

Magazine of the Defence Infrastructure Organisation



Defence
Infrastructure
Organisation

diologue

Issue 9, December 2013

Supporting our
customers is in
our **DNA**



Celebrating the successes of 2013, looking forward to 2014

As we take stock of what we have achieved in 2014, and set priorities for the year ahead, I am delighted that the theme of this issue of DIologue is customer delivery.

2013 has been a monumental year in DIO's journey to become a world-class infrastructure organisation. This year we have put in place a new organisation design; we have new end-to-end processes mapped for everything we do; we have rolled out the first phase of our new Information Management System; and we have driven significant changes in the ways we work through extensive staff engagement and training, the establishment of a Site Chair network and the launch of our iCAN business improvement methodology.

I am immensely proud of the progress made against our One Journey Plan, which maps our transformation into a leading, service-based organisation, that will provide a world-class service to our estate users.

But most importantly, we have continued to deliver essential estate services to our customers. Our photo feature on page 6 highlights a very small selection of the many successes we have had in delivering what our customers need in 2013. And as we move into 2014, customer delivery will very much be at the forefront of all of our minds.

During the first two weeks of December, all of our senior staff attended the latest of our Building Capability Modules, which focused on customer delivery. These are a fundamental element of our One Journey Plan and they were designed to highlight the role that each and every staff member plays in supporting Defence personnel. You can read more about these on page 25.

I hope you enjoy reading this issue of DIologue and wish you all the best for 2014.

Andrew Manley, DIO Chief Executive



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

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Osprey takes to the skies on Salisbury Plain

United States Air Force (USAF) pilots have been using vertical take-off aircraft to carry out mission-specific training on Salisbury Plain, a DIO-managed training area.

The pilots flying CV-22 Osprey tiltrotor aircraft from the 352nd Special Operations Group were conducting training, day and night, one to two times a week.

The CV-22 Osprey combines the vertical takeoff, hover and vertical landing qualities of a helicopter with the long-range, fuel efficiency and speed characteristics of a turboprop aircraft. Its mission is to transport and resupply military forces.



DIO site on target for Commonwealth Games

After four years of detailed negotiations and behind the scenes work by DIO Ops Training and Land Management Services staff in Scotland, it has been announced that Barry Buddon Training Centre will be a venue for the Commonwealth Games in 2014 (CWG14).

The Training Centre in Carnoustie will host all the shooting events at next year's Games and work will now begin on the site to prepare the ranges in time for the first competition on 25 July.

DIO Ops Training Scotland and DIO Land Management Services Scotland worked closely with the MOD solicitors Morton Fraser on the Venue Use Agreement (VUA) between the MOD and the Commonwealth Games Organising Committee. The VUA lays down how the site is to be used before, during and after the games period, taking into account the MOD's operational requirements and the site's Site of Special Scientific Interest (SSSI) status.

Commenting on this milestone in the lead up to next year's Games, Maj (Retd) **Kim Torp-Petersen**, Deputy Commander DIO Ops Training Scotland, said: "It has taken four years for the DIO Ops Training team and the LMS team here in Scotland to reach this point. There is a lot of work to be done between now and the summer to get the site ready for the Games but we're confident that if we continue to work together CWG 14 will achieve their target. We're proud to be able to offer our facilities to support the 2014 Commonwealth Games and we look forward to welcoming the competitors to Barry Buddon."

New accommodation at Chicksands and Yeovilton

DIO's Project Single Living Accommodation Modernisation (SLAM) has delivered a new accommodation block at the Defence Intelligence and Security Centre (DISC), Chicksands. It contains 36 Senior Non-Commissioned Officer bed spaces.

The training unit has around 500 permanent staff based at the site and throughout the year up to 5000 students use the facilities when they are on courses that range from one week to a year. Construction is set to begin on a second 36 bed block in the next couple of months.

Working with industry partner Debut Services, DIO handed over the Junior Officer's Single Living Accommodation development at RNAS Yeovilton on budget and three months ahead of schedule.

The new accommodation will be occupied by junior officers stationed in Somerset on a new type of joint Army and Royal Navy helicopter base. The block provides rooms for more than 60 personnel and is the first project of the Wildcat Infrastructure (Winfra) programme to develop RNAS Yeovilton into the Single Typed Air station (TAS) for the future Army and Royal Navy Wildcat Force.



DIO consults local community at Army Basing exhibition

DIO has presented its early proposals for Army Basing in Wiltshire at an Army Basing Exhibition in Trowbridge.

Over 100 people attended the event, including representatives of parish councils and local businesses. They reviewed proposals for the relocation of around 4,000 extra service personnel to the Wiltshire area between now and 2020.

The moves in Wiltshire form part of the Regular Army Basing Plan, announced by the Defence Secretary, Phillip Hammond in March 2013. The plan sets out the future laydown for the Army as it restructures and units move back to the UK from Germany.

Children bury treasures beneath Portsmouth development

Children have buried their belongings for future generations to find under the foundations of new accommodation being delivered by DIO at Portsmouth Naval Base.

Schoolchildren from Solent Infant School, Mayfield School and Bay House School and Sixth Form, placed items in a time capsule to be buried beneath the new Falklands Building with the help of the Lord Mayor of Portsmouth, Councillor Lynne Stagg.

The new accommodation is being built as part of DIO's Project SLAM Single Living Accommodation Modernisation, an extensive upgrade of bed spaces, common areas and ancillary facilities for service personnel. The project is a joint venture between Lend Lease and Babcock Infrastructure and has so far delivered in excess of 20,000 bed spaces for Armed Forces personnel throughout the UK.



Shortlisted bidders for Scottish construction framework announced

DIO has announced a shortlist of eight bidders for its Scotland Capital Works Framework.

This Framework is one of seven Capital Works Frameworks under DIO's Next Generation Estate Contracts (NGEC) programme. It will be used for the design and build of MOD construction projects individually valued up to £12 million.

Projects valued up to £50 million will be procured through the National Capital Works Framework, which will operate alongside the Regional Frameworks.

The total estimated value of this Framework is between £100 and £250 million and can be used at any site across Scotland.

The shortlisted bidders are:

Balfour Beatty Group Ltd
Henry Brothers (Magherafelt) Ltd
Interserve Construction Ltd
Kier Graham Defence Ltd
Lend Lease Construction (EMEA) Ltd
Miller Construction (UK) Ltd
Morgan Sindall PLC
Robertson Construction Group Ltd

2013 in Pictures

JANUARY

Major General Colin Boag planted a tree to mark the start of work on the new Army Support Command HQ at Aldershot. The building is one of the largest constructed under the DIO's Project Allenby/Connaught, an £8 billion construction and facilities management project. Once completed the building will house 300 occupants, boast 20 meeting rooms, eight break out areas, a café, graphics office and print shop and showers and changing rooms.

Major General Boag said: "Investment such as this in the British Army helps to attract people, and soldiers can see the improvements being made to their accommodation, leisure and sporting facilities.

Project Allenby Connaught aims to make life better for thousands of soldiers by providing modern, high quality, fully serviced, purpose built living and working accommodation. The contract was awarded to Aspire Defence Limited, a joint venture between Carillion and KBR, in April 2006. The building is expected to be completed in March 2014.

FEBRUARY

DIO Chief Executive Andrew Manley welcomed the Head of the British Army **General Sir Peter Wall** to DIO Sutton Coldfield. The Chief of General Staff met with Andrew to discuss the organisation's ongoing transformation programme. Topics on the agenda were the Footprint Strategy, use of technology to improve efficiency and a procurement exercise to explore how the organisation might work with a Strategic Business Partner.

General Wall said: "I am very impressed with the changes taking place within DIO. You are making significant improvements to the way we manage infrastructure within the MOD.

Andrew added: The visit of Sir Peter and his team to DIO was extremely welcome. It is critical that the Army understand how we are changing and what it means for them.



MARCH

The Regular Army Basing Plan was announced by Defence Secretary Philip Hammond in March 2013. The plan sets out the future permanent laydown of the Army in the UK as it moves back from Germany and restructures to deliver its future operating model, in line with the Army 2020 Programme.

The resulting body of work is a key deliverable for DIO and represents a £1.8 billion infrastructure investment programme. Some £1 billion of this is investment in accommodation, providing around 1,900 new Service Family Accommodation (SFA) units and around 7,800 Single Living Accommodation (SLA) bed spaces.

The delivery of infrastructure and unit moves as part of the Army Basing Programme is quite possibly the largest such change in a generation.



APRIL

DIO staff celebrated the stand-up of the organisation's new Operating Model on 29 April. The day was marked with engagement sessions at all major DIO sites, which brought together staff and senior leaders. DIO staff all received new corporate lanyards, a new intranet site was launched and corporate banners headlining the organisation's purpose appeared in reception areas.

DIO's new Operating Model was designed to enable DIO to become more service-focused. It encompasses a new organisation design, new end-to-end processes, a new Information Management System and new ways of working. Full operating capability is expected to be reached in 2014. On the 1 April 2014, the MOD Guard Service (MGS) also joined DIO.

Speaking on the day of the new Operating Model's launch, DIO Chief Executive, Andrew Manley, said: "I am delighted that after months of hard work - involving almost all our staff, estate users, industry partners and our trades unions - today we are marking the beginning of the stand-up of our new operating model.

"I am very proud of how our business has risen to the ambitious challenge of radically changing our processes, organisation design, technology and ways of working, all at once. By approaching our transformation in this all-encompassing way, we have set ourselves up to become world-class in what we do. I can't wait to see the positive impact that the Operating Model is going to start to have on all those who work in, and alongside, DIO.

MAY

Spring saw more than 1,800 troops descend on Salisbury Plain Training Area (SPTA) to take part in a major exercise. Training consisted of Exercise Lion Strike, the final element of the Combat and Combat Support Arms sub-unit commanders course and a European Union Battle Group (EUBG) exercise.

Exercise Lion Strike consisted of a full Armoured Battle Group and involved all the principle phases of war. The exercise was an essential element of the tactical training of Majors before they took over command of their Companies.

The EUBG exercise, sponsored by 42 Commando Royal Marines, involved around 1,200 soldiers and included a live firing exercise which took place on the west side of Salisbury Plain, as well as a Commando Brigade Test Exercise. The equipment used during the exercises was closely monitored by the SPTA safety staff.

Lieutenant Colonel Mark Hiskett, Principal Training Safety Officer Service Delivery Training South West, said: "Salisbury Plain is the only training area in the UK where such large scale armoured manoeuvre training can take place. The size and nature of the Plain means that it offers excellent training facilities, ideal conditions and the perfect backdrop for complex and diverse exercises such as these.

JUNE

Five solar farms were installed at military training camps across the UK as part of DIO's Energy Spend to Save Programme.

The installations were the first of their kind to be introduced on the training estate and will generate electricity, cut fuel costs and reduce DIO's carbon footprint by an estimated 20 tonnes of CO₂ per year.

Five systems were installed across the military estate: two at Sennybridge in Powys and one each at Castlemartin, Pembrokeshire, Lydd in Kent and Chickerell in Weymouth. The electricity generated is used to support the future energy requirements of the camps.

