

DIALOGUE

The magazine of the Defence Infrastructure Organisation

Issue 3 December 2011



Defence Infrastructure Organisation



Medics on the move



Military moves



Location logistics



Featured in this issue of

DIALOGUE



Welcome

from Andrew Manley

I am very pleased to welcome you to the third issue of DIologue magazine. Since our last edition, work has continued on our Defence Infrastructure Transformation Programme and a key element of this has been our engagement with the Trade Union side. John Weatherby, Vice Chair of the former MOD DE Prospect Branch has attended some of the discussions we have had on the way forward, and he shares his thoughts from a union perspective on page 15.

We may be in the middle of a major change programme, but we are in the business of delivering the Armed Forces' infrastructure requirements – and this of course must continue. On page 3 you can read about an exciting new scheme which will allow Service personnel in the UK to see and select their Service Family Accommodation online. This is due to be introduced by DIO Operations Accommodation next year.

Improvements are also being made on the Defence Training Estate (DTE). On page 7, recently appointed Commander DTE, Colonel Chris Sloane explains why a re-organisation of the training estate will mean a more streamlined booking experience for members of the Armed Forces when they are arranging military training.

Delivering the day-to-day business in the face of ongoing change has certainly made 2011 a challenging year for all of us in DIO. I would like to wish all DIologue readers a very happy and peaceful Christmas break, and I look forward to catching up with as many of you as possible in the New Year.

Andrew
(Andrew Manley, CE DIO)



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DIologue

DIologue is the online journal of the Defence Infrastructure Organisation (DIO). It is available on both the DIO intranet and to external readers on the DIO website.

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SANCTUARY MAGAZINE



The 2011 edition of Sanctuary magazine, the MOD's annual publication which looks at activities that promote conservation and sustainable development on the Defence estate, has been published.

This year's edition includes a piece highlighting the MOD's requirement to integrate pre-deployment training alongside its responsibilities to protect and maintain its natural heritage. This is reflected in a series of case studies looking at Salisbury Plain, Magilligan and Bovington training areas.

Click [here](#) to read the 2011 issue of Sanctuary magazine.

NEW GRENADE RANGE OPENS FOR BUSINESS

A new grenade range which will provide the Armed Forces with improved pre-deployment training facilities has been formally opened at Salisbury Plain Training Area following a year of planning and construction.

The range is the only one in the south of England which can host pre-deployment training with high explosive live rounds from the underslung grenade launcher - a grenade launcher that is fitted underneath the barrel of an assault rifle.

Project manager WO2 Quarter Master Sergeant Instructor Shaun Sullivan, Small Arms School Corps, said: "This is an excellent training facility designed for current in-service ammunition and future planned upgrades. It will soon be tested to its fullest extent by the Infantry Trials and Development team, based at Warminster."

SMALLER BUSINESSES SEIZE DEFENCE BUSINESS OPPORTUNITIES

DIO is calling on smaller businesses to seize opportunities to get involved with its new National Training Estate Prime, following an industry day held for potential bidders for the new contract.

The contract which will run from 2014 is worth up to £950 million, covers approximately 200,000 hectares, and will provide services ranging from managing air weapons ranges to providing laundry services or clearing snow and ice.

UP-TO-DATE ACCOMMODATION IN CYPRUS

Nearly 200 new bedrooms have been delivered for Armed Forces personnel serving at RAF Akrotiri in Cyprus.

Three new blocks of Single Living Accommodation bed spaces were built to be strong enough to cope with earthquakes, for junior ranks serving at the Permanent Joint Operating Base.

SAC Lucy Reed, who recently moved into the accommodation, said: "It is a massive difference in the way we live. From well used and tired accommodation to facilities which provide us the opportunity to lead a normal adult life."



ROYAL MARINES BENEFIT FROM REFURBISHED SINGLE LIVING ACCOMMODATION

Eighty-four junior ranks personnel are set to benefit from refurbishments to a block of 14 Single Living Accommodation (SLA) flats at Royal Marines Condor, near Arbroath in Scotland.

The work, which was carried out by DIO and industry partner Turner Estate Solutions, gave the flats a significant internal refurbishment which will extend their life by a number of years.

Speaking about the work, Warrant Officer Class 2 Clive Lucking, 45 Commando Royal Marines, said: "The recent upgrade works have been most welcome. The segregation of four-man rooms into individual bed spaces has vastly improved the degree of privacy for occupants; the design and layout of the new locker units have increased the amount of storage space available; and the new windows have improved the amount of natural light whilst improving the overall external appearance of the block." ■



Self Service Accommodation

Service personnel in the UK will soon be able to see and select their Service Family Accommodation (SFA) online, thanks to an exciting new scheme which is due to go live next year. Air Commodore Alan Opie, Head of DIO Operations Accommodation, spoke to Pragati Baddhan about how the electronic process will provide greater efficiency and improve customer service.



A Service family at home

Tell us about the new proposals for Service personnel to communicate their preferences for accommodation more efficiently.

I am excited about our plans to develop the way Service personnel apply for and express their preference for available SFA in the UK.

DIO Operations Accommodation launched an online application form last year, called the e-1132, which is gaining in popularity as customers realise the considerable benefits of using the system. This next logical step will allow applicants the opportunity to see available properties and express their preference

in priority order. It is a huge step forward in providing our customers with better and more transparent information and an element of choice, where possible.

How did this concept come about?

DIO is at the forefront of the MOD transformation process, seeking to make the best use of technology to provide greater efficiency and an improved level of service. This self-preference concept stemmed from our review of the way we allocate SFA, which concluded that we should centralise our transactional activity and allow our regional staff to focus on our customers.

