



MINISTRY OF DEFENCE

Defence Infrastructure Organisation

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RECORD OF MEETING OF THE HOUSING FORUM HELD AT MAIN BUILDING, LONDON ON 23 MAY 2012

Present	Air Cdre Alan Opie	Hd of DIO Ops Accn Dep Hd Ops Accn Transformation Asst Hd Ops Accn (ES) Asst Hd Ops Accn (South) DCDS Pers Hd SCW DCDS Pers SCW AFW DCDS Pers Accn Pol 2C DIO Ops International & Training Estate Fleet DN Pers LF DPS(A) PS4A Pol CESTO (Navy) Rep Army HQ D Infra CESTO (DE&S) Rep JFC Hd Infra MD, MHS Housing Specialist NFF CE AFF CE RAFFF Housing Specialist RAFFF HIVE Hd of Sec	Chair
In attendance		NGEC Team Leader NGEC Team FAP	Secretary
Apologies		Army HQ D Infra Navy HQ DACOS W&S Air HQ DACOS CSpt JFC Hd Infra MHS	

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
1 & 2	1. The Chairman opened the meeting by welcoming all those present.	



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<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
Welcome and Record of Previous Meeting	2. The Record of the Previous Meeting held on 11 Jan 12 was agreed.	
3 Matters Outstanding	<p>3. The Chairman referred to the recently issued Matters Arising Update; discussion took place on each, as follows:</p> <p><u>Serial 1</u> – suggested that a reference to Licence to Occupy insurance should be inserted into the Self-Preference arrangements to highlight this matter; this was agreed. The issue of whether an insurance company contractor or MHS should undertake any remedial work was well understood – the Chairman suggested the first case to emerge would provide a useful framework for the future. Closed.</p> <p><u>Serial 3</u> – The Chairman said the important principle had been agreed that would allow Barrack Damages to be recovered from Service Personnel in the UK through JPA. The underpinning processes were now being developed, and would be supported by a robust communications strategy. The issue of taking retrospective action to reclaim Barrack Damages from those Service Personnel who had not previously responded would be considered.</p> <p><u>Serial 4</u> – LF DPS(A) PS4A Pol advised testing on the interim grading solution had indicated a number of reservations about the pilot. This matter would be considered further by the LAWG and FAP. Closed.</p> <p><u>Serial 5</u> – The Chairman said AMP had been briefed on the RAF SFA 'opts out' (WO - Type D, OF4/5 'One Down' rule). An indication of the way forward was awaited.</p> <p><u>Serial 14</u> – The banding of Move-Out failures would be included in the monthly KPI report as soon as possible after the introduction of the Self Preference arrangements.</p> <p><u>Serial 22</u> – The Sec would provide a communications piece on the DIO approach to replacing carpets in order to better manage customer expectations.</p> <p><u>Serial 24</u> – Although only a small number of cases had been identified whereby Service Personnel were allocated SFA without a Move-In date, Dep Hd Ops Accn Transformation agreed to brief HASC staff to make them aware of this unsound practice. No further cases should be brought to his immediate attention. Closed.</p> <p><u>Serial 30</u> – As a number of Comms pieces had been raised in the ASR it was agreed this Serial could be Closed.</p>	<p>Dep Hd Ops Accn (Trans)</p> <p>Chairman</p> <p>Sec</p>



