the three parties will meet to go through a ‘checklist’ of targets and objectives to confirm everything they set out to do has been achieved. This end state meeting is an opportunity for all to confirm the right people have the right skills and knowledge for their new roles and that service delivery has not been impacted. The HoE agrees that the IP is ready to take on the day-to-day estate management, and from this meeting onwards DIO will step back from the ‘hands on’ work and focus on strategy and planning, assurance, stakeholder engagement, issue resolution, and performance monitoring.

# Family matters

This year the Naval Families Federation (NFF) celebrates its tenth birthday. Here NFF chairperson Kim Richardson speaks to Ken McMinn about the importance of supporting the families of Royal Naval and Royal Marines personnel.

## **How would you sum up the role of the Naval Families Federation?**

"We're a small multi-tasking team of six who offer a voice to families. The word 'offer' is important as the majority of our families are independent and resourceful and actually don't require a voice.

"When they do, it tends to be because they have an issue they're trying to resolve, a question they're struggling to get an answer to, they've seen something in the press that bothers them or they simply have something they want to get off their chest."

## **Has the NFF developed in the way you thought it would?**

"The Naval Service have been better than I ever hoped they could be. This was a whole new concept to them - families having a voice. They embraced it and have opened doors in a way I never thought possible.

"Engaging at the level we do - speaking to the Navy Board, giving evidence to Defence committees and engaging with ministers - could all be rather mind-blowing really.

"But it just seems to work. Every time you think

you can't possibly do any more or contribute to any other area, another request comes in.

"The question we ask ourselves is 'can this benefit our families?' If the answer is yes, then we find a way and just do it. It would not be possible without my fab team - Jane, Jackie, Alison, Sarah and Emma."

## **What would you say has been the NFF's greatest achievement?**

"The NFF will celebrate its tenth anniversary this December. Our diary is very full, people seem to like what we do, and that is our greatest achievement."

## **What has been the biggest challenge in your work?**

"Reaching our families in their own homes is a huge challenge. Relying on the serving person to take a message home is less than ideal.

"If we could put something in place that would enable us to speak to our families directly that would make life so much easier."

*"The NFF team speak to some really helpful DIO staff on a day-to-day basis. I'm sure, like us, you just want to do the best you can for the families you engage with."*



*Naval Families Federation chairperson Kim Richardson*

## **The NFF has direct access to the highest levels in MOD and DIO. How does this help you support families?**

"It's vital, it's our lifeblood. It makes everything possible. There is absolutely no point asking people what they think and asking them to tell you what worries them if you can't do anything about it. Having this access is key to keeping the highest levels in touch with what's happening on the ground."

### **Do you feel that families get a fair deal from the accommodation offered, or is there much more work to do?**

"Only about 5,000 of our families live in Service Families' Accommodation (SFA), something many people don't realise.

"I've seen a change over the past few years as things have become tighter in some areas, mainly affecting our families on the south coast. Choice isn't always possible and that can be frustrating for families trying to balance good school places with SFA choice.

"I accept rents are below market average, but I'd argue our people do jobs that are out of the ordinary and make 24/7 365 days-a-year demands that some of our civilian counterparts would not tolerate or find acceptable. It doesn't make it right; it's simply the way it is."

### **What improvements have you seen in infrastructure in the last few years?**

"We talk. That may sound simplistic, but it really isn't. It's the only way to get things done and move things forward. Never underestimate the power of communicating effectively.

"Moving into the modern age has also been an improvement - the e1132 [Service Families Accommodation Online Application] and the ability to look at your prospective property online are very positive steps."

*"I'd like to see us step up a gear and really deliver the world class service we know is possible and that our families deserve. You want to and so do we."*

### **And is there any area where you think there is still room for improvement?**

"I worry we still haven't achieved as much as I think we both hoped we would.

"We don't have families living in Grade 3 and 4 standards for condition houses, which is great, but the money required to do what both DIO and the federation would like done is simply never going to materialise.

"Make do and mend doesn't sit comfortably. I'd like to see all our families living in well maintained, dry houses with modern kitchens, bathrooms and windows. We mustn't lose sight of that aspiration."