Col (Retd) Richard Howard-Gash, Regional Commander Service Delivery Training Wales & West, said: The energy saving measures that we have introduced at Sennybridge Camp have improved both working and living conditions for our staff and troops and will go some way towards saving energy and cutting costs.

The solar panel installation was project-managed by Landmarc Support Services and supported by the DIO Energy team, and involved managing planning applications across four Local Planning Authorities, two of which were National Parks.

JULY

Some 140 soldiers at Kinloss benefited from improved accommodation following the refurbishment of their living quarters.

The upgrade work focused on improving and significantly increasing utility, laundry, and shower and toilet facilities across four barrack blocks for personnel from 39 Engineer Regiment, who had recently moved into Kinloss.

Sapper Alex Martin said: The refurbishment has made a big difference and we now have a good number of washers and dryers, as well as the new utility facilities.

DIO worked with industry partners Turner Estate Solutions and Robertsons to deliver the project on time. They sought input from 39 Engineer Regiment to ensure the project produced the greatest improvement to the soldiers daily life.

DIO Project Officer **Graham Laborda** said: We are extremely pleased that we've successfully delivered this project, providing much improved accommodation for 39 Engineer Regiment following their relocation to Kinloss Barracks.

AUGUST

DIO announced the sale of 206 Brompton Road. The historic building includes areas that were once part of Brompton Road Underground station and were used as command centres from which the Royal Artillery ran its anti-aircraft operations room during the Blitz.

The site also contains a bunker rumoured to be where Rudolf Hess, Adolf Hitler's deputy in the Nazi Party, was brought to be interrogated after being captured in Scotland in 1941.

The building was put up for sale by DIO after it was declared surplus to military requirements by the MOD. The property had been used by the London University Air Squadron (UAS), the London University Royal Naval Unit (URNU), and 46F Squadron Air Training Corps (Air cadets), who have been found alternative accommodation.

News that the building, estimated to be worth tens of millions of pounds, was on the market generated news headlines across the world.



SEPTEMBER

Thanks to DIO, the daughter of a Battle of Britain pilot had the chance to see the remains of a Spitfire flown by the father she had never met.

Rosemary Baillon watched the plane, which was shot down over Salisbury Plain in October 1940, being unearthed by injured soldiers taking part in DIO's award-winning Operation Nightingale. Operation Nightingale is a project established by DIO and The Rifles to aid the recovery of injured Servicemen and women through archaeology.

The programme helps personnel injured on operations, including Afghanistan, return to their regiment or prepare for civilian life by offering them the chance to learn new skills. While Rosemary's father, Paul Baillon, managed to bail out of the Spitfire before it hit the ground, he died shortly afterwards on another mission months before Rosemary was born.



OCTOBER

The 2013 Sanctuary Awards winners were announced. DIO honoured individuals and organisations with awards recognising efforts that benefit wildlife, archaeology, environmental improvement or community awareness of conservation on or within land and property that MOD owns or uses in the UK or overseas.

The annual ceremony, held at MOD's Main Building in London, also saw the presentation of the Energy Awards which reward work to conserve energy and cut carbon emissions.

Each year the prestigious Silver Otter trophy is given out to an overall winner of the Sanctuary Awards, with this year's top prize going to QinetiQ for its work to minimise the noise impact on marine mammals from explosive trials.

DIO Chief Executive Andrew Manley said: The Sanctuary and Energy Awards recognise work across the MOD estate that benefits wildlife, archaeology and the environment. They celebrate people who not only protect our heritage and environment, but also collectively save the British taxpayer millions of pounds.

NOVEMBER

Project SLAM celebrated the completion of its 20,000th bed space. The achievement was marked by the presentation of a commemorative plaque to DIO Director of Programme and Projects Delivery Air Vice Marshal Elaine West, who attended a special ceremony at Defence Medical Services (DMS) Whittington in Lichfield.

Project SLAM is an extensive upgrade of bed spaces, common areas and ancillary facilities for Service personnel. The project, which is one of the largest of its type in the UK, is delivered by the DIO in partnership with Debut Services Limited, a consortium led by Lend Lease, the integrated property and infrastructure group, and Babcock Support Services.

The project has seen the provision of six new state-of-the-art SLA blocks at DMS Whittington with 736 bed spaces – including the 20,000th – for Military medical staff and trainees.



DECEMBER

DIO staff helped provide a happy ending for one man and his dog after the animal became lost during a walk on a military firing range.

Barnaby the Border Terrier was missing on Lulworth Ranges in Dorset for a month after curiosity got the better of him during a walk with his owner Quentin Standish-Hayes. Having caught the scent of a deer, Barnaby raced off and, it is thought, became stuck down a hole.

Range staff carried out regular searches for the hound over the following weeks but it wasn't until a local fisherman spotted him that they were able to send out a special patrol to bring him home.

The dog was swiftly reunited with Mr Standish-Hayes who thanked DIO staff for their efforts to find him. It is not known how Barnaby managed to survive for so long but Range wardens were so touched by the tale they now plan on making Barnaby an honorary member of staff.



Are you being served?

With the DIO on a journey to becoming a world-class infrastructure service provider, DIologue takes a look at two big names that have a resounding reputation for getting customer service right.

John Lewis

Ask any group of British people who they think provides excellent customer service and it won't be long before John Lewis comes up. The accolades just keep coming for the retailer which has a history dating back more than a century and whose financial performance seems immune to the problems experienced by the wider retail sector. The John Lewis group comprises 81,000 partners (employees are all partners who share in group profits), 43 John Lewis department stores throughout the UK, an insurance operation and 279 Waitrose supermarkets.

