



Defence
Infrastructure
Organisation



DIO STRATEGY

2020 – 2030



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Executive summary



The world is changing and in response, Defence is modernising, mobilising and transforming. The Defence Infrastructure Organisation (DIO) has responded to those changes to become a more reliable provider of infrastructure services, but we know there is more to do. This strategy sets out the pathway for DIO to become an exceptional service provider who will:

- Enable Defence to make the best use of available funding to provide a safe, secure estate; to achieve operational effectiveness and resilience; and to support recruitment and retention within the UK's Armed Forces.
 - Achieve our vision of **One Team, Excellent Advice, Outstanding Delivery** through six key strategic responses:
 - Making the business efficient and effective
 - Driving better business performance through lean processes and a digital approach
 - Building the right workforce and making DIO a great place to work.
 - Be known as the trusted partner for managing the Defence estate.
- We are proud to serve Defence and are fully committed to continuing the transformation we have started by building our capability, driving out inefficiency and working collaboratively with customers to deliver the results they want and need.



GRAHAM DALTON
Chief Executive Officer

ONE TEAM EXCELLENT ADVICE OUTSTANDING DELIVERY

DIO is trusted and credible; a mature infrastructure advisor and delivery agent.



Case for change

The world is changing. In response Defence is modernising, mobilising and transforming. The Defence Estate must evolve with it; becoming more resilient against increased uncertainty and evolving threats including climate change and disruption from state aggressors. New threats need new infrastructure solutions.

The way people live and work is changing. To support Defence in retaining and recruiting the best people, we will need to change and adapt our infrastructure to provide good quality facilities and services that reflect the needs of modern society, whilst contributing to wider society and the local communities of which Defence establishments are a part.

Customers & key stakeholders need more

Whilst most would acknowledge that DIO has changed over the past three years, customers still lack confidence in us. Internal and external stakeholders want a more proactive advisor and have been frustrated by our delivery record. The point of this strategy is to make DIO an organisation where employees want to work and that customers want to use.

DIO has a unique role in Defence

There are five key aspects of managing infrastructure in Defence:

- Development/procurement and retention of expertise to manage infrastructure from cradle to grave
- Utilisation of information and data to provide insight
- Delivery of complex major programmes to in support of Defence capabilities
- Delivery of repeated and repeatable projects across the Defence estate
- Providing outcome-based solutions to our customers bespoke demands

The technical skills and commitment of our staff are the organisation's greatest strengths. These must be harnessed so that DIO fulfils its role within Defence and has the full confidence of the wider organisation.



The seven key factors that will impact the DIO from 2020 – 2030

- 1 THE DEFENCE CONTEXT IS CHANGING**
Requirements of the DIO change, driven by developing Defence needs. Defence capability is reliant on the estate for resilience.
- 2 SUSTAINABILITY AND CLIMATE CHANGE**
Sustainability, including resilience in a changing climate, is increasingly important for the operation of the estate
- 3 THE WAY PEOPLE LIVE AND WORK**
People and their expectations change, and this will impact DIO's workforce and users of the estate.
- 4 THE SUPPLY CHAIN IS EVOLVING**
The supply chain is becoming digitally driven. Industry providers are focusing their service offer.
- 5 DATA EXPLOITATION CREATES OPPORTUNITIES**
Improved decision making requires the ability to identify, collect and analyse the right data.
- 6 GOVERNMENT PRIORITIES, POLICY AND TARGETS**
Government policy, legislative change, and targets will continue to influence how DIO delivers for its customers.
- 7 THE STATE OF THE ESTATE**
The estate is vast in nature and variable in condition and utilisation, with a finite supply of funds.

TECHNOLOGY

Wide-ranging implications for customers and our operations

Vision, Mission and Strategic Objectives

Our new **Vision, Mission and Strategic Objectives** summarise our ambition, recognising where we need to change and excel over the next five to ten years. DIO must be consistent in what we say and the approach we take; we must speak with a consistent voice and willingly take responsibility for our outputs as a team. Defence must be able to rely on us, and we must be able to rely on each other.



Our mission

Caring for the Defence Estate and those that depend on it, enabling Defence to live, work, train and deploy.



Our vision

- One team
- Excellent advice
- Outstanding delivery



One team

To deliver a relevant, enduring, credible, and unified DIO that adapts to customers' changing needs and ensures our people are proud to say they work for us.

Excellent advice

To be Defence's expert partner for all infrastructure needs - using skills built around recognised specialisms - and to provide proactive advice on using money wisely.

Outstanding delivery

To consistently add value at pace by being agile, and to deliver customer requirements effectively by drawing on enhanced internal capabilities and our industry expertise.

STRATEGIC RESPONSES

To meet these objectives, we have identified six strategic responses. These will be the key areas of focus for DIO as we strive to achieve these objectives and improve how we perform our continuing day-to-day activities.



IMPLEMENT AN ASSET MANAGEMENT SYSTEM

IMPROVING DELIVERY FOR OUR CUSTOMERS



BECOME EXPERT IN SUSTAINABILITY, CLIMATE CHANGE AND THE ENVIRONMENT

MAKE THE BUSINESS EFFICIENT AND EFFECTIVE



DRIVING BETTER EXPERIENCE, INSIGHT, QUALITY AND CONSISTENCY THROUGH A LEAN AND DIGITAL APPROACH

RIGHT WORKFORCE, GREAT PLACE TO WORK



Implement an asset management system

Asset management is the coordination of the activities necessary across an organisation to realise value from its assets.

In the Defence infrastructure context, this is the implementation of a holistic system, linking strategic objectives with infrastructure planning and operations to optimise performance, cost and risk across the estate. Fundamentally, it is about making better decisions based on sound information in a climate of fiscal constraint.

The DIO has a key role in developing this system through the development of asset management expertise, implementing an asset management platform, delivering the change through a coherent enterprise approach and providing a single and authoritative source of quality asset information.

DIO will introduce a management system that will provide a more methodical approach to the assets in our care. Collecting the right asset information is the first essential building block to achieve this.

DIO will use this detailed asset data to inform the TLB's approach to infrastructure management. It will enable us to provide informed insights into how customers use infrastructure and the benefits they seek to derive from it, which is key to estate rationalisation. It will also improve DIO's ability to develop options at a practical and strategic level that are based on sound evidence.

Our ambition to become an expert in estate asset management requires us to focus on better understanding customer requirements so we can mutually achieve the results they want. Achieving this ambition requires commitment to improving dialogue with our users, which we will do by increasing our customer relationship management skills and capabilities.

Asset management is the coordination of the activities necessary across an organisation to realise value from its assets.



Improving delivery for our customers

Our services - from security to catering and cleaning, from maintenance and project delivery to managing the training estate and accommodation, in the UK and overseas - under-pin the almost every aspect of service life.

We need to reduce the disruption to military outputs and the lived experience of service personnel and their families caused by infrastructure failures and poor infrastructure performance. This means customers will be confident that the estate is safe and legal, reducing failures, responding more quickly and delivering improvements with pace. DIO as the infrastructure professionals take full ownership of delivery performance, working collaboratively with suppliers and customers to actively drive continuous improvement in the planning and delivery of work.

We will become known for our ability to align our teams and the best of the market to focus on the customers' priorities; adding value through expertise, consistent delivery, energetic and creative drive to improve performance and to innovate; bringing our efforts to bear on the things which have the greatest impact.

- **Our teams and customer insight**

We will understand what is important to customers practically and emotionally, and how our work supports them. We will develop capability within DIO and our supply chain to provide infrastructure and facilities management expertise at site level and across the estate, helping our customers to improve outcomes. We will be the catalyst, driving delivery performance, improvement and actively communicating to build confidence and transparency. We will leverage the full potential of our organisation and suppliers, becoming expert at pulling together teams and focusing their efforts to meet the customers' priorities.

- **Digitalising services**

We will align our services to meet customer demands; moving from contract administration to strategic and proactive delivery. DIO will support and sustain this transition by digitalising standardised core process activity, which will also provide a codified, clear and consistent approach to gauging assurance and supplier performance.

- **Build better supplier relationships**

Our ambition is to build strong, durable relationships with industry partners. We will leverage our expert knowledge of the customer and the market to develop solutions that provide the optimum fit. Successful long term relationships generate a committed and resilient supply chain, willing to go the extra mile to deliver for our customers. By implementing and evolving the DIO Commercial Strategy we will increase the range of suppliers. Suppliers will integrate seamlessly as part of our team, and we will develop the skills and working structures which allow us to access their full capability.

- **Improve contract management**

Commercial capability is a core part of our delivery engine; creating commercial platforms which enable collaboration, reduce the frictional costs of doing business and align incentives so that we can access suppliers' full potential. More effective contract management will encourage suppliers to provide innovative solutions from a rapidly evolving technology landscape. In turn this will improve efficiency, transparency, performance and value. We will continue our work with MOD colleagues to develop category management capabilities to drive more strategic and effective purchasing across Defence. This links to an improved supplier management capability and will help us to bring the best the market has to offer our customers.



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Become an expert in sustainability, climate change and the environment

DIO's ambition is to become expert at providing rounded advice and sustainable options that result in environmentally conscious infrastructure decisions. We will play our part in ensuring Defence makes its contribution to Government priorities, such as achieving net zero-carbon emissions by 2050. An important element of this will be to provide robust measurement of carbon emissions and other sustainability related data across the Defence Estate.

We will have a key role in managing the impacts of climate change and volatility to enable effective estate stewardship, now and in the future. The introduction of a Sustainability Management System will embed sustainability throughout the asset management lifecycle. The ability to generate sustainable options across the whole Defence infrastructure 'ecosystem' will involve sustainable procurement, the enablement of carbon-efficient design, construction and operation, as well as the maintenance of infrastructure in the built environment.

We will take proactive steps to support pilot initiatives such as zero-carbon buildings, as well as better understanding the historic estate and its resilience to climate change.

DIO's ambition is to become expert at providing rounded advice and sustainable options that result in environmentally conscious infrastructure decisions.

Make the business efficient and effective

Processes will be standardised, easily available and well understood. The implementation of common practices will improve our ability to collaborate with different parts of Defence. We will identify and eliminate unnecessary legacy operational activities that have become 'business as usual'. By removing duplicated effort, errors and siloed processes we will be able to identify the high-value and/or high-cost processes to be digitalised. This will support the pivot between the regional footprint and TLB alignment, and enable a consistent service to customers.

We will place an increased importance on horizon scanning and ensuring teams within DIO have common priorities. By proactively scanning the future pipeline of work with our customers, we can be prepared to meet their future requirements and respond to future opportunities by deploying resources promptly.

The operating model has evolved to meet our customers' needs and must be codified and embedded. We will use enterprise architecture to achieve this and to provide the foundation from which we can make coherent and effective continuous improvement. An overarching design authority will ensure that changes are focused where they provide greatest benefit.

We will identify and eliminate unnecessary legacy operational activities that have become 'business as usual'.

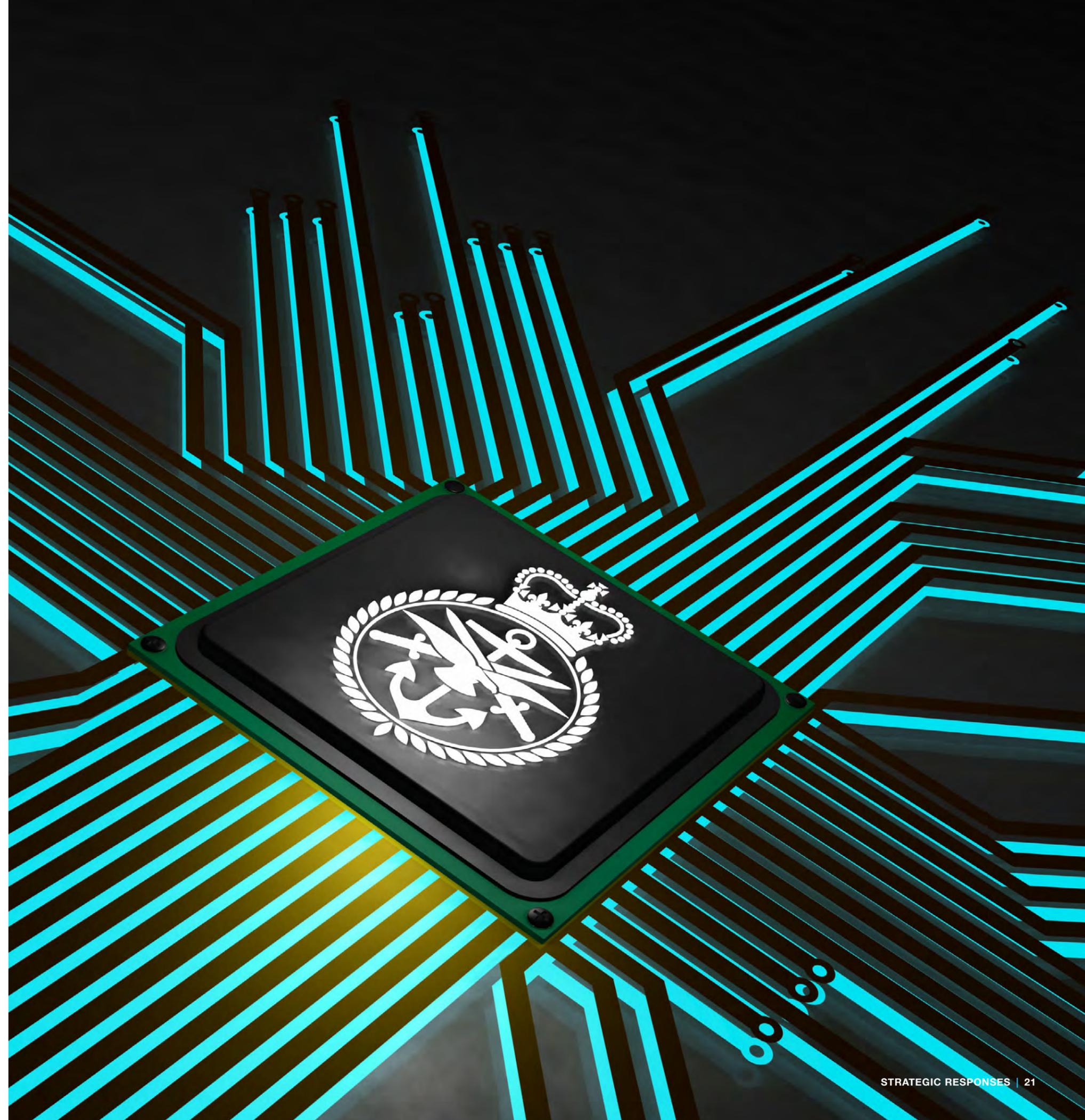


Driving better experience, insight, quality and consistency through a lean and digital approach

We will target opportunities to streamline how we deliver services to customers, exploring radically different ways to speed-up and hone how we work. Our aim is to build a seamless end-to-end user experience, where the function of the back office is invisible to the user and we routinely anticipate the needs of our customers.

We will be a data-driven organisation exploiting relevant technology to deliver user-centric services. By bringing together information and data projects, and by simplifying governance around the control and management of data, we will be able to identify user priorities for improved insight and quality, and for a better experience. Our master data repository, instead of relying on data stored locally, will allow DIO to have a greater overview of estate information, so enabling us to provide more authoritative and relevant insight.

We will target opportunities to streamline how we deliver services to customers, exploring radically different ways to speed-up and hone how we work.





Right workforce, great place to work

DIO's workforce is an important part of overall Defence capability. Our ambition is to understand our customers' needs better and build on our workforce's existing skills to deliver better customer outcomes and become known as a high performing infrastructure organisation.

Having defined our Employee Value Proposition, we will attract the best talent that will reflect the needs of the population we serve and highlight the wealth of opportunity Defence careers can provide, to become an employer of choice. As an inclusive organisation, people will feel able to bring their whole selves to work.

Adopting agile working methods that match the right skills to the right customer problem, coupled with effective demand planning, will ensure that our professional workforce can anticipate customers' needs and we can deploy them rapidly. Essential to this will be workforce training, engagement, health and

wellbeing. We put in place the foundation stones of talent management and succession planning, coupled with the development of career pathways and competence frameworks, during Future DIO. We will build on these by understanding the current and future skills needed to enable the Strategy for Defence Infrastructure and fulfil the TLB's requirements.

Crucial to this is the successful implementation of collaborative working. DIO will form teams from across the organisation that best suit the customer requirements quickly, so they can provide timely professional and technical advice. Collaborative working will enhance knowledge sharing and further develop workforce expertise, strengthen skills and improve customer engagement.

Our ambition is to understand our customers' needs better and build on our workforce's existing skills to deliver better customer outcomes and become known as a high performing infrastructure organisation.

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