### **Looking ahead, what are your thoughts on DIO's transformation programme?**

"I've been around to see Defence Housing Executive merge into Defence Estates and then into DIO. At each step of the way the message was very much about wanting to make things better and improve the service.

"I'd like to see us step up a gear and deliver the world class service we know is possible and that our families deserve. You want to and so do we."

### **How do you inform yourself about the estate? For example, do you have many opportunities to get out or do you rely on feedback from your team?**

"I don't get out and about as much as I used to or I would like to. I do drive the patch wherever I am, even if it means going out of my way. But in terms of day to day business, I rely heavily on my right hand woman, Jane Williams, who has become the focus for housing issues.

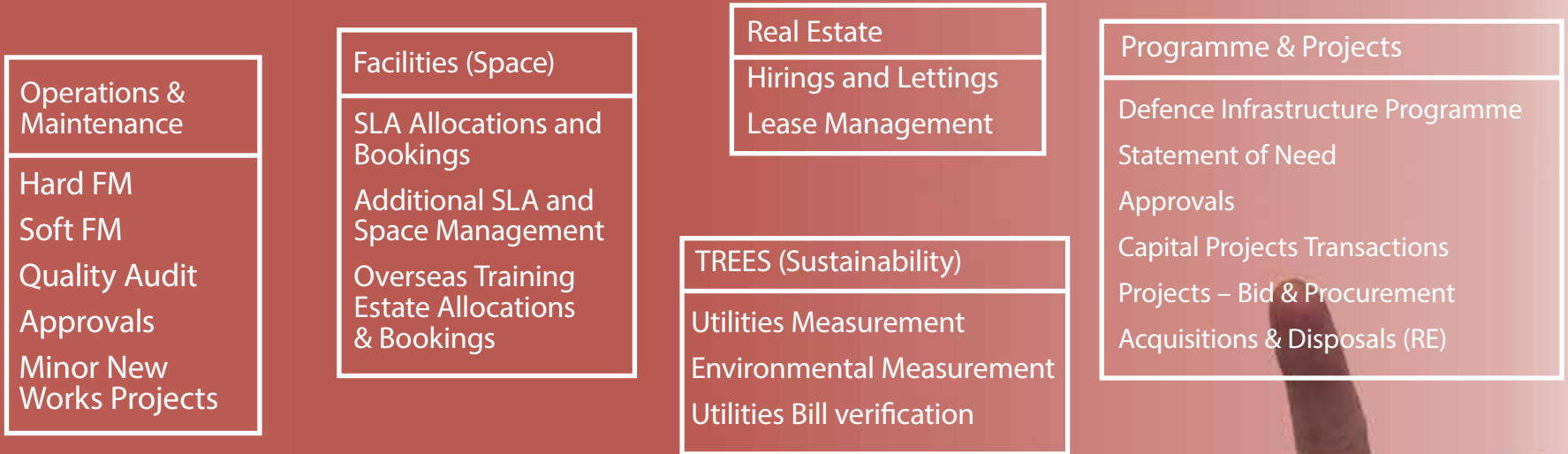
"I do pick up the phone and speak to families and I will go out and engage on their behalf as and when I am asked to. I see myself as a very 'hands-on Chair'. But Jane gives us continuity, she creates and maintains relationships and keeps me up to speed on what is happening. It seems to work very well."

### **Finally, is there anything you would like to say to DIO staff?**

"Thank you. The NFF team speak to some really helpful DIO staff on a day-to-day basis. I'm sure, like us, you just want to do the best you can for the families you engage with.

"I guess one thing I would also like to say is that 'the patch' houses three Services that have commonalities, but are also quite different.

"Using Service specific language when talking to our families can be the difference between a good and not-so-good experience. Please ask if there is anything we can do to help you in this or any other area. Only by working together can we offer the best possible service to families."



# Data at your fingertips



As part of the launch of DIO's Enhanced Operating Model, the organisation has begun replacing outdated IT systems. Here Tony Moran talks to DIO's Technology lead, Peter Lemon, about the benefits the new software will bring.

Microsoft founder and Chairman Bill Gates once remarked that Information Technology and business were 'becoming inextricably interwoven' – a scenario which is increasingly true for DIO as new technology is rolled out across the organisation.

Two years after its launch, DIO is rolling out a new operating model that ties new ways of working to a change in organisational behaviour. Restructuring the organisation, streamlining and improving processes and introducing new technology continue helping to build a leading-edge infrastructure delivery organisation serving

the needs of Britain's Armed Forces long into the future.

Technology plays a critical role in this. DIO has awarded a contract to IBM for the implementation and support of its new Infrastructure Management Solution (IMS). This is a significant milestone as the organisation continues to transform the way it works under the Defence Infrastructure Transformation Programme (DITP).

In using IBM's Tririga software to replace outdated legacy IT systems, DIO staff are getting the opportunity to work more efficiently and

effectively through automated processes. They are getting a system that is easier to use and delivers better information about every aspect of the Defence estate.

Technology lead, Peter Lemon, said: "We're creating a high-performing and innovative enterprise, staffed by a team of talented individuals delivering great results. We want to be known as an organisation that delivers and one that makes the best possible use of resources.

"By making processes across the business more consistent, we drive out duplication and inefficiency. Combining these processes with

new technology allow us to work more smartly and flexibly – providing a better service to our military customers.”

Tririga is being introduced in four phases over the financial year 2013/14 and the first drop brings significant benefits; not just for DIO staff but, more importantly, for military personnel.

In 2012, DIO made great strides in improving the experience of finding a military family home through its improved online service. This allowed military personnel entitled to Service Family Accommodation (SFA) to select their housing preferences.

Now the first drop of the Tririga software will help us to free up time for busy military commanders looking to find Single Living Accommodation (SLA) for their personnel by improving the efficiency of booking bed spaces.

Allocations and bookings will continue to be controlled locally but combining common processes with a single Management Information System instead of many, will help deliver efficiencies in the management of SLA across Defence.

This will allow the MOD to target investment more accurately, help minimise the use of privately rented properties and identify surplus accommodation.

Yet the improvements in service to military users are just the tip of an IT iceberg that will bring significant change to the way in which DIO operates.

The first phase also brings high-quality, high-priority data into the central database, along with geospatial mapping of Defence infrastructure assets. This gives DIO's Strategic Asset-management Planning Team

**“ We want to be known as the organisation that delivers and one that makes the best possible use of resources”**



**The new software will free up time for military commanders looking to find Single Living Accommodation.**

(SAPT) the right information to make better-informed long-term key strategic decisions.

It gives DIO the ability to manage Capital works projects from an initial statement of need, through feasibility and assessment studies, all the way through to contract award and managing the implementation itself. An upgraded version of GEODE supports more efficient viewing of updated mapping and geospatial information about the Defence estate.

“The National Audit Office raised significant concerns about the quality and accessibility of estate data, when it reported in 2010. DIO

inherited some 130 legacy systems which held data of variable quality and were unable to ‘talk’ to each other,” Peter explained.

“By replacing outdated IT with a single,

proprietary software system and populating this with high-quality data, we address the NAO's concerns. We also support the evolution of an organisation operating in a standardised and consistent way, yet retaining the flexibility to manage change.”

DIO exists solely to support Britain's military personnel by providing and maintaining the places where they live, work and train while preparing for operations. Every pound more wisely spent and every working practice improved can only bring benefit to the men and women protecting Britain's interests on the front line.

Bill Gates' assertion that information technology and business are ‘becoming inextricably interwoven’ will certainly be true for DIO over the coming months and years. The UK's Defence is DIO's business and better IT will help provide smarter infrastructure solutions for our Armed Forces.

# Process focus

DIO's desire to become a "service based organisation" is one of the most significant shifts that the organisation's ground-breaking transformation programme is driving. But what does this actually mean, and what will the benefits be for DIO staff and estate users? Tim Mann reports.

"In a nutshell, service based organisations put their Users first, by understanding exactly what their needs are, and then delivering the services that meet these requirements," Emma Burrows, DIO's Process Lead, explains.

DIO exists to enable its Users - UK Defence personnel - to live, work and train at home and overseas. The organisation's new Enhanced Operating Model (EOM) has been developed to put Users as the focus of everything it does and as DIO reaches its full operating capability by April 2014, its new process framework will be critical in achieving this.

Emma has been at the heart of DIO's radical process overhaul. She continues: "The organisation is moving from over 900 legacy processes to just over 200 world class standardised, coherent and benchmarkable processes. In the past there were different processes geographically and some business

areas did not have any to explain clear tasks and activities, resulting in inconsistent delivery and confusion to Users."

"The new EOM processes are "end to end", aligning to all parts of the organisation rather than specific business areas. There are now clearer linkages across the framework and clearer roles and responsibilities," Emma adds.

Each of the 2,769 roles in the EOM has a standardised job description and the design of the entire organisation has been carefully linked to the process framework using 'volumetrics' and industry best practice. DIO staff will therefore become accustomed to a culture of being process driven, with roles completely aligned to DIO's outputs, enabling everyone in the business to see how their work contributes to the whole.

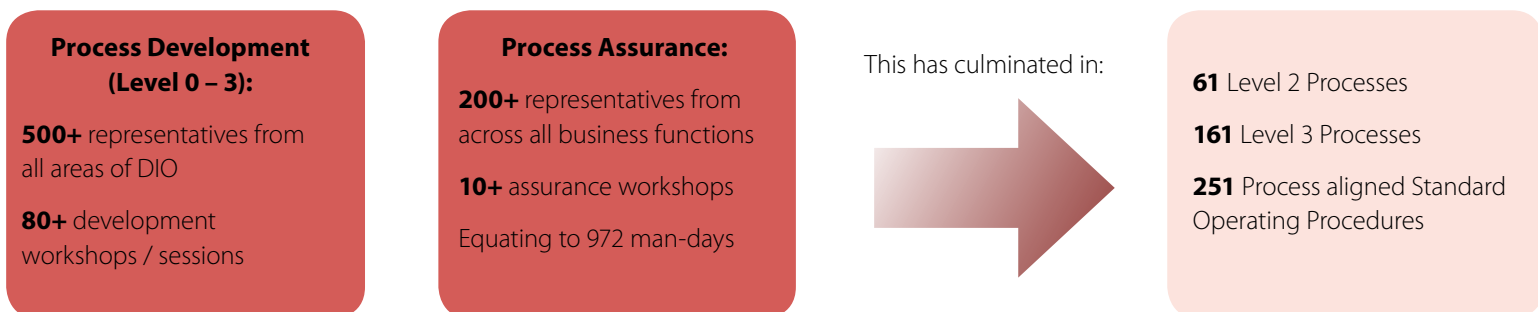
"Previously many processes were internally and team focussed, with minimal alignment to the

industry partners (IP) DIO works with," Emma notes. "Under the EOM, IPs will have a clearer articulation of DIO's outputs and more common reporting, with greater clarity around how we will work together."

DIO's new Infrastructure Management System (IMS) will also play a major part in supporting the process framework, by e-enabling the processes wherever possible to ensure a consistent User experience. This technology will also assist with benchmarking and measuring performance.

Emma concludes: "Overall, the new processes will enable us to operate faster, more consistently and more efficiently, which will ultimately lower the running costs of the Defence estate. They will also reduce duplication and red tape and improve how we work. All of this will help ensure that DIO becomes the world class infrastructure organisation we aspire to be."

## Legacy to leading: How the process framework was developed...



# Exploring DIO

## 10 fascinating facts

With 230,000 hectares, the MOD is one of the UK's biggest landowners

DIO looks after 45,000 buildings and 50,000 houses as well as 135,000 bedspaces

DIO is responsible for a lot of the UK's heritage: 815 listed buildings and over 700 scheduled monuments

DIO employs over 5000 people across the world. These people include experts on airfield pavements and weapons effects on structures to railway engineers and foresters

DIO manages estates in Germany, Cyprus and the Falkland Islands as well as sites in Norway, Poland, Kenya, Canada, Belize, Nepal and Oman

DIO spends £3.3 billion a year running the Defence estate - about the same amount as Britons spent on Amazon in 2012

DIO is responsible for managing assets worth more than £21 billion - about 18 times as valuable as Manchester United

DIO looks after the environment with stewardship of 170 Sites of Special Scientific Interest (SSSIs) in the UK and 130 internationally designated nature conservation sites

DIO manages more than 400 contracts with over 200 suppliers

Two thirds of the Defence estate is made up of training areas and firing ranges; one third is naval bases, airfields, barracks and camps

# Sold as seen

Selling off assets such as land and buildings that are no longer needed by the military is an important area of business for DIO. Here, Emma Sloper examines the benefits of this work to both the MOD and society as a whole.

As one of the largest land owners in the UK, DIO has to constantly review the size of its estate.

By disposing of assets that have become surplus to MOD requirements, DIO is able to ensure that the Defence estate is of the right size, is fit

for purpose and that best value for money is achieved for the taxpayer.

Disposal receipts are an important part of the overall departmental budget and capital raised through the sale of surplus land and property

can then be re-invested in improvements to the remaining Defence estate. The disposal of surplus MOD property can often create new and exiting opportunities for civilian use; DIO is particularly committed to selling land for new homes in the future as part of the Government's overall housing and growth ambition.

In the ten years to 31 March 2012 DIO achieved gross accrued receipts of around £2.7 billion from the sale of surplus land and property.

The organisation secured around £120 million of disposals in the year ending March 2013 and the disposals target for 2013/14 is £179 million.

In accordance with Treasury guidelines, any surplus land and property is first offered to other government departments and public bodies for alternate use. After this, providing there are no former owner considerations, it is usual MOD policy to sell off the asset through open competition as quickly as possible. Once a property is declared surplus to requirements DIO would usually work closely with the Homes and Communities Agency, local authorities and other key stakeholders.

Recent sites that have been sold off by DIO include Erskine Barracks in Salisbury, the Ensleigh, Warminster Road and Foxhill sites in Bath and part of the former RAF Bicester site.



*A cottage disposed of by DIO in Yorkshire in 2012.*



## RAF Locking

A water tower disguised as a church was one of the more unusual properties on DIO's books.

The structure was sited at RAF Locking in Weston-super-Mare and had been designed to look like a church so enemy bombers in WW2 would not target it.

The main site (RAF Locking) had been sold to the South West England Development Agency, leaving MOD with the water tower in the middle of an Service Family Accommodation patch owned by property developers.

The building was sold for £35k in 2008 to a man who wanted to convert the building into a house.

## Erskine Barracks

In March 2013 DIO sold the former Erskine Barracks site in Wilton to developers Redrow Homes.

The housing firm plans to develop the 13.9 hectare brownfield site and has formed a community partnership with OurEnterprise and the Wilton Community Land Trust.

The site had already been granted outline planning permission for the creation of dwellings and employment accommodation and it is expected that the redevelopment of the site will lead to much-needed new homes and employment in the area.

Erskine Barracks was occupied by the MOD up until 2011, before being declared surplus to requirements.

## Yorkshire

DIO boosted the MOD's coffers by £1.4 million by selling former MOD properties in two Yorkshire villages in December 2012.

Twenty two homes, a pub, a workshop, allotments, paddocks and agricultural buildings in and around Downholme and Stainton were sold as part of the continued rationalisation of the Defence estate.

While ten houses and the pub were bought by current occupiers under a scheme similar to the 'right to buy' legislation, the remaining properties went under the hammer at auction.

Auctioneer Robin Jessop said: "Because no properties in either Downholme or Stainton had been put up for sale for eighty years we had considerable interest.

"In the six weeks prior to the auction we had more than 500 viewings and more than 9,700 hits on our website. We never usually get that many. We even had one man come over from Australia to bid and another person from France."

## Kent

One of the more unique properties disposed of by DIO was a former Command Bunker at Ash in Kent. Sold in December 2003 the property consisted of a partially underground command bunker which had been associated with RAF Manston.

The bunker had reinforced concrete walls and a protective copper shield with at least two floors below ground level. It included oil tanks that were designed to enable the bunker to run for many months, if not years.

The site was fully marketed and bids received were greater than £100k. However the unique property attracted considerable media attention appearing in the Sunday Times and was eventually sold for £250k to AL Digital Telecoms which wanted to use the bunker for the secure storage and transfer of electronic data.



# Forming our footprint

DIOlogue looks at how the Footprint Strategy is supporting the Armed Forces as they transition into their new structure under Future Force 2020 (FF2020) and highlights the progress so far.

Looking at the evolving shape and structure of the Armed Forces through FF2020, DIO's Footprint Strategy aims to provide the right infrastructure, in the most appropriate locations, in support of operational outputs. The Footprint Strategy will configure an affordable estate by reducing costs through better use of our assets and realising opportunities to condense the footprint by releasing excess capacity.

The programme is structured in a number of phases; Phase 1 reviewed the future basing needs of our Regular Deployable forces. It confirmed the future Main Operating

*"The Footprint Strategy delivers a sequence of infrastructure plans and is now moving into its second Phase."*

Bases for each service. It also included the Regular Army Basing Plan announced in March 2013 by the Defence Secretary, setting out the future laydown of the Army as it moves back to the UK from Germany and reorganises into its Army 2020 structure. DIO continues to lead this piece of work as it moves into its delivery stage.

An integral part of FF2020, is the future growth and integration of the Reserves. Work is underway to determine the Reserves Basing Plan, alongside the development of the Future Reserves 2020 proposition that will be announced later this summer.

Francesca Fryer, Head of the Footprint Strategy, said: "DIO's overall objective is to support military operations, providing fit for purpose infrastructure that enables service personnel to live, work, train and deploy at home and overseas.

"The Footprint Strategy delivers a sequence of infrastructure plans and is now moving into its second phase. This will include the Basing Plan, which supports the forthcoming Reserves White Paper and a series of plans to create value through optimising the wider estate."

Work is now underway, involving stakeholders across the MOD, to develop propositions that examine the current Defence estate and the future provision against the common themes



of fitness for purpose, value for money and coherence.

Provision of appropriate accommodation for our Service personnel forms a key part of DIO's contribution to the Military Covenant. Accommodation provision is an issue of great importance to all Service personnel and affects many of the DIO business areas in some way; there is already huge interest in the Living Accommodation Strategy Review.

The Living Accommodation Strategy Review forms part of Phase 2 of the Footprint Strategy, refreshing our 2009 targets in light of the subsequent changes to both requirements and resources. It is reviewing the baseline against forecast military accommodation requirements, costs, available funding and future provision. The review will provide options that align future accommodation requirements with emerging policy and resources to form part of the overall infrastructure plan.

## Army Basing in summary

In March, Defence Secretary Philip Hammond announced the Regular Army Basing Plan. This sets out the future laydown of the Army as it moves back to the UK from Germany and restructures to deliver its future operating model, via the Army 2020 programme.

This basing plan is a critical milestone in the Transforming Defence agenda and delivering the battle-winning Armed Forces set out in the Defence Vision, and Future Force 2020 as set out in the SDSR.

The future laydown will see the Army maintain its national laydown but with increased concentration in seven major centres of gravity in the UK; Scotland (Edinburgh, Leuchars), North East England (centred on Catterick), Stafford, Colchester, East Midlands (Cottesmore and North Luffenham), Wiltshire (Salisbury Plain) and Aldershot.

The plan is a key enabler of Army 2020, providing a basing laydown in the UK that is required to generate military capability in the most effective and efficient way to deliver success on future operations.

Significant opportunities for efficiencies in how the Army trains and generates forces will be delivered by this plan. It represents a £1.8 billion infrastructure investment programme in support of the growth agenda. Some £1 billion will be invested in Service personnel living accommodation, through some 1,900 new Service Families Accommodation (SFA) homes and some 7,800 single living accommodation (SLA) bedspaces.

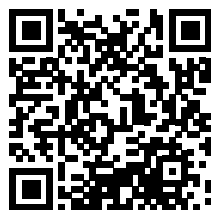


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