The company is focusing on a 'multi-channel service strategy' that aims to ensure that customers enjoy excellent service regardless of whether they are shopping in a department store, supermarket or online. The task of devising the ambitious strategy falls to David Dickins – who is responsible for all non-branch customer service.

"For us service is not a thing. It is everything," he says. "For me, it's really important that customer service is not seen as a commodity but it is different for companies with different business models and strategies. For example, John Lewis is big on personal service, but Amazon also has a great reputation for customer service – yet I don't know anyone who has spoken to a single one of their people."

Dickins admits that no business gets everything right every time – what distinguishes John Lewis is its response to service failure. "One of the secrets of good customer service is 'heroic recovery' and John Lewis is very good at that. We are about trust, loyalty and looking after the customer."

John Lewis consistently appears at the top of the Institute of Customer Service's UK Customer Satisfaction index, where it is regularly joined by a number of other retailers including Amazon, ASOS (an online clothes seller) and Iceland.

first direct

First Direct – which also appears in the top ten of the Institute of Customer Service's UK Customer Satisfaction index – is one of the few banks with a reputation for outstanding customer service.

Created in 1989, First Direct had customer service at its core from the very beginning. "The senior executives came in, they had a piece of paper and literally the only thing on the paper was 'customer'. That's how they started the conversation and then they worked from there," says Sharon Dawson, Head of Banking Services. "That's how First Direct started, and in my view – I've been here quite a few years – it hasn't changed. It is always the customer at the centre."

Many in the banking sector believe that First Direct had an advantage in that they were new and had a blank sheet to start from. Other banks, established decades before, are still struggling to shake off legacy cultures that are not customer-centric.

Regularly cited as a case study of customer service excellence, First Direct has been named Best Financial Services Provider by Which? for the last three years.

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How does DIO measure up?

First Direct's CEO believes there are six key factors that have contributed to his bank's customer service success. DIologue applied this framework to DIO to assess whether the organisation is on the right track to becoming best-in-class in what it does.

Defence Infrastructure Organisation

1. See the world from your customer's point of view

All of DIO's senior managers have recently attended a two-day Building Capability module, specifically designed to encourage them to think about how they service the estate end-user and how they may improve that service.

2. Culture is critical

DIO's new Operating Model is based on four key elements, one of which is focused purely on changing the ways of working that underpin DIO's culture. The organisation now also has a team dedicated to embedding and sustaining cultural change within its newly established Information and Process Office (see p24).

3. You get the behaviours you encourage and reward

Early on in its transformation DIO introduced a set of Guiding Principles that set out how it expects its staff to behave. A series of Chief Executive awards were launched to commend those who excelled in living the principles. DIO's new iCAN business improvement methodology will also celebrate those people displaying innovative and proactive behaviours (see p20).

4. Use a broad range of data sources to create a complex picture of your company's performance

DIO's all-encompassing new Information Management System is another key element of the organisation's new Operating Model. This, along with a new, comprehensive, performance reporting process, will provide DIO with the data it needs to really understand how well it is delivering to its customers.

5. Watching customers is more informative than talking to them

Many DIO staff are based on MOD sites and work with their customers on a daily basis. The organisation is exploring a range of initiatives, including a new staff induction package, which will give all staff exposure to the Armed Forces they are employed to support.

6. Open the door to customer opinions

DIO's customers were heavily involved in the organisation's transformation and helped to design its new processes, technology and structure. Over recent years DIO has established many new vehicles for engaging with its customers more regularly. These range from dedicated social media channels to engagement events.



Improving continuous improvement



As one of DIO's five strategic goals, continuous improvement is a critical success factor in the organisation's long-term ambition to become truly world-class in what it does. With a new continuous improvement methodology in place, Rhian Edwards spoke to some of those involved in developing what is a fundamentally different approach to business improvement.

Over the past year DIO has been developing a single channel through which all business improvement activities will be captured, explored and where appropriate, implemented. Aptly named iCAN, the organisation's evolving business improvement methodology is designed to empower individuals working in, and alongside, DIO to actively contribute to making the organisation more efficient and most importantly, innovative.

Whilst frameworks of this nature are commonplace in many private and public sector organisations, what makes iCAN unique is that it also gives individuals the opportunity to acquire new skills and experience, and experiment with different ways of working.

iCAN advocates a real 'do it yourself' ethos and so it comes as no surprise that the iCAN methodology has been developed by DIO staff volunteers. Laura Clare, DIO's Chief of Staff, and a member of iCAN's original development team, is very clear about the contribution iCAN will make to building an organisation that is high-performing. She said: "Continuous improvement is one of our five strategic goals and we are all responsible for making DIO a best in class organisation. I believe iCAN will not only enable us to achieve this but will help us become more forward-thinking, highly-skilled and creative in our approach to business."

Before it launched, iCAN went through many months of development, testing and refinement. It sits alongside the MOD GEMS scheme and is the single point of entry through which all suggestions about how to make DIO a higher performing business are channelled.

How does iCAN work?

All DIO staff, and others who work with the organisation, are able to submit ideas and/or be part of a delivery team.

Ideas are submitted through an iCAN intranet portal. If they are assessed as having potential, and can be delivered within three months, they will be delivered through an iCAN project team, which will be formed of volunteers. If they are expected to take longer than three months, an alternative delivery mechanism will be identified.

Individuals and teams are supported through the process by a member of the iCAN network.

Each team has:

- **A Sponsor**, who ensures that the suggestion is aligned with business strategy and that the necessary resources are available to deliver the project.
- **A Champion**, who has a deep understanding of the wider business, provides a sounding board for ideas and helps the team deal with potential barriers.
- **A Mentor**, who assists the team in performing effectively, including coaching on good behaviours.
- **An iCAN Coordinator**, who coordinates all activities, helps individuals define and submit ideas, assists in forming project teams, and organises learning and development workshops.

With DIO currently working to implement new processes, technology and ways of working, in line with its new operating model, the timing for the arrival of iCAN couldn't be better. Tara Dean, iCAN's Coordinator, said: "Our new processes and everyday ways of working will of course need to change and evolve if our new operating model is to be an enduring success. All our staff have a major role to play in identifying ongoing improvements and iCAN is the methodology we can use to put them into practice."

iCAN has evolved from a challenge Andrew Manley, DIO's Chief Executive, set the organisation in 2012, which was to establish a "Future Business Network". This resulted in four pilot projects being run, all of which brought together DIO staff volunteers to identify and implement improvements to how DIO operates, whilst learning new skills and experiencing different ways of working. Marie Downton was a pilot project member and acts as a mentor for iCAN projects. She said: "The pilots demonstrated that as an organisation we have the energy, innovative outlook and passion for change to make iCAN really thrive in our business. I personally had a lot of fun and can't wait to see what positive changes iCAN projects will drive in our business."

Laura explains why capturing all business improvement activities centrally makes so much sense. "iCAN allows us to prevent the duplication of business improvement work, maximise cross-functional working, and fully exploit the skills and expertise we have in DIO. Most important of all though, it also allows us to take stock of the breadth of improvements we are making in our business and really celebrate them."



Troops, Training and Tweets

In today's world, we are all used to accessing the information we need, when we need it – and we expect it to take no more than a few clicks of a mouse to get to it.

Earlier this year DIO established its first Twitter hashtag, **#modontheplain**, and here DIOlogue explores how the UK's largest training area is benefiting from this new and dynamic line of communication with its stakeholders.

#modontheplain launched in July and is linked to the existing DIO Twitter account which now has over 400 followers - a figure that is continuing to grow. The hashtag allows the MOD to not only share critical information about activities on the Plain, but to promote DIO's successes and the role the organisation plays in supporting our Armed Forces as they prepare for operations.

Prior to entering the world of Twitter, those managing the Salisbury Plain training area had relied on more traditional methods to engage with their stakeholders. These included notices in parish newsletters, meetings with local councillors and interest groups, dedicated telephone lines, the internet and adverts in local newspapers.

Whilst these well established channels are still in use, Twitter is complementing these mediums by enabling a real dialogue to develop between the training area and those who have an interest in it. Regular Twitter users who 'follow' the DIO account range from local residents and groups who use Salisbury Plain for recreational purposes, to local businesses and interest groups.

Four months since its launch and Twitter is now regularly being used to communicate timely updates spanning firing times (including long firing weekends), low flying aircraft and noise, control of dogs, access issues, public safety, nature, conservation and issues relating to the Army Basing Delivery plan, that will have a significant impact on the Salisbury Plain area.

Lieutenant Colonel (Retired) Nigel Linge the Training Safety Officer for Security and Access, DIO Ops Training South West, has experienced first hand the benefits that Twitter can offer. He said:

"The hashtag modontheplain has been up and running for several months now and it's proving to be a useful communication tool. The real beauty of it is that you can send out messages almost instantaneously. Our Newsletter is published each month and it gives planned firing times but the information can become stale before the next Newsletter is published.

"Twitter has been especially useful when we've needed to get messages out to the public about access to the Plain itself or to the network of byways and roads around it due to road closures or range fires. Equally, when firing has been cancelled, we have been able to inform our followers that the ranges are open to the public.

"A real positive has been the feedback that we've received. For example, when some fly tipping was reported on Twitter, Wiltshire Council's Enforcement Officer was asked to investigate within hours, and an individual was questioned the next day. He will be in court in January."

Salisbury Plain is part of the DIO SD Training South West Region and the hashtag has been such a success there that the intention is to roll out different hashtags across the training estate to capture key training areas in the other five Training Regions – South East, North, East, Scotland, Wales and West.

Another DIO delivery area has recently followed DIO Training's steps into the Twittersphere. Personnel who live in Service Family Accommodation (SFA) are now able to keep up-to date on matters affecting them by searching #modSFA.

This new hashtag is making it easier for SFA residents to access news and advice and will be used to communicate information including useful reminders to customers, handy hints and tips, operational information, such as Housing Allocation Service Centre closing times, how to access help and advice and news about the construction of new SFA and improvement programmes.

You can follow DIO's Twitter feeds at

www.twitter.com/mod_dio



Channelling change

The philosopher Heraclitus famously observed that
"nothing endures but change"



Here, DIO's Deputy Head Organisational Development, Philippa Charles, explains how her team is establishing the culture of change that is needed to transform DIO into a sustainable and high-performing organisation.

"The role of Organisational Development is to embed change in DIO. There is certainly an intensity to what we're doing at the moment, as we're enabling people to work with a new organisation structure, new processes and ultimately new technology resulting from DIO's One Journey Plan."

"There will always be a need to make and embed changes, perhaps on a more specific basis, where they only affect one or two functions rather than the whole organisation as teams and individuals find ways of enhancing the Operating Model. We also need to incorporate change brought about by the Next Generation Estate Contracts (NGEC), and potentially a Strategic Business Partner (SBP)."

"So, when we need to improve things, we will see other parts of the Information Process Office assess how the change fits within the overall Operating Model. Once it has been confirmed that the changes are beneficial, the Organisational Development team will work with the affected teams to implement them. We will ensure people know what needs to be done, understand why and prepare themselves for the change."

"There are 12 people in my team and, for me, the most exciting thing is how geared up we are for the challenge. How we go about our work is as important as what we do. I've got a really great team – we're honest with each other, we all want to build on what's gone before in a constructive way. We challenge each other to do things better by being open about what we're doing, what's difficult and taking up offers of help."

"We're particularly focused on DIO's Building Capability modules at the moment, as it is really important to connect and engage with colleagues. It is vital to ensure people have the opportunity to hear and test their understanding of what's going on – and then apply that to what they're doing."

"The modules are intended to make the change relevant to teams. They explore how to operate in the new Operating Model so that DIO can provide a more consistent service. We must ensure everyone in DIO has the same information and can contribute."

"Colleagues from across DIO helped design the modules. For Module 2 (Customer Delivery), we worked with different teams to design an agenda that helps them to address their current customer delivery issues."

"All of this is a huge change from what I did before in project delivery – acquisitions and disposals, specifically preparing sites for sale. What attracted me to my current role was being in a position to help DIO work in a way that harnesses the skills, knowledge and experience that people have, to develop a culture of sharing information and taking personal responsibility."

"The most rewarding aspect of all this is when you see that someone's become engaged because of something that you've done; when they understand where they fit, and you've helped them to see how they're contributing. Our challenge is to engage the uninterested. There could be all sorts of reasons to be uninterested – different priorities, change fatigue, a belief the change is not relevant, but I remain convinced that most people would rather be informed, given the choice. There is no end of sources of information for somebody who is interested. We must encourage people to mine information from colleagues around us, and not just rely on our line managers to supply that information."

"What comes next? Module 3 next year, and my team will start preparing that soon. The Organisation Development team has a big role in deploying the Operating Model, ensuring we connect effectively with the organisation, through our Transition Managers and other communities."

"We're looking at how change will affect different parts of DIO and then working with teams through Transition Managers to help them understand what they need to carry on doing, stop doing and start doing. That's a big piece of work and we will need to collaborate with many people to be successful. We're looking forward to the challenge!"

Building capability: The module approach

DIO's Building capability modules are designed to help staff understand DIO's strategic priorities and the One Journey Plan. A range of exercises in each module engages participants in discussions about how they can work together with other teams, within DIO's new Operating Model, in the most effective way. The first two modules, Building our Team and Customer Delivery, are already complete. A third module will run in 2014.

The most rewarding aspect of all this is when you see that someone's become engaged because of something that you've done

A fresh focus

They say first impressions count for a lot. And the first person encountered by visitors to many MOD sites is an MOD Guard Service (MGS) guard. The welcoming smile, the careful checking of credentials and the friendly wave directing you onwards are the outward signs of a highly professional service.

DIologue learns about how MGS' Fresh Start change programme is drawing on the ideas and experience of its staff to create a new service, focused on customers' requirements, that meets current and future Defence needs.

The MGS provides unarmed guarding at MOD sites across Great Britain and was transferred to DIO in 2013 as part of the wider Defence transformation.

As Mark Hutchinson freely admits, the MGS has been through a torrid time since 2009, when financial stringency demanded a recruitment and overtime ban. "This resulted in fewer people on the ground, while the scale of the task remained the same. The MGS was under-resourced and although staff have been run ragged trying to maintain the service, the situation has inevitably led to a degree of customer dissatisfaction. Staff have performed incredibly well through a tough and painful few years, and we are now fully committed to resourcing the service properly and to making it a success."

After consultation, the MGS is withdrawing from Army, Navy and RAF sites by 1 April 2014, but there will still be more than 2,100 MGS staff on some 116 MOD sites. David Wray, Head of Unarmed Guarding, said: "Fully staffed and fully funded, we need to show we can deliver a first class service to our customers. Fresh Start is about shaking up our processes and thinking, to help us move out of crisis mode.

"Our immediate challenge is to rebuild our reputation with our customers who have suffered for four years. Individual guards have done a great job, but we haven't had enough of them. We want to make sure our customers see us as reliable and ready to meet their needs efficiently. Building on what the MGS does successfully already, we need to ensure we have a first class offering at every site. We plan to improve our leadership, and to invest in training to build on the skills that already exist in our workforce."

The Fresh Start programme sets out six main areas of work for further development which, when implemented, will form the basis of future MGS services and ways of working. David said: "The involvement of staff in the six workstrands is critical to their success. Their knowledge and experience is invaluable, as is their insight into our customers' needs. I've also been impressed by the way they are looking forward with enthusiasm, helping us identify how we can add value to what we offer and how we can meet customers' needs."

Juliette Roberts, a guard based at RAF Fylingdales, was pleased to get involved. She said: "I joined Fresh Start because I truly believe that for us to have a "fresh start" as MGS Guards, we need to find a common ground on which to base an effective solution and a new opportunity where we can all achieve the same goal."

Mark is also keen to explore how integrating MGS into the wider DIO could open the door to more opportunities. He said: "There are resources and expertise that would help us provide integrated security services that could potentially improve the benefits we can bring to our customers. For instance, the MGS working with the Security Services Group in DIO could help us identify different packages of services, perhaps combining reception duties and soft facilities management tasks. We have to be more flexible and realise that a rigid, core offering, is no longer appropriate."

As well as offering a wider range of services, both Mark and David emphasise that what will make the new MGS stand out is quality. Mark said: "We realise we are not going to be the cheapest option, but our future is in our own hands and it lies in being focused on productivity and providing a high quality service that is responsive to our customers' needs."

Fresh Start will continue its work beyond April 2014, helping to build a better future for MGS. A future, according to David, where MGS will be considered to be the unarmed guarding service of choice for the MOD and ideally, he says: "a customer's delight".



With staff involvement, Fresh Start workstrands are building the future MGS

- Workstrand 1:** Clarify future business strategy
- Workstrand 2:** Upgrade uniform, equipment and accommodation
- Workstrand 3:** Define MGS future role and skills requirement
- Workstrand 4:** Enhance MGS performance and productivity
- Workstrand 5:** Improve staff engagement
- Workstrand 6:** Improve user perceptions / experience of MGS services



Brigadier Martin Boswell

As DIO continues to embed its new operating model, improving customer delivery remains at the top of the organisation's priority list. Nowhere is this more important than in Service Delivery (SD) Accommodation, which is responsible for providing the best possible accommodation for the Armed Forces and their families.

Brigadier Martin Boswell, who joined DIO as Head of SD Accommodation in August, explains why customer delivery is, and will continue to be, at the heart of everything his team does.



If you had to explain to someone in 30 seconds what SD Accommodation does, what would you say?

"Our primary focus is to house UK Armed Forces and their families, with all the associated services that you would expect, and some you might not expect."

"The estate is a mix of properties provided by Annington Homes, Private Finance Initiatives, Bulk Lease Hire and substitute accommodation contracts. The long standing focus for my team has been to support families in Service Family Accommodation (SFA) with activities that range from overseeing the housing maintenance contracts to handling Move appointments."

"However, less well known is that we are increasingly being held accountable for the provision of Single Living Accommodation (SLA), and it is an area where I expect to become increasingly involved, albeit we already control the substitute single living accommodation contract. Defence Accommodation Stores also joined my team earlier this year; their services are closely aligned to my core activities but as yet their activity is not coherent across the business."

What are the more unusual activities that your staff get involved in?

"You'd be surprised at the breadth and depth of activities. For a start there are supporting services, such as dealing with utilities billing, managing charges for damages, handling complaints and compliance activities. There are also a number of other duties that my staff undertake such as managing neighbourhood issues and engaging with the local Chain of Command to discuss and resolve issues. It is the heart-felt intimate detail and the involvement of the whole Chain of Command, from customer to Secretary of State, that never ceases to amaze me."



What's your view on SD Accommodation's current customer delivery?

"SD Accommodation has always been very customer focused. We are perhaps unique in that whilst we are focused on supporting and engaging with our Top Level Budget (TLB) customers, we also directly support the end user - Service personnel and their families - on a daily basis. And in dealing with the families we also often become alert to their welfare."

Have you got any plans to improve customer delivery?

"It was clear, when I took over the assignment in August, that great progress has been made in the provision of SFA. Despite the many and diverse challenges we face, I have been very keen to build momentum."

"In the short term we have been concentrating on delivering a number of key improvements, following consultation with staff and stakeholders earlier this year. We are in the final stages of launching 'Total Patch Management', where Housing Officers will have time specifically set aside to manage their areas of responsibility more effectively."

"We recently introduced an automated system for the collection of damages and deficiencies thus making the process more efficient. We are tackling the causes of mould, which is a major concern to our customers and, of course, we have to ensure that we demobilise our current maintenance contracts and ensure we are business ready for the Next Generation Estates Contract National Housing Prime (NHP), which is due in 2014."

What do you think the main challenges will be in 2014?

"2014 will be a challenging year. Our vision is to have satisfied customers who know that we are committed to providing world class accommodation services. We will need to keep this in the forefront of our minds at all times. The challenges will be many fold."

"We must make further preparations for the introduction of the NHP, control the demobilisation of the current maintenance contracts and start the transition to the new contract. We will also have to prepare for other challenges on the horizon, such as the additional surge of Servicemen and women to the UK from Germany, and we must prepare ourselves for a potential Strategic Business Partner. All of this is concurrent work."

"DIO's One Journey programme clearly articulates just how many activities DIO is undertaking, how many of these are interrelated and, that we'll need to resource those changes. The changes in SD Accommodation are just one part of that programme. However, from our customers' perspective it is vital that we get the detail of each transitional activity right because Service personnel and their families depend on the services that we provide."

Always accommodating

At any one time DIO has several hundred infrastructure projects underway. Here we provide an update on four high-profile projects that, once complete, will play a key role in supporting military personnel in the important job they do.

Defence College of Technical Training

Armed Forces personnel from across all three services will soon benefit from a new technical training college which is being built at the former RAF Lyneham.

When operational flying ceased at the Wiltshire base in December last year it hailed the beginning of an exciting new chapter for the site which will see it transformed into the Defence College of Technical Training (DCTT).

The college, which is being delivered by DIO, will integrate training for Electronic and Mechanical Engineering, Aeronautical Engineering and Communications and Information Systems, which are currently provided over a number of sites including RAF Cosford, RAF St Athan and Arborfield, Borden and Blandford Garrisons. Establishing a shared location for technical training will contribute to the ongoing rationalisation of the MOD estate in line with Defence objectives.

MOD Lyneham was chosen as the best location for the college after a comprehensive evaluation of a large number of sites. DIO consulted extensively with local people on the planned development and the project celebrated an important milestone in October when Wiltshire Council planners granted the scheme their approval. The award for the first phase of work to Hercules, a joint venture between Kier and Balfour Beatty, was made in early December.

Thousands of trainees are expected to use the new facility which will also provide a boost to the local economy through the creation of construction jobs while it is being built.

DIO's Project Team Leader, **David Holmes**, said: "The success of the project to date has been the result of a great team effort, not only by the DIO team, but the wider DCTT project team and project Subject Matter Expert (SME) as a whole."

The development will provide a range of new purpose-built facilities including new single living accommodation, modern teaching facilities, a large outdoor training area and a publicly accessible museum for the Army's Corps of Royal Electrical and Mechanical Engineers (REME).

Much of the work will consist of upgrading and refurbishing existing buildings. Where new buildings are required, they will be concentrated within already built-up areas of the site and outdoor training will take place on the site's former airfield.

Work on the college is expected to start early next year with the first tranche of construction being completed by the end of 2015. Training is planned to start at the facility soon after this in early 2016 with other tranches of work following. The entire project is scheduled to finish by 2019.



Project Allenby Connaught

The eight year construction phase of Project Allenby Connaught (PAC) will draw to a close next year. This is a significant achievement given both the scale of the programme and the fact that it is being completed two years ahead of the contractually agreed schedule.

Under the Private Finance Initiative some 525 buildings have been constructed so far across the garrisons of Aldershot, Tidworth, Bulford, Perham Down, Larkhill and Warminster. The project is expected to deliver around 535 new and refurbished buildings by completion.

In May 2013 the project celebrated completion of its 500th building. The building, at Warminster Garrison, is one of four 48-man accommodation blocks to be used by personnel attending courses at the Land Warfare Centre. The blocks were the last of the living accommodation modular buildings to be delivered through PAC.

DIO's PAC Project Manager, Lieutenant Colonel (Retired) **Nigel Lewis**, said: "The delivery of 500 buildings in seven years is an amazing achievement. The whole project has been an outstanding success and a tribute to the hard work and close partnership that has developed between DIO, Aspire Defence Limited, the Garrison Management Teams and the Servicemen and women."

The project reached its 10,000th bed space milestone in July 2013. The bed space was provided as part of a refurbishment of an accommodation block in Mooltan Barracks, Tidworth, where multi-occupancy rooms were replaced with state of-the-art single en-suite bedrooms for soldiers from 1st Battalion The Royal Regiment of Fusiliers.

On average, one new building has been delivered to the Army each week. Buildings include offices, stores, training facilities, dining centres, sports and leisure facilities, but the core is 261 accommodation units, and in all the project will deliver or maintain 11,800 single en-suite bed spaces.

The project is also engaged in a programme to convert four communal rooms in some 100 of the 36-man blocks into single en suite bed spaces, as well as two new 40-man blocks to provide some much needed additional capacity, which will take the total number of bed spaces to over 12,300.



National Capital Works Framework

DIO has recently appointed five companies for the design and build of up to £400m worth of large-scale MOD construction projects across the UK Defence estate.

The National Capital Works Framework contracts were awarded in mid-December – delivering projects each valued at up to £50m. They were awarded to:

Balfour Beatty Group Ltd
Carillion UK Construction
Kier Graham Defence Limited
Miller Construction (UK) Ltd
Wates Construction Ltd

In total there will be seven Capital Works Frameworks, which comprise of six regional and one national framework.

This is the second Next Generation Estates Contract (NGEC) Capital Works Framework to be awarded during the last month. It follows the signing of the East Midlands and Eastern England Regional Framework contract in November 2013.

The National Framework will operate alongside the regional frameworks and can be utilised at any Defence site across the UK. It allows for the delivery of a diverse range of high value, technically complex construction projects, as well as for projects that need to be delivered across regional boundaries.

Each individual project will be valued up to £50m. The total value of the Framework is worth up to £400m over an initial four-year period, with the option to extend by up to a further three-years. For projects above £50m other procurement options will be considered, including stand-alone contracts or Private Finance Initiatives.

When project requirements are identified as suitable for delivery through the Framework, the five companies will be invited to engage in 'mini-competitions', tendering for design and build solutions.

Matt Foley, DIO's Head of NGEC, said:

"I am pleased to welcome the successful contractors to the National Framework. The team is confident that the companies selected will meet the high standards required by the Defence estate. Each of the bidders faced a rigorous evaluation process and clearly demonstrated that they are capable of delivering a complex and diverse number of high value construction projects, which are fit for the Defence frontline."

In addition to supporting other requirements, the frameworks will be used to procure a significant proportion of work in support of military rebasing up to 2020.



Borona

In October, DIO awarded the contract for the multi-million pound redevelopment of Beacon Barracks, Stafford, to Lend Lease.

This paves the way for the move of two signal regiments from their current bases in Germany to the barracks and is a step towards establishing Stafford as one of seven major hubs for the UK Army.

The redevelopment work, valued at around £100m, will involve the construction of 25 new buildings and the refurbishment of eight existing buildings. New and refurbished facilities will include workshops, a combined mess, Single Living Accommodation, offices, garages, catering, retail and leisure facilities and a medical and dental centre.

The redevelopment of Beacon Barracks was announced by the MOD in July 2011 and forms part of the BORONA Programme, the remit of which is to close Rhine Garrison and Münster Station in Germany to realise significant savings for Defence.

The current phase of the programme will see 16 Signal Regiment and 1 Armoured Division Signal Regiment move to Beacon Barracks in the summer of 2015, allowing for the full closure of Rhine Garrison by the following March. DIO is currently working with local authorities and service providers in Stafford to prepare for the arrival of the two regiments.

This will mark a significant step in the commitment to bring troops back from Germany and precedes the Regular Army Basing Plan, which was announced by the Defence Secretary Philip Hammond earlier this year.

Under the Basing Plan Stafford will become home to one of seven major Army concentrations along with Salisbury Plain, Edinburgh and Leuchars, Catterick, Aldershot, Colchester and the East Midlands.

Speaking on the day of the contract award, Stuart Gallacher, DIO's Project Manager said: "Today's contract award marks a significant milestone in this important programme which will not only bring a boost to the local economy by the relocation of two regiments but will also help provide value for money for the taxpayer."





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