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<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
	<p><u>Serial 31</u> – The agreed actions were raised at the last JCB Meeting. Closed.</p> <p><u>Serial 32</u> – A Paper on the proposed future locations of CAPs would be discussed later in the Agenda. Closed.</p> <p><u>Serial 33</u> – The Chairman said any examples that came to light about cleanliness problems at Move-In should be raised immediately. Closed.</p> <p><u>Serial 34</u> – The Chairman advised that SFA below S2fC was now longer allocated; Housing Forum Members were asked to alert him should this not be the case. Closed.</p> <p><u>Serial 35</u> – The Military CoC Charter would be discussed later on the agenda. Closed.</p> <p><u>Serial 36</u>. Venue confirmed. Closed.</p> <p>An updated Action List would be issued as soon as possible.</p>	
<p>4 DIO Transformation Update</p>	<p>4. The Chairman outlined the latest position on DIO Transformation, including the technology solution which would provide visibility on performance on SFA and, increasingly, SLA. The organisational design (the future Enhanced Operating Model) continued to be developed, and it was hoped TU Consultation would commence in late June on the proposals. It was anticipated an Accommodation pillar would be retained with a national footprint, and that DIO Ops Accn would not be subject to further significant organisational change pending the introduction of the NGE. The management and allocation of SFA in major overseas theatres would transfer to DIO Ops Accn: SFA based around NATO and SHAPE estates would transfer first, with Germany to follow in Apr 13. Separate arrangements would be made for smaller Theatres (e.g. FI/Brunei/ Kenya) where DIO Ops Accn did not maintain a footprint. For Substitute SFA overseas, the intention was to promote best practice to allow allocation inconsistencies to be eradicated.</p>	
<p>5 DIO Ops Accn Update</p>	<p>5. Dep Hd Ops Accn Transformation provided an update on the Housing Allocations Service Centre (HASC) and Self Preference arrangements.</p> <p><u>HASC Operational Update:</u></p> <ul style="list-style-type: none"> • Final operational HIC at Plymouth would close on 25 May. • There had been some positive movement on recruitment and it was anticipated 4 new staff would start in the 	

¹ Customer Assistance Point Locations – England and Wales dated 18 May 12.



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	<p>coming weeks.</p> <ul style="list-style-type: none"> • 67% of applications were met on time (offer sent to applicant within 15 days of receipt where required date was within 4 months) against a KPI of 85%. A backlog of work from closing HICs, together with staff vacancies, contributed to this performance level, which would be closely monitored. • Based on a monthly total of 20,177 telephone calls, the average wait time for April was 5:19mins, with a 70% answer rate. • The BT system and HASC phone lines were now aligned thus early cuts offs should be eliminated. <p>In discussion, it was agreed that as ¼ of all weekly calls were received on Monday mornings between 08:30 and 10:30 the website and scripted telephone answering message should include a warning to avoid these times. Dep Hd Ops Accn Transformation indicated HASC Phone-Calls were now being categorised and information on these would be shared. Abusive calls would be recorded and reported to the appropriate MLO.</p> <p><u>Self-Preference</u></p> <p>Dep Hd Ops Accn Transformation thanked the User Working Group for their contribution to testing the system. He highlighted the major technical issue which was found at Andover, together with the approach to resolve it. This would include specific testing at Andover to try to replicate the issue so that an early resolution might be achieved. In these circumstances, a new 'go live' date could not be set. Dep Hd Ops Accn Transformation explained the benefits to HASC staff of greater e-working, including e-licensing and reduced appointment making. He confirmed all written correspondence to the HASC would be retained (albeit electronically), and staff would conduct visits to their new areas once the HASC was fully manned. A DIN would highlight the introduction of Self-Preference, and this would include an explanation about HASC allocation constraints in order to better manage customer expectations. The DIN would be re-enforced by a DIO Ops Accn prepared article for Fam Feds and HIVE. The take-up of the e-1132 now stood at an excellent 80% given the baseline at the beginning of the year. Finally, the Chairman advised the intent was to roll-out the UK allocation arrangements overseas in due course.</p> <p><u>Customer Assistance Points (CAPs)</u></p> <p>The Chairman set out the background on the development of the CAP concept, and confirmed that, subject to approval of candidates being identified, new CAPs would be rolled out.</p>	<p>Sec</p> <p>Sec</p>



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	<p>Wycombe and Plymouth in Jun 12. These would be supported by comms pieces. As funding was available for a total of 14 CAPs in England and Wales, the Chairman referred to the previously circulated discussion paper¹, which set out proposals for future CAP locations. These locations were in each of the MHS SAs Zones, and the target was to ensure 80% of MHS locations were within reasonable reach of a CAP. Once the CAP locations were agreed, discussions would take place with the local Chain of Command to agree the optimum operational framework for their area. This may mean operating an outreach facility away from the main site. In discussion, there was general agreement an expansion of the arrangements was good news, although it was acknowledged CAPs in Scotland and Northern Ireland would take longer to introduce, and may need to wait for NGEC. Comments on the proposed locations were to be submitted to the Secretary, by 8 Jun 12. Once comments had been received, a revised list of locations would be validated and circulated for final agreement.</p> <p>6. The recently circulated Military Chain of Command Charter was discussed; it was agreed that any final comments should be submitted to the Secretary by 16 Jun 12.</p>	<p>All Dp Hd Ops Accn (ES) All</p>
<p>6 National Housing Prime</p>	<p>7. NGEC Team Leader presented an update on the NHP contract award (copy of presentation attached). He advised that a number of lessons had been learned from the MHS contract and, as a consequence, the plan was for a phased mobilisation by region. If the HASC service was to be out sourced, it would take place once contractor performance had stabilised. Dep Hd Ops Accn Transformation would prepare the HASC and Move-In/Out Value for Money options in conjunction with the Trades Unions.</p> <p>8. The previously circulated paper² about the possible future provision of DAS was discussed, which centred on the following points:</p> <ul style="list-style-type: none"> • Whether providing DAS at public expense should continue; and • If so, how best to provide it. <p>There was a general view that certain groups not catered for in any future provision. It was agreed that the forward should be decided by the LAWG. It was agreed that a decision be made by Dec 12 to align with the MHS contract.</p>	
<p>7 DCDS(Pers & Trg) SCW Update</p>	<p>9. At the last JCB Meeting, it was agreed that the current state would not be continued. The JCB would in future utilise the Housing Forum KPIs as a baseline, supplemented by any separate material to be agreed.</p>	

² National Housing Prime Contract – A Strawman to Consider Options for the Provision of Accommodation Stores in SFA in the UK dated 30 Apr 12.



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	Trg) led activities, such as the interim grading review work. As a consequence, this matter could now be removed from the Agenda.	Sec
8 Housing Updates	<p>10. MD MHS gave a presentation (copy attached) on MHS performance - Helpdesk, Response Maintenance and Void performance, together with Customer Service and Complaints. Overall performance, notably in East, London and South East, had improved, and this was reflected in customer satisfaction which had reached record levels for the contract. As a consequence, MHS had raised their customer satisfaction target for the Net Promoter Score to +65 from +60 with effect from Apr 12. The Chairman welcomed this news and stressed that if issues were encountered they should be drawn to the attention of DIO and/or MHS through the local governance arrangements. DCDS Pers&Trg SCW AFW asked if there were any systemic issues highlighted by complaints and when dealing with compounded errors. MD MHS advised there was a robust complaint escalation process in place and that most complaints were resolved at Stage 1 level. On the question of complaints raised on Facebook, MD MHS confirmed they were not given any special treatment or moved to the top of the queue. On Project Blue, MD MHS said it was too early to draw conclusions on whether missed appointments were reducing as a result of this initiative.</p> <p>11 Turning to the Insulation Programme, MD MHS said that after a slow start to the trial, progress was now being made to improve loft and/or cavity wall insulation. The point which needed to be emphasised to SFA occupants was that this programme would provide direct savings to their utility bills, as well as making significant carbon emissions savings. Dep Hd Ops Accn (ES) would investigate whether SFA in Scotland and Northern Ireland could also benefit from this initiative. In closing, the Chairman said this was an important programme which, if the opportunity was missed, would divert significant funding from the Upgrade and Asset Replacement Programmes in later years. He said that comms on this issue had to be focused and direct to ensure access was gained to properties at the right time. The Chairman asked that all present promote the benefits of this initiative.</p> <p>12. Finally, MD MHS advised that an Olympics Readiness Plan would be rolled-out across potentially affected areas. Essentially, the Plan indicated that Emergency and Urgent response times would not be altered, although it might be necessary to adjust routine tasks. In addition, action has been taken to avoid Pre-Planned Maintenance activities taking place near to Olympic Games sites. During discussion it was agreed that although occupants would generally be flexible and understanding, particular consideration would need to be given to ensuring timely Move-Outs as this could have potential damaging impacts downstream.</p>	<p>Dep Hd Ops Accn (ES)</p> <p>All</p>



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	<p>13. Updates on SFA matters were given by the Housing Forum members, as follows:</p> <ul style="list-style-type: none"> • RN - CESTO (Navy) highlighted the importance of including Scotland and Northern Ireland in accommodation developments. Housing Specialist NFF reported a surge in housing issues, especially around housing delivery. Dep Hd Ops Accn Transformation confirmed there were no issues about Stage 1 or 2 Complaints, and they were being dealt with in the normal way. • Army - LF DPS(A) PS4A Pol raised the issue of timelines for second offers and was advised this was looked at by the LAWG. CE AFF highlighted issues around short notice postings and retention requests indicating they might become more prevalent. Acknowledging this, the Chairman said the HASC would try to be as flexible as possible should such matters arise. • RAF – CE RAFFF said there had been a large spike in allocation issues and the HASC transformation which was impacting on casework. Housing Specialist RAFFF raised three issues: <ul style="list-style-type: none"> ○ Whether there had been a recent increase in charges for Irregular Occupants based around 80% of market rent; ○ A lack of empathy by some agents of HCR; and ○ Problems over regrading of SFA. <p>The Chairman undertook to look into the first issue and raise the second with HCR. For the third, the Chairman explained that questions regarding the Grade for Charge should be raised with the local Chain of Command.</p> <ul style="list-style-type: none"> • CESTO (JFC) representative highlighted that there appeared to be a problem at Shrivenham over the time taken to install new boilers; Dep Hd Ops Accn (ES) would investigate. The Chairman asked JFC to investigate the high proportion of short notice postings to CJO TLB reported in the Apr 12 KPI report. Continuing, he explained that DIO Ops Accn was developing a protocol with to address the SFA impact of short notice postings. Once the protocol had been developed, it would be circulated for wider agreement. • HIVE – HIVE Rep asked if the circulation of Optitime schedules for Service Personnel moving into areas could be restored. Dep Hd Ops Accn Transformation agreed to look at ways of providing this information in future in a better way. 	<p>Chairman</p> <p>Dp Hd Ops Accn (ES)</p> <p>JFC Hd Infra</p> <p>Sec</p> <p>Dp Hd Ops Accn (Trans)</p>
9	14. The Chairman said he would raise the following issues at	



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<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
JCB Meeting	the forthcoming JCB: <ul style="list-style-type: none">• HASC;• Self-Preference;• CAP; and• DAS	Chairman
10 Any Other Business	15. Fleet DN Pers advised that DCDS(Pers&Trg) Hd SCW had written to the 3 Front Line Commands about the issue of assignment notices, and suggested the outcome of this could be highlighted. 16. CE RAFFF asked if the next meeting could include an update on FAP.	DCDS Pers Hd SCW Sec
11 Date of Next Meeting	17. The next meeting would take place at 1030 hours on Wed 12 Sep 12 at a venue to be confirmed. If appropriate, the meeting would be followed by a Stakeholders Workshop for the NGEN National Housing Prime Contract.	Sec

6 June 12

Head of Secretariat, DIO Ops Accommodation
Secretary

Attachments:

1. NGEN Presentation.
2. MHS Presentation.

National Housing Prime

National Housing Prime Housing Forum Briefing

23 May 2012
Col Bill Morris
NHP Project Manager

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Agenda

- Project Update
- Mobilisation
- Defence Accommodation Stores options

NEXT GENERