



MINISTRY OF DEFENCE

Defence Estates Operations Housing  
Room S203  
Building 351  
RAF Brampton  
Cambs  
PE28 2EA

**Record of Meeting**

MOD Housing Customer Forum

30 November 2010

St Georges Court, London

**Present:**

|                         |                     |
|-------------------------|---------------------|
| Air Cdre Alan Opie (AO) | <u>Representing</u> |
|                         | DE                  |
|                         | DE                  |
|                         | DE                  |
|                         | DE                  |
|                         | MHS                 |
|                         | MHS                 |
|                         | AFF                 |
|                         | AFF                 |
|                         | NFF                 |
|                         | NFF                 |
|                         | HIVE                |

|                     |
|---------------------|
| <u>Representing</u> |
| RN Housing Col      |
| Army H Col          |
| Army CEStO          |
| RAF Housing Col     |
| Navy CEStO          |
| DE&S CEStO          |
| DCDS(Pers&Trg)      |
| 4 Div               |
| Hd Ops Int          |
| <br>                |
| RAF FF              |

**Apologies:**

Item 1 – Welcome and Introductions

- 1.1 AO thanked all those present for attending despite the difficult weather conditions. He stated that the Housing Forum was at the heart of driving forward the support provided for families living in SFA

Item 2 – Terms of Reference

- 2.1 There were no outstanding issues with the draft Housing Forum Terms of Reference (attached below); final comments were sought from the Forum.

All



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\_06 Manage Relation:



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### Item 3 - DE Management Board Away Day

- 3.1 AO had just attended the DE Board Away Day and shared the latest news on the planned formation of a new Defence infrastructure organisation (DIO), including the latest concept for its operation.

The following comments were made:

asked if there would be a separate Housing Budget now. AO explained that an estate wide programme would be approved by the DIO Management Board (DIO MB) which would include customer representation and could be expected to afford due priority to SFA.

raised a concern that it was going to be difficult to get decisions at DIO MB level; AO noted that day-to-day decisions would be managed at executive committee level.

### Item 4 - What the SDSR and NGEC means for Housing

- 4.1 AO explained that there would be short and long term savings as part of the process to meet the requirements set out by the SDSR. He then shared the presentation (below) given to DE Ops Housing staff on 25 Nov 10.



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\_06 Manage Relation:

explained that the investment information is being brought together on where the drop in centres could be located and how many would be required. explained that there would be further discussion on issues such as the handling of barrack damages and evictions.

- 4.2 A number of questions were raised following the presentation:

asked where the MHS contract extension sat within the Defence Communities concept. AO explained that the extension was a short term measure for SFA in England and Wales and that the NGEC UK Housing Prime Contract was the longer term solution.

A question was asked about contract assurance. explained that effective performance management would be key to the success of the new contractual arrangements. Nonetheless, MOD would retain a compliance responsibility but this role would be kept to a necessary minimum. noted that the proposals would mean that assurance would be provided at the coalface (e.g. a customer's signature would be required confirming they were happy a job had been completed before MHS received payment). Therefore, MHS would be responsible to customers on a day to day basis, and MHS would be monitored and held accountable by DIO.

asked, if DE took options 2 or 3, whether more maintenance would be undertaken. AO responded that it was not guaranteed at this stage but there would still be an opportunity for MOD to inject funds. explained that the decision would be made on the basis of a 'level playing field'.



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4.3 Further discussions followed:

Opportunity to centralise the HICs – European Law precluded this from being added to the scope of the current MHS contract. DE is considering the options of centralising the HICs on one DE site; Option 3 provided the opportunity to examine the concept.

noted that the regional HIC offices were not accessible and that a single HIC would offer consistent interpretation of policy and allow Housing to prioritise staffing.

Role of the HIVE - explained that the HIVE role was to give customers access to tri-Service information.

Staff - AO explained that no specific target had been set for staff cuts. asked if a decision was made, how long it would take to implement. explained that DE would enter a period of 90 days of TU consultation which would take to Sep 11 at the earliest.

asked if the MLO (Military Liaison Officer) role would be retained. AO explained that DE had included this role in their plans but it depended upon continued support from .

Item 5 - Previous actions

- 5.1 Article for Family Federations on house purchase scheme - explained that the article has been held back because it was a policy of the previous administration:

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Disappointment was expressed about the boundaries of the scheme but it was agreed that it would be useful to circulate an update on the success of the scheme.

- 5.2 Commanders' briefs: TLB Reps confirmed this was being distributed to the Chain of Command.
- 5.3 Board of Officers: - Concern had been expressed in a previous Forum regarding the difficulty in ensuring DE Housing Officers attended SFA Grading Boards. This issue appeared to have eased.
- 5.4 Plymouth Sub HIC resourcing - The RN had supplied personnel to cover a shortfall in resources, for which DE Ops Housing was very grateful; the HIC is now fully manned.
- 5.5 Tennant Liability Insurance:- had been advised that there are companies that could provide cover but the Services required a specific figure for the level of cover. This issue would be discussed at the next LAWG.



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- 5.6 Incidental New Works -  
explained that MHS Customer Services Director, would lead a workshop to improve this process and help to manage customer expectations. PS
- 5.7 Level of HIC service -  
explained that a training package was helping to improve the level of service.
- 5.8 Engagement with Local Authorities -  
explained that this is working with the inclusion of MHS Customer Liaison Officers. at Fareham was cited as a good example of this practice.
- 5.9 Joint Housing Action Plan -

Serial 1 - Improve Rectifying Move In Defects

DE has introduced a customer questionnaire. It is mandatory for Housing Officers to conduct pre-move out visits correctly, walking around the house pointing out potential issues. It was agreed that the schedule of rates for barrack damages would be published once it had been verified by MHS.

Serial 2 – Improve SFA Asset Management

AO explained that the void rate had dropped below 13% but could be expected to increase as SFA was held pending SDSR estate rationalisation. reported that there was a current void rate of 18–19% overseas.

asked that occupants were given as much notice as possible if they were required to move out in advance of SFA disposal. AO assured the meeting that an effective communications strategy would be followed to keep all parties informed about future disposal programmes. AO

Serial 5 – Agree SFA improvement plan

On target for 800 upgrades this year. The target set for 11/12 would depend upon the budget settlement.

Serial 6 – Improve 48 Hr Handback and Move Ins

Some improvement had been made but MHS continues to seek improvements; London and South East remained a concern. explained the MHS Business Improvement Plan which was being implemented to address the problems.

Serial 7 – Initiate Patch Management Approach

is keen to have Chain of Command engagement. would ensure appropriate governance arrangements are in place with regular meetings between DE and the local customer at all major Stations and Garrisons; in addition AO intended to meet regularly with the single Services. /AO

Serial 8 – Agree Area Accommodation Plans

The completion of the Area Accommodation Plans was held up pending publication of the SDSR estate rationalisation plans in Mar 11.

Serial 9 - Implementation of new grading system.



- Slight delay on the interim solution for grading and was awaiting responses from desk officers.

#### Serial 10 – RIE to improve Allocations Process

(MHS Customer Services Director) and to arrange a meeting in Feb 11; stakeholder community would be invited.

#### - Introduce electronic form 1132

Currently 30% take up. The question of access to the e-1132 was raised as it is only available on the Defence Intranet whereas some families wish to complete the form at home to involve their partner. SR explained that this version was a pilot and that the form was not available on the Internet for security reasons. mentioned Agility and offered to provide information on that application.

asked how easy it was to change the form. explained that he should submit any proposals to her but reminded all attendees that the form has to be suitable for UK and overseas applications.

was concerned about the lack of countersignature on the e-1132, and that some applicants may be tempted to include children from previous marriages to get a larger house. It was explained that a quality check was carried out on the application forms using JPA data. Transgressions would be investigated.

(DE Ops Int) would lead the SDSR 6.2 review of the management of overseas SFA.

#### - Cuckoos

Ongoing – targeting through use of JPA. explained that that 'cuckoos' often left voluntarily when they were aware of this process. It was suggested that occupants in an area that was due to be targeted should be made aware so they had the opportunity to move on themselves.

#### - Refine Move in and Move Out process

A DE-led workshop had been held.

raised a concern about Move Ins, and that occupants are accepting minor defects to move into the property – thinking they can live with minor issues. It was emphasised that minor issues should be remedied when picked up at Move In.

Serial 12 – Comms Plan to enable Application/Allocations Review. We have been unable to clarify the exact nature of this action, or a lead.

Serial 13 – to write to – Complete.

#### Serial 14 – Measure overall customer satisfaction with SFA

No funding available to commission a 2010 survey. highlighted an issue with the last survey, in that it only focussed on those who had moved in the previous year – and that some Naval personnel had moved in 15 years. There was a suggestion that a mail shot could be employed to cover these occupants in future.

AO suggested that a survey should be considered for the entire Housing community.

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Solic

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## Item 6 - Update on Peninsular Towers

- 6.1 explained that Peninsular Towers was a block of flats in Hyde Park Barracks London that was used for SFA but there is a desire to change the use to SLA and SSSA. An option paper would be staffed to Housing Colonels.

## Item 7 - Updates

### 7.1 **DE Ops Housing**

The Future Living Accommodation Model Study will review the way in which SFA is provided. explained that TORs were being drafted and would include engagement with stakeholders. DE Ops Housing would contribute to the study team.

DE Ops Housing would build on its improved handling of the Summer surge. A contingency plan was in place to use agency staff if the Housing change led to manning gaps.

explained that a new contract was being developed for Special Needs Adaptations (SNA) in private homes.

### 7.2 **Royal Navy**

explained that the Harrier withdrawal will mean a move of 600 personnel from Cottesmore/Wittering – increasing pressure on Yeovilton and Culdrose. There are currently 140 personnel in SFA at Cottermore, with a further 120 living in their own homes.

said that plans for Project Wildcat at Faslane were being worked on.

### 7.3 **Naval Families Federation**

thanked the DE Ops Housing communications team for the improvements made. She recognised that this is a difficult time but asked that DE communicate as quickly and efficiently as possible.

AO explained that DE will not proceed with the Rowner upgrade project – and intended to dispose of surplus properties. An explanation had been passed to Second Sea Lord.

acknowledged the contribution of to the Housing community.

### 7.4 **Army**

had visited the Aldershot HIC and was impressed by the customer focus. However, an issue was raised about HICs rigorously applying policy. believed that dishonest customers should be dealt with by the Chain of Command and that instead DE should consider the welfare needs of individuals more effectively.

asked for the DE monthly report to be broken down by region.

### 7.5 **Army Families Federation**

highlighted the widespread concerns with the pre-payment cleaning contract. and explained that MHS had agreed an improvement and recovery plan with Ideal. would update the Housing Forum members on progress.



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- asked if there was a replacement timeline when a boiler was condemned. explained that every job that leaves a customer without heating is not closed down, and that replacement should not be more than a few days, albeit it depended upon availability.

**7.6 Royal Air Force**

The RAF redundancy guidelines were due to be published in Mar 11 for offers in Oct 11. The SDSR Estate Rationalisation Plan is due to be published in Mar 11.

**7.8 HIVE**

Working to address single Service aspects. Will be working to update information sheets, including Housing information.

**7.9 International**

Draw down is already having an effect in Germany with the closure of the Wegberg estate.

Item 8 – MPGS

- 8.1 MPGS are entitled to apply for SFA, although they are not entitled to substitute SFA. This is a policy issue, as some 1,500 MPGS personnel are using SFA which means, in places, an increased requirement to provide costly substitute SFA for Service families.

noted that this is a sensitive issue as many MPGS have taken on the role because of the provision of SFA. She noted that there was an approval process to ensure there was spare stock before recruitment, but this policy was not always implemented.

Item 9 – Any other business

- 9.1 Review of RAF SFA opt outs which cost £1 million per year (RAF WO entitlement to a Type D and One Down Rule). AO had raised the issue with who had agreed to review the continuing need for the opt outs; agreed to take the review forward and provide a report on progress to AO.

- 9.2 An example was raised by where the Grade for Charge of a Bulk lease hiring was downgraded due to the location of a bus stop – AO undertook to investigate.

AO

- 9.3 A project had been convened to re-let the Substitute Accommodation contract (SSFA and SSSA); a project board and working group would be convened by SP Pol.

- 9.4 Issues log from AFF Conference has been completed.

DE/MHS

Date of next meeting

The intention is to hold the Housing Forum one month before the JCB and AO will use this meeting to inform the Feb 11 JCB.

AO

As the subsequent JCB is in early Jun 11, the Housing Forum will be held on 9 May 2011.



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Estate Management in Defence Services

SP 05.04.08.05.12

22 Nov 10

**DEFENCE ESTATES OPERATIONS HOUSING FORUM TERMS OF REFERENCE****Membership**

1. Attendees should routinely be of OF4 rank or equivalent. Additional members may be co-opted onto the Housing Forum at the discretion of the Chairman whenever additional representation is deemed necessary. Specialist members may be required to attend on the direction of the Chairman. The following attendees are requested to attend, or be represented at all Housing Forums:

|   |           |
|---|-----------|
| DE Hd D Ops Housing                           | Chairman  |
| DE Ops Int representative                     |           |
| DE Dep Hd Ops Housing (Delivery)              |           |
| DE Dep Hd Ops Housing (Strategy and Planning) |           |
| DE Dep Hd Ops Housing (Estate Management)     |           |
| DE Asst Hd Ops Housing (Business Management)  |           |
| Housing Colonels (Fleet, LF, Air)             |           |
| CEstOs (Fleet, LF, Air, CTLB, PJHQ, DE&S)     |           |
| Chair Naval Families Federation               |           |
| Chief Executive Army Families Federation      |           |
| Chairman RAF Families Federation              |           |
| DCDS (Pers and Trg) Asst Hd AFW/Accom Pol C1  |           |
| DE Ops Housing-CoS Comms                      | Secretary |

**Role**

2. The Housing Forum is led by Defence Estates Operations Housing (DE Ops Housing) and reports to the Joint Customer Board (JCB). The meeting is a routine stakeholder event to improve communication on Housing business and delivery and for stakeholders to advise of and/or discuss Housing matters.

3. It is the responsibility of the Housing Forum to ensure that all stakeholders of Service Families Accommodation (SFA) worldwide are informed of developments regarding the day-to-day service provided by DE. In addition to this, the Housing Forum provides an opportunity for stakeholders, representing occupants and the Chain of Command, to engage with DE, ensuring that the views of those they represent are heard.

**Purpose**

4. It is the purpose of the Housing Forum to:

- a. Allow two-way communication between DE and stakeholders through informal discussion and briefing.
- b. Provide information regarding day-to-day delivery from DE to SFA occupants, including on: allocation, occupation and the improvement programme.
- c. Monitor stakeholder satisfaction/dissatisfaction with DE service provision through the Housing Business Plan, MHS Dashboard and an extract of MHS performance statistics.
- d. Allow DE Subject Matter Experts to brief stakeholders on DE initiatives.



- e. Enable DCDS (Pers and Trg) to brief stakeholders on current and future policy.
- f. Assess delivery against Key Targets (KTs) and Performance Indicators (PIs) as determined in the DE Performance Plan and report progress to the JCB on:
  - i. Statistics on allocations.
  - ii. Statistics on Move in and Move Outs.
  - iii. Statistics on defects at Move In.
  - iv. Statistics on Response Repairs.
  - v. Breakdown of SFA voids.
  - vi. Breakdown of SSFA.
  - vii. Statistics on Customer Satisfaction based on DE Customer Satisfaction at Move In questionnaire for UK and appropriate source of information for Overseas.
  - viii. Number of Customer Complaints (Stage 1, 2 and 3) and key themes.
- g. Review delivery of the Joint Housing Action Plan (JHAP) and report progress to the JCB, highlighting where necessary strategic issues and risks that need to be taken forward.
- h. Update on SFA Upgrade Programme.

#### Timing

5. The Housing Forum will meet 3-4 times a year to be held one month in advance of the JCB. The frequency of JCBs is to be directed by the Chairman of the JCB.

6. The agenda will be issued 10 working days prior to the date of the meeting. Items for inclusion on the agenda should be submitted to the Secretary up to 5 working days before the Housing Forum.



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## **SDSR & NGECC – Way Forward for Ops Housing**

Housing Forum 30 November 2010

**DE**  
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### Strategic Defence and Security Review

[REDACTED]

## Strategic Defence and Security Review

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## Defence Infra Workstreams

CHANGE WORK STREAMS  
(Develop & Deliver)

Strategic Requirement & Asset  
Management & Delivery Programme  
(TBC)

Head Office Functions

Professional Infrastructure Services

Defence Training Estate

Housing/Accommodation  
Air Cdre Alan Ope

Facilities Management

Projects/Infrastructure Development

Next Generation Infrastructure Contracts

Phase 1 Transition

Overarching Framework

## Workstreams Affecting Ops Housing

### **Accommodation/Housing**

- MHS Contract Extension/NGEC (Next Generation Estates Contract)
- Overseas SFA
- SLA/SSSA Management

### **Finance**

### **HR/Communications**

### **Commercial**

### **Review of Other Head Office Functions**

## MHS Contract Extension/NGEC - Challenges

**NGEC HPC UK – Planned Go-live Apr 13**

**Scotland RPC & NI Contracts – Ends Apr 13**

**MHS Contract – Ends Nov 12 (with optional 3 year extension)**

### **SDSR**

- 30% staff reduction by 31 Mar 12
- 60% staff reduction by 31 Mar 14

**Maintain service delivery & customer satisfaction**

## Options

### **As-is**

MHS extension to Apr 13 on existing arrangements  
NGEC Apr 13

### **Current Plan**

MHS extension to Apr 13, to include consideration of:

- Firm Price based on delivery of agreed outputs / Reduced Assurance Role
- Combined DE Housing Officer and MHS Technical Officer Roles
- Open circa 20 Local Drop In Centres

NGEC Apr 13

### **MHS 3 Year Extension/NGEC 2½ Year Delay**

MHS extension to Nov 15, to include consideration of:

- Firm Price based on delivery of agreed outputs / Reduced Assurance Role
- Combined DE Housing Officer and MHS Technical Officer Roles
- Open c20 Local Drop In Centres
- DE Single Allocation Centre

NGEC Nov 15

RPC Scotland/NI Apr 13-Nov 15

**As Option 3 except RPC Scotland/NI Apr 13 – Apr 18**

## Next Steps

**Inform TLBs and Families Federations – 30 Nov 10**

**Complete TU Consultation on TORs – Dec 10**


### **Decision Process:**

- DE/MHS Owners Board – 22 Dec 10
- DEMB Peer Review – Early Jan 11
- NGEC Programme Board – 19 Jan 11
- MOD Investment Approvals Board Review –  
End Jan 11 to end Apr 11

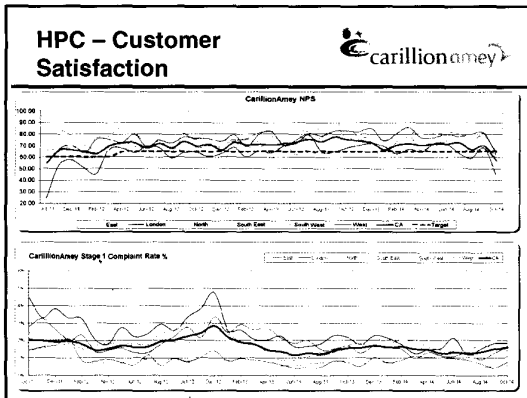
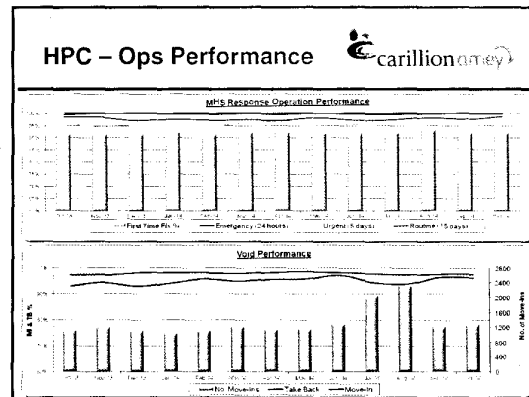
**Update DE Ops Housing Staff on decision – End Jan 11**

**Further information will follow as it becomes available.**

**Questions?**

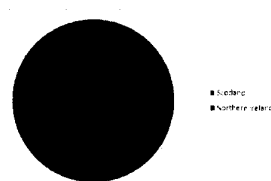


**Accommodation Forum Update**  
Daniel Easthope – Managing Director



### NHP S&NI –Ops Performance (Week 1)

- 358 response jobs raised since ISD
- 402 legacy jobs from previous contractor handed over
- 61 Move Appointments completed
- 9 successful move in's



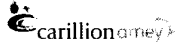
### NHP S&NI – Helpdesk performance

- Telephony handover from incumbent service providers successfully complete at 00:00 1 November 2014
- Centralised HD team at Speke providing HPC E&W and NHP S&NI services concurrently through November
- Calls answered within 140 seconds (including IVR) averaging above 73% for week one
- Calls answered within 50 seconds (including IVR) averaging above 60% for week one

### NHP – Occupancy Services

- Full transition from Thetford and Aldershot HASCs to Occupancy Services team in Speke on 3 November (for all of the UK)
- No significant issues yet encountered due to a robust knowledge transfer, training and handover process, along with excellent support from DIO
- 3750 calls received in the first week an average of 710 calls received per day
- Calls answered within 140 seconds (including IVR) averaging above 95%
- Calls answered within 50 seconds (including IVR) averaging above 85%
- Average call handling time 8 minutes and 1 second during week one

## **NHP E&W - Mobilisation**



- Briefings underway with key stakeholders across England and Wales
- Communications, such as our new Guide to Living in SFA, going out directly to service families
- Transition of contractors to provide a broader 3\* service to service families.
- Two new specialist suppliers providing a national coverage