The changes will include the closure of six of our eight Housing Information Centres (HIC). I am saddened by the possible loss of so many loyal and hard working staff, and I personally visited every office affected to explain our plans and rationale and answer their questions. However, difficult decisions have to be made to enable the MOD and DIO to meet challenging efficiency targets.

How is accommodation currently allocated to Service personnel?

Until late 2010, the only way to apply for SFA was by completing a long complex paper application form. On receipt, staff in the HIC had to manually input the information, interpreting what was written, before making a decision based on available properties and the eligibility of the applicant. Frequently, the Housing Information Officer had to contact the applicant to validate the information on the form and this proved inefficient.

The electronic form has markedly improved the efficiency of our processes because the information provided by customers is transferred directly into our systems. ➤



Currently around 43 per cent of applicants use the online system so we need to continue to explain the benefits of the system to encourage more people to use it.

Air Commodore
Alan Opie

How do you expect the move to the electronic self-preference scheme to improve life for our customers?

For the first time, applicants will be able to view available properties that match their eligibility, including floor plans and internal/external photographs, and then express their preference for those properties in order of priority. This will provide transparency of the SFA allocation process and

allow Service families to have a greater understanding of the decisions made by DIO.

What response have you had to the proposals to introduce the self preference system?

In compiling our plans, we consulted with our key stakeholders, including the TLB Housing Colonels and the three Service Family Federations; the greater engagement of Service personnel in the allocations process has been welcomed. We will continue to engage closely with our stakeholders in the design and testing of the new system.

Will the new system be available for use by Service personnel worldwide?

Initially, the self-preference system will only apply to UK housing and will only be available via the MOD intranet. In due course, we hope to obtain security approval to allow access via the external website and will then consider extending the system to cover overseas housing.

When do you envisage the new process to be in place?

We are planning to introduce the system in April 2012 but the final decision will follow a period of extensive testing in the New Year. If we are not convinced that the system is ready, we will postpone the launch of the system until later in the year.

Finally, how will the new process support DIO's wider transformation?

The introduction of the automated self-preference system reflects fully the principles of the wider DIO Transformation Programme, namely reviewing our processes to determine the best way of doing business and make appropriate use of technology to provide an efficient and effective service for our customers. ■



Engaging with change

The Defence Infrastructure Transformation Programme (DITP) is putting people at the top of its agenda through a number of engagement events.

Programmes have been introduced to actively develop Defence Infrastructure Organisation (DIO) staff to champion, communicate and implement change across the organisation. The programmes prioritise people, skills and behaviours, recognising their importance in the process. DIO's Chief Executive, Andrew Manley maintains that: "People are our main asset. We will develop the right people, communicate with them regularly and actively listen to them."

To put this mantra into practice the Change Leadership Programme (CLP), was introduced for leaders from across the organisation, equipping them to drive the transformation forward and meet its deadlines and challenges.

This is being achieved through a series of leadership modules which utilise new tools and techniques to move leaders through the various phases of change. These modules are supported by a comprehensive coaching support programme to allow DIO's leaders

to deliver outcomes more effectively and feel increasingly engaged with, and responsible for, their part in the DITP.

Elaine Northen, Head of DIO Secretariat who also leads on the implementation of the CLP, said: "The CLP has been progressing well and has introduced a completely new way to develop an exciting new culture, build leadership skills and behaviours to make DIO more efficient in supporting the whole of Defence."



DIO's transformation is based primarily on a participative approach to change in which frequent engagement and networking is encouraged at all levels to build capabilities, processes and the future model together. Senior Leaders' Workshops have taken place throughout the year and will continue on a quarterly basis through 2012. These are two-day events for the senior leaders involved in the transformation and across DIO to engage with the DIEC, DIOC, members from the Trade Unions and representatives from the community of infrastructure users across Defence.

The events focus on reporting progress of the DITP, as well as managing current operational delivery alongside transformation priorities. The output from each workshop is disseminated to all DIO staff via a cascade brief published on the intranet. Attendees at each event also have a responsibility to hold face-to-face cascade briefings to provide staff with the opportunity to discuss key messages in person.

Whilst the results of the recent 'Your Say' survey will inform future engagement events and activities, options are also being considered to begin a programme of engagement between senior leaders and staff across

DIO throughout 2012. Staff engagement is a key component of successful change programmes and the DITP board members are keen to improve their visibility across the estate to give staff the opportunity to hear key messages first hand and contribute to key areas of work. ■



Medics on the move



Commander
Steve Collins

As the conduit between the Surgeon General and the Defence Infrastructure Organisation's (DIO) delivery team, Commander Steve Collins has seen both sides of the fence during the project to relocate Defence Medical Services (DMS) to the Midlands. Annabel Kings spoke to him about the progress of the Midlands Medical Accommodation (MMA) project.

The second phase of the £138 million project will see state-of-the-art teaching facilities and new housing accommodation for permanent staff, trainees and junior ranks being built to enable all future training of military medics to be carried out at the DMS Headquarters at Whittington in Lichfield.

Commander (Cdr) Steve Collins has a close working relationship with DIO: "There is no doubt that projects like MMA could not survive without the specialist estates knowledge that DIO brings and I am impressed with the level of detail that DIO project managers go into. The opportunities to walk into a contractual and legal minefield are many and we need the expertise to guide us through."

Working on such a large project does come with its bugbears however, and for Cdr Collins the main issue is understanding the difference in how budgets are managed following the creation of DIO.

"The biggest change has been with budgets and we are still very unsure of how the finance process works. We were used to delegating a part of the



Surgeon Vice Admiral Philip Raffaeli, Surgeon General of DMS with DIO Project Manager Dave Lawson at a ceremony to mark the beginning of construction for a new DMS training facility.

project to Defence Estates for the estates delivery but now that DIO holds the project budgets we are having to reassess how we operate."

He continues: "The MMA is not just an estates project, it also has to deliver new IT, training methods and command structures.

"It is part of a culture change taking place within DMS that will see the Midlands becoming a centre for clinical research, training and command excellence. With greater use of technology and new teaching methods,

MMA will re-define medical training for a generation."

When complete, the site will house more than 1,100 Service personnel from across DMS. Cdr Collins sees this project as a big development in DMS's future.

"The foundation of a DMS community around Lichfield and Birmingham will encourage long-term life and career choices, particularly around stability, housing and education. We want to see the Midlands become an enduring feature in the life of the DMS." ■



Facing Defence challenges

After starting his Army career as a sapper, experienced in battlefield engineering and construction work, infrastructure projects have played a significant part throughout Colonel Chris Sloane's career. He was recently appointed Commander of the Defence Training Estate (DTE) and spoke to Tony Moran about his priorities.

It seems appropriate that Colonel Chris Sloane has joined the Defence Infrastructure Organisation (DIO). He takes up the challenge of bringing his experience to bear in ensuring the DTE can best support the development and delivery of training capability that, in turn, will underpin how the Services develop their land-based training as they start to draw down from operations in Afghanistan.

Formerly Chief of Staff at Headquarters 4th Division at Aldershot, Col Sloane recently took over from Col Mark Waring as Commander Defence Training Estate (DTE), based in Warminster.

"I was looking for a new challenge and the opportunity to do something different," he said. "I have been involved with construction projects throughout my career, including supporting the security services during my time commanding the Engineer Regiment

in Northern Ireland, so the role at DIO seemed a perfect fit.

"Like anywhere else in Defence, we face a significant challenge in finding more efficient ways of doing business. But the bottom line is that our military users' needs must come first, as our priority is to support the Armed Forces in preparing for operations. Any efficiency savings must be balanced against capability requirements."

The MOD owns 230,000 hectares of land in the UK, making it one of the nation's biggest landowners with some one per cent of the country's landmass.

The DTE occupies over two-thirds of this land, managing 16 major training areas – including Salisbury Plain, Sennybridge in Wales, Stanford in East Anglia, Catterick in North Yorkshire and Cape Wrath in Scotland.

There are currently 104 other minor training areas, ranges and camps, as well as DTE Germany, DTE Canada and DTE Rest of the World, which incorporates a number of foreign training areas.

Closer to home, the DTE was recently re-organised to make better use of existing resources in the UK – merging nine regions into six. ➤

Marines training on Salisbury Plain



Colonel Chris Sloane



Pre-deployment training at Otterburn



“We’re trying to cut our cloth to fit what we have,” says Col Sloane. “This has required a degree of adjustment from our contractor Landmarc Support Services, but military personnel using the training estate will see no change.

“What they will get is a more streamlined booking system, which will make life a little easier for them, whilst saving us around £250,000 every year.”

In parallel to the re-organisation, work continues to review how the training estate is used, including the integration of land and facilities used by Reserve Forces and Cadets into DIO. The review is guided by the vision of an integrated Training and Evaluation Estate (TEE), which will bring military testing facilities together with training facilities.

“TEE is something we’re working towards that will give us a better overview of Defence requirements,” he says. “Ultimately, the aim is to deliver an effective and flexible infrastructure that meets the military requirement for training, trials, tests, evaluation and experimentation.

“However, it will require a significant degree of cultural change which is why we are talking to many different people across Defence to make this happen.”

The TEE will dovetail with the DIO Next Generation Estates Contracts (NGEC) team’s work to develop a national Prime contract worth up to £950 million to manage the UK training estate. The National Training Estate Prime (NTEP) contract will deliver management of training areas, camps and ranges in the UK when the current arrangement starts to expire in 2013.

“The aspiration is that TEE integration captures all possible estate uses with one contractor,” says Col Sloane. “This will give us greater efficiency of scale and more opportunity to work out how to do things differently.

“This is not just regular rural and built estate management. Let’s not forget that we have to run ranges and training areas where soldiers are firing live ammunition. There are a number of significant issues that must be addressed to ensure the safe and effective management and control of ranges.”

He added that, in making sure that the training estate is available to the Armed Forces, Col Sloane’s team face increasing challenges in ensuring that the rural estate complies with UK and European environmental legislation. There are issues around enabling public access to the training estate without impacting on military training.

Also, weapons systems and their integration into the operational environment are becoming increasingly complex and the provision of a suitable training estate must keep pace with new concepts and tactics, and techniques and procedures that have been developed on operations in Afghanistan.

“Life will not return to where it was previously and preparing for the unknown will throw up a whole host of new challenges,” says Col Sloane. “This is all challenging stuff and there are good people doing the best they can but resources are tight. We are focused on the military personnel who use the estate – their needs have to come first and we’ll balance the rest accordingly.” ■

Ones to watch

Three things that DIologue readers may want to keep their eye on this quarter...



1 LEADING FROM THE FRONT

DIO Chief Executive Andrew Manley recently announced the creation of the DIO Chief Executive's Leadership Awards.

The awards will be presented on a quarterly basis to individual DIO staff or teams who have been nominated for clearly demonstrating the behaviours set out in the Defence Leadership Framework, either in their day-to-day work or in leading the transformation of DIO. The key behaviours set out in the Framework are: Setting the Direction, Developing our People, Delivering the Results and Living the Values.

Andrew Manley will present approximately six awards each quarter at the Senior Leaders' Workshop, or at other appropriate events. Nominations for awards can be made by anyone in DIO.

2 'YOUR SAY' RESULTS PUBLISHED

The results of the MOD's 'Your Say' staff engagement survey have recently been published. The survey is part of the 2011 Civil Service People Survey, a coordinated approach across the Civil Service to measure employee engagement and its drivers.

33,000 people across the MOD took part this year, representing 44 per cent of staff. 50 per cent of DIO staff took part in this year's 'Your Say' survey, giving the organisation the second highest level of participation of all MOD Top Level Budgets.

In a letter to all MOD staff, Permanent Under Secretary Ursula Brennan wrote:

"We will be analysing the survey results in more detail over the coming weeks, and will be developing our plans for engaging staff in the Defence Transformation programme. You will be hearing more about Defence Transformation in the coming months and there will be increasing opportunities to participate and be part of the change. In the meantime I hope you will study the survey results and discuss them with your team so that we can identify and act on the messages you have given us."

3 MOD TRANSFORMATION NEWSLETTER LAUNCHED

A series of monthly Transformation newsletters from the MOD's Director General Transformation and Corporate Strategy, Jonathan Slater, have recently been launched.

In the first newsletter Jonathan Slater describes his role and how he was appointed "to turn the words of Lord Levene's review into actions".

He also outlines the objectives of the Defence Transformation Team and what is being done to communicate this work to the wider Defence audience. Key components of the transformation to date – including the creation of the Defence Infrastructure Organisation, Defence Business Services and a new Head Office structure – are also touched on.

The next edition in the series will feature an update on the detailed blueprint for turning Lord Levene's report into practice and an assessment of Strategic Defence and Security Review implementation as a whole. ■



Military moves

As Britain prepares for sporting glory in 2012, there is a huge challenge to prepare the £9.2 billion infrastructure necessary to deliver a successful Olympic Games in London. But few people realise that the MOD faces a comparable task, as it continues on the journey that will ultimately bring some 20,000 Army personnel and their dependents back to this country from Germany.

Report by Tony Moran

The first milestone of the re-basing programme was reached recently with the announcement confirming the preliminary Army moves of troops from Cyprus and Germany back to the UK.

But the real journey to establish how the estate can be configured to best support current and future military requirements, including bringing personnel back from Germany by 2020, is only just beginning.

Those personnel will need to be accommodated at a range of locations across the UK. New facilities will be required, and many existing facilities re-configured and some sites will become surplus to Defence needs.

However, the project is about much more than bringing troops back from Germany. It will also provide a basing lay-down for the RAF and Royal Navy, as well as setting out a plan for reducing the running costs of our infrastructure and for gaining receipts from the sale of estate we no longer require.

Defence Infrastructure Organisation (DIO) has now put governance in place to move forward the Basing Optimisation Programme Board (BOPB). The Board has been set up to create common purpose and progress the project, which includes representatives from across the Front Line commands.

DIO is working to maximise the Defence estate's use and rationalise where appropriate. This work is part of the department's Defence transition agenda and is taking place alongside other MOD studies, including Army 2020, and the New Employment Model, to establish how the estate can best support current and future military requirements.

As Senior Responsible Owner, DIO Chief Executive Andrew Manley is responsible for the Basing Optimisation Programme:

"This is a massive piece of work and certainly bears comparison to major

projects such as the Olympics and London's Crossrail," he says.

"The programme is vital to securing the future defence of our country, it will be a ten year task and has many interfaces – more a Rubik's cube than a jigsaw!

"DIO's priority is to ensure that we have fit for purpose infrastructure in place to support both military operations and Service personnel and their families when they need it.

"Our role is to listen to the Front Line Commands and TLBs and establish what they need to fulfil the challenging tasks we ask of them, before delivering estate

solutions which balance military needs against providing value for the British taxpayer."

This is a complex process and DIO will need to work closely with a range of interested parties, including local authorities and statutory bodies, such as Historic Scotland and Natural England to ensure smooth progress.

"This is not just about DIO working closely with stakeholders," Andrew explains. "This is about people. Whether schools, healthcare or public transport, our goal is to get the right things in place for our Armed Forces and their families." ■



DIO deployed

As the MOD TLB responsible for infrastructure including Service Family Accommodation and training ranges, the Defence Infrastructure Organisation (DIO) is usually associated with supporting the Armed Forces at times when they aren't deployed to operational theatres.

But, for some DIO staff, an operational tour is part of the job. Here DIologue looks at two very different deployments undertaken by DIO civilians.

"The last thing we want now - or in the future - is to pollute water supplies or leave a toxic legacy in Afghanistan," says David Brack, DIO Senior Environmental Liability Manager. To this end in June 2011 he spent eight days there, with his colleague Jenny Morgan, assessing potential contamination and pollution resulting from military activities in the country.

David and Jenny are part of a team responsible for a programme designed to protect the health and environment of our Armed Forces, Coalition Partners and the local Afghan population, whilst ensuring compliance with MOD and NATO policy, and minimising MOD's exposure to claims as a result of environmental damage.

Together with representatives from Permanent Joint Headquarters and Joint Force Support Afghanistan, they worked to identify and quantify land contamination and water pollution. "We went out to Afghanistan with a grand master plan for our time there," says Jenny, "But almost as soon as we landed we tore it up; the reality of an operational theatre is so far removed from what we can imagine from our desks."

"During our visit we spent a lot of time talking to different people to gather information on potential contamination", says Jenny. "Whilst environmental protection is a consideration in planning military activities, contamination is sometimes

an inevitable consequence of operations. The realisation of the sheer size, extent and complexity of the network supporting military operations meant that significant stakeholder engagement was required to identify how contamination can be reduced."

In a military operation where winning hearts and minds is vital, failure to address these issues can have dire consequences: "If, for example, the MOD contaminates a water supply we have the potential to alienate the local Afghan population, potentially leading to mistrust and the breakdown of relations, which could undo the hard work of our troops," explains David.

A key element of the work is the provision of advice on managing environmental liabilities. This includes cleaning up any land contamination, together with planning how to manage it whilst bases continue to operate in the run up to drawdown.

The visit in June was the first in a series, with another team due to deploy to Afghanistan as this article

is being written. Although David and Jenny will not be part of the November visit, those going to Afghanistan will also be from DIO's Environmental Liabilities team, and their involvement in the project will continue until its conclusion. "Ideally I would ultimately like to see the project end with the seamless transfer of land back to the Afghan Government," says David, "in a state that, firstly, does not pose a risk to human health or the environment and secondly does not represent an enduring liability for the UK and the MOD." ▶

David Brack and Jenny Morgan



DIO Building Surveyor Mike Fenn is usually based between RAF Alconbury, RAF Molesworth and RAF Upwood. But, last year his role took him to Afghanistan to help with the delivery of a complex of buildings which will give the military the capability to carry out vehicle repairs in theatre – instead of shipping damaged vehicles back to the UK for repair.

“My usual role involves undertaking facility inspection schedules of property and associated infrastructure on the MOD Estate occupied by the United States Visiting Forces. This includes carrying out building condition inspections, instigating repair and improvement programmes and ensuring that works get completed”, says Mike. “Among other duties, I also ensure that health and safety legislation is adhered to, and I prepare risk assessments for redundant parts of the estate.”

All of which gave Mike a set of transferrable skills that made him ideally placed to support the Royal Engineers in theatre. “I was there to co-ordinate the successful delivery of the Equipment Support System” –

he explains, “a complex of buildings set within a campus which will become the epicentre for a state-of-the-art ‘one-stop-shop’ for the delivery of heavy military vehicle repairs.”

“The fact that the military will be able to repair vehicles without shipping them back to the UK means that obvious savings will be made in shipping and co-ordination cost – as well as lost vehicle time when items are out of theatre.”

Mike had to act as the “eyes and ears” for the Royal Engineers working on the project – proactively identifying and resolving issues likely to affect delivery, while also managing the various contractors involved in the construction processes at each individual site across the campus.

In recognition of his service in Afghanistan, Mike was awarded the Operational Service Medal earlier this year. Would he do it again? “Absolutely! I enjoyed every minute of my seven month tour,” he says, “It was an absolute privilege working amongst what I regard as the best military in the world, and some of the bravest people I have ever met.” ■



Mike Fenn in Afghanistan

Location logistics

In the market town of Bicester in Oxfordshire, plans are afoot to potentially redevelop an existing MOD base – as part of a project which could ultimately help to ease the UK housing shortage.

DIologue spoke to Defence Infrastructure Organisation (DIO) project manager Philippa Charles to find out how DIO is involved.

Bicester has a long history with the MOD, and with its logistics operation in particular. Construction on what is now the main home of MOD Logistic Services began in the town in 1941, and the site was an important military supply and logistics base during the Second World War.

Logistic Services is part of the newly formed MOD Logistic Commodities and Services operating centre and is responsible for the storage, processing and maintenance of over 700,000 different items that make up the UK's non-explosive Defence inventory. Logistic Services teams manage the picking and packing of around 15,000 items every day from

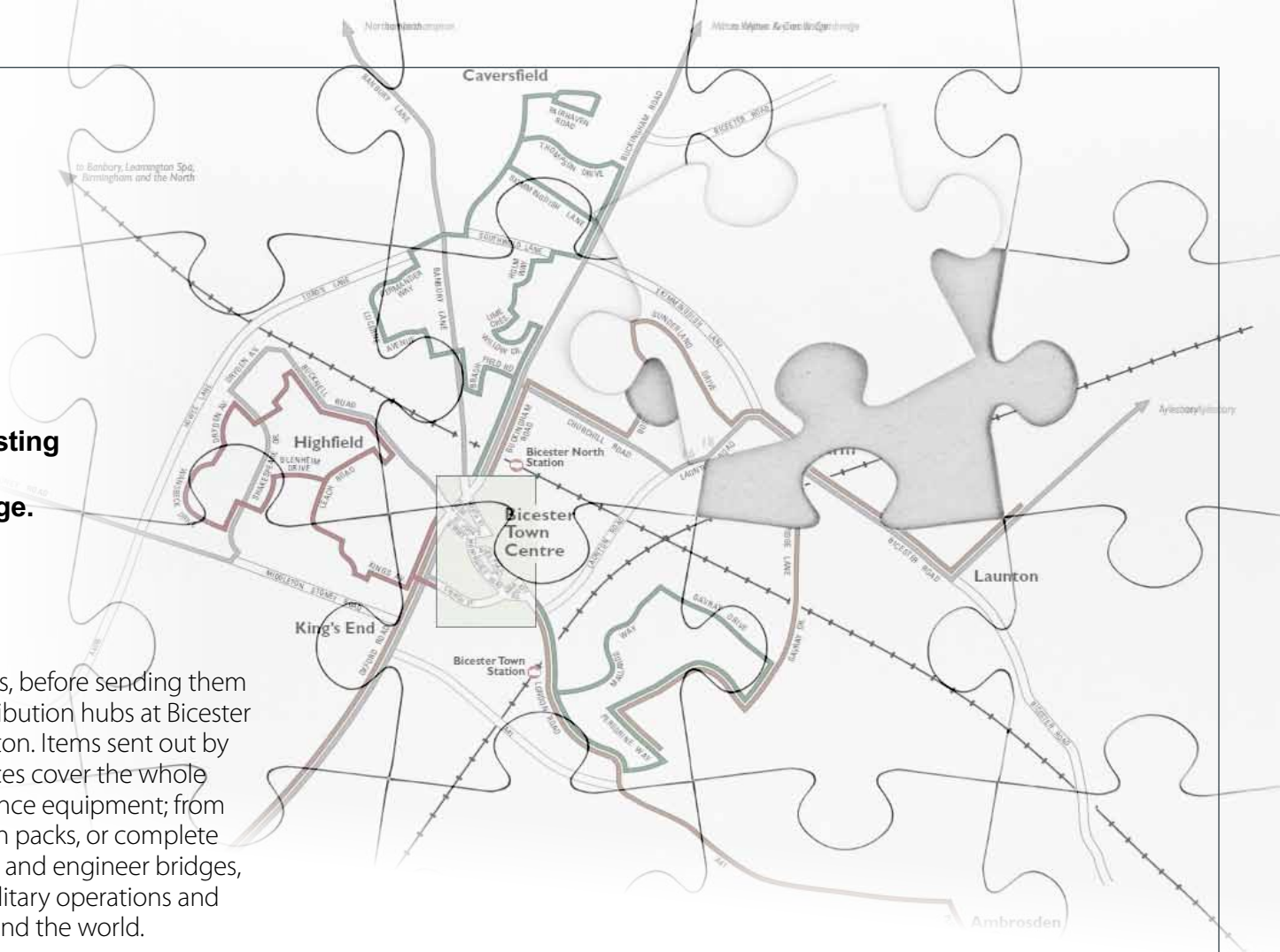
its warehouses, before sending them out from distribution hubs at Bicester and Donnington. Items sent out by Logistic Services cover the whole range of Defence equipment; from boots to ration packs, or complete tented camps and engineer bridges, to support military operations and exercises around the world.

The location referred to today as MOD Bicester is made up of five dispersed sites to the south of the town centre. The redevelopment plan for MOD Bicester involves consolidating Logistic Services activities onto a single site. This has two major benefits: developing a single location for the MOD's logistics operation will enable it

to become more efficient, whilst also releasing MOD land which can be sold to provide space for housing.

Philippa Charles is overseeing DIO's role in the MOD Bicester redevelopment project. "We have a significant opportunity at MOD Bicester to provide logistics facilities that meet military needs for years

to come, whilst reducing Defence operational costs in the future," she says. "At the same time, we can create much-needed new jobs and homes to benefit those who live in the area. DIO has sought to prepare a scheme that harnesses opportunities locally, regionally and nationally." ▶



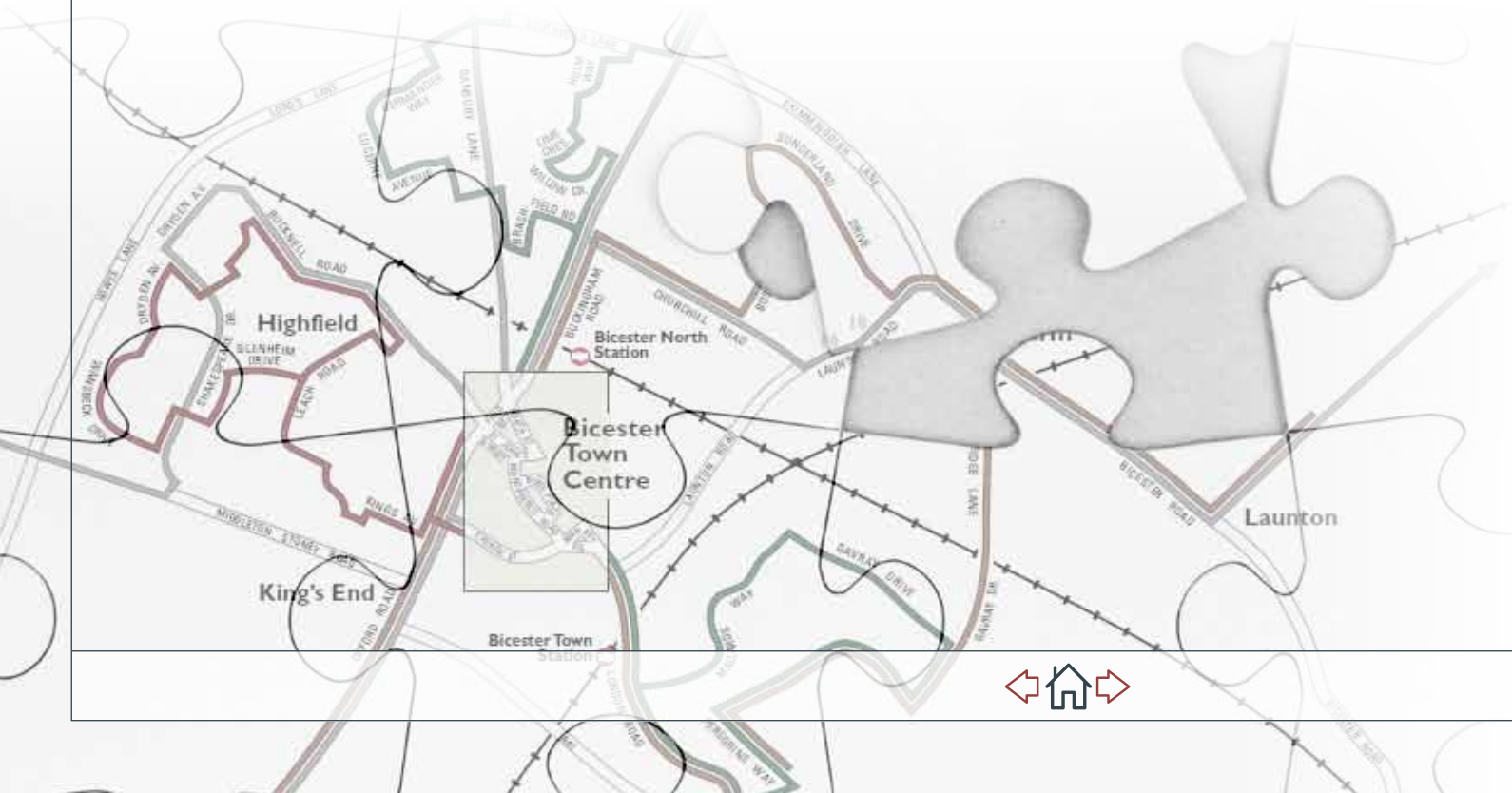
The master plan for redeveloping the land at Graven Hill outlines sustainable employment and residential development, which would boost the local economy with 2,270 new jobs. DIO is responsible for the work required to secure the planning permission needed for both this land and the redevelopment required for the consolidated logistics hub. Cherwell District Council is currently considering a planning application submitted by DIO on behalf of the MOD, which would allow 1,900 new homes to be built, together with facilities including a business park and a school.

However, as with any town planning scheme, not everyone thinks that the proposals are the right way forward. There are other entirely separate redevelopment schemes proposed for Bicester, for example, in July 2009 North West Bicester was announced as one of the Government's four designated eco-town developments. Over a 20 year period the new eco-development will be designed, built and incorporated into the existing town. The 800 acre site will see 5,000 houses built, of which some 30 per cent will be affordable.

Speaking to the BBC in June 2011, the group working to deliver the eco-town said that the MOD Bicester plans are a "threat" to the current vision for how the area should grow. Philippa's take is rather different: "The proposal is actually compliant with the vision for Bicester's eco-town; the economic strategy for the site is robust and will enable sustainable growth in the area. The scheme need not be mutually exclusive of this, or any other schemes being considered for the area. We are working with the District and County Councils to develop a strategic plan for the town to ensure development is beneficial locally as well as regionally and nationally."

And what about the views of local people on the MOD's redevelopment plans for the area? DIO has held a series of consultation meetings to canvass the view of Bicester residents on the proposals. "Mixed views have emerged from these meetings", says Philippa, "A lot of people prefer this scheme to others on offer locally, however, there is a concern that there will be an over provision of houses and the usual concerns about traffic impacts. The scheme is designed as 'nil detriment', i.e. it doesn't make the traffic situation any worse."

As well as the benefits to the local area, Philippa is clear that the scheme proposed by the MOD is the right way forward for Defence: "We need to reduce the cost of Defence. New facilities on a smaller footprint will allow more efficient use of the Bicester estate, significantly reducing running costs and improving the service to the Armed Forces." ■



Prospect of change

John Weatherby

If you are reading DIOlogue magazine, you are likely to be well aware that the Defence Infrastructure Organisation (DIO) is in the throes of a major change programme. DIOlogue spoke to John Weatherby, Vice-Chair of the former MOD DE Prospect Branch*, to find out what Defence infrastructure transformation looks like from a Trade Union perspective.

In your role as a union rep, how have you been involved in the Defence Infrastructure Transformation programme?

My involvement has come about in fairly recent months. I now find myself being called into the Land Management Services (LMS) led "Project Bridge" discussions (which are defining the LMS activities for the future organisation) and am fully involved – informally – in the Organisational Design Working Group (ODWG) activities, which are a key element in defining the new organisational structure. My Trade Union (TU) colleagues have been involved in informal discussions relating to infrastructure

transformation elements since the outcome of the Strategic Defence and Security Review (SDSR) was announced.

How do you think DIO staff view the change programme?

I would say the response is mixed – some believe that the slow change in culture, development of processes and behaviours etc, is simply a front for huge changes. There is a prevailing view that 'we will all go to the private sector', but there's also a recognition that we need to change to be ready for the pressures that DIO and indeed MOD will face.



I mentioned at the Senior Leaders' Workshop in Peterborough that DIO staff (and those due to transfer in) feel extremely vulnerable in the face of a change process of this magnitude. We need to step up the degree of engagement in view of the fact that the changes resulting from the SDSR will have the most profound effect upon staff possibly since the current MOD was created in the early 1960s.

What do you think has been successful, or has worked well so far with regard to the transformation programme?

The degree of early informal engagement with TUs has been encouraging, albeit somewhat patchy. We are now starting to see a lot more of the transformation work being opened up for TU involvement and this is providing greater transparency of the transformation process leading to formal consultation.

What do you think has not worked so well?

As an organisation which works in functional silos, the degree of engagement has been variable across these different groups and so staff opinions have been varied. Such opinions are often based upon a lack of information and sometimes, when faced with a lack of detail, people quite understandably fill the gaps with rumour and conjecture.

What would you like to see from the DIO senior management team responsible for the transformation in the future?

I mentioned in Peterborough that although DIO is at the vanguard of post-SDSR change in MOD, there is a growing perception that it is being badly hampered by unrelenting MOD and Defence Business Service (DBS) bureaucracy. There is nothing wrong with bureaucracy if it serves the change process but at the moment there is a thought that it exists to serve itself and enable the centre to "draw the wagons in a circle" – to defend the accepted order of things. In fairness, DBS are also feeling the pressure of change and we should recognise the tremendous difficulties that DBS staff face and all of the hard work they are putting in.

However, when DIO staff witness the process we have to go through, for example, to fill a post for 11 months to keep our heads above water, or even complete our Performance Appraisal and Development Reports many feel that the process of meaningful change is perhaps being "sabotaged" from within.

If DIO is to transform itself in the way it intends to and, indeed the way MOD has decreed, then our senior management team need the right delegation and freedom to bring about the required change in the way we work. The result of every change programme should be an organisation which provides the best support possible for our military colleagues, but when, for example, the military perceives MOD and DIO struggling to deal with the fall out from VERS let alone transform itself, it does shake their belief in our collective ability to deliver.

Is there anything else that you would like to say about the transformation programme?

Greater engagement with the on-the-ground practitioners of all backgrounds is vital if new processes are to be developed – testing new systems and assumptions to breaking point and make sure they are robust enough.

Also if we are to deal with new critical tasks such as re-basing, the Next Generation Estate Contracts programme, Soft Facilities Management contract rationalisation and Transformation itself, the best people to make these big initiatives happen are civil servants and we should be focusing on getting the right people into these posts as soon as possible. In the end all members of staff want a meaningful job and to feel part of an organisation. ■

***To be reconstituted early next year to DIO Prospect Branch.**



Fast and furious

Outlining what the Defence Infrastructure Organisation (DIO) will be doing over the next five years, is an intricate task. Combine that with monitoring the Department's progress and supporting our Transformation Programme and you'll have an idea of what Rosanna Gould does as a Fast Streamer. Fast Stream jobs typically last only a year and with the clock ticking, Rosanna is eager to do as much as possible during her posting with DIO.

Briefly explain your role and what you do

As a Fast Streamer, which is a cross-department talent management scheme, I have been producing DIO's Sub Strategy Delivery Plan (now Command Plan), since February. This shows what Defence infrastructure will do over the next four to five years to support our overall strategy, and how we will measure our success. More recently I have been supporting the Programme Management Office for the Defence Infrastructure Transformation Programme, working to document our progress towards the new organisation.

So you must be working with a range of influential people?

I've been lucky enough to be working on projects that cut across the whole of Defence infrastructure so I've had

the opportunity to see the work of DIO at all different levels, including stakeholders at the Front Line Commands and TLBs.

What do you enjoy most about your job?

Definitely the variety – as mine is a newly established Fast Stream post, I've had the opportunity to work with a variety of different people across Defence. I've been able to visit far flung bits of the MOD estate, which has brought home to me just how crucial our role is in supporting Defence capability. And having only worked for MOD Centre previously, it's really interesting to see how the delivery side of the organisation works.

And what's most challenging?

It's been quite a learning curve to get up to speed on firstly the work of Defence Estates, then to get an understanding of the 'why, what and how' of transformation to DIO. But the challenge has paid off and I feel like I have really expanded my understanding of Defence as a whole.

Finally, how do you feel after a hard day's work?

Tired but happy! As Fast Streamers have such limited tour lengths, it's really important to get as much out of them as we can. I think I can safely say that I've had the chance to get my teeth into some really meaty, challenging work during my time here. ■



Rosanna Gould



Did you know...

...MOD Main Building in its former glory was once the biggest palace in Europe?



Originally York Palace, the London residence of the Archbishops of York, the site was surrendered by Cardinal Wolsey to Henry VIII. Following a fire which destroyed the Royal Apartments in the Palace of Westminster, Whitehall Palace became the main residence of the English monarchs in London from 1530 until 1968, when all except Inigo Jones' 1622 Banqueting House was destroyed by fire. Before the fire it had grown to be the largest palace in Europe and had more than 1,500 rooms.

Henry VIII married two of his wives at the palace – Anne Boleyn in 1533 and

Jane Seymour in 1536. It was also at the palace that the King died in January 1547.

Charles I was executed on a scaffold erected outside the Banqueting Hall on 30 January 1649.

The site was bisected by a public road – now Whitehall – which English monarchs were never able to close to the public. Two gateways gave access via galleries to the Tilt Yard, Cock Pit and other entertainment areas which were on the site of the current Cabinet Office and Horse Guards.

The north end of what is now Main Building, was constructed before WWII as the Board of Trade and the two sculptures over the main entrance at that end represent Trade and Industry. This part of the Main Building houses a widely known survivor of the old Whitehall Palace; the Tudor Wine Cellar of Henry VIII which dates back to 1536. In 1938 Queen Mary requested that provision be made for its preservation. Once building work restarted after WWII, work was set in hand to relocate the whole cellar. Therefore in 1949 it was encased in concrete and relocated a

few yards to the West and several feet deeper to a sub-basement level.

In 1964, a requirement for a single, large building was created by the merger of the three Service Ministries and the formation of the unified MOD. Therefore with the relocation of the Board of Trade to Victoria, the Building was free for sole occupancy by the MOD, and so became the 'Main Building.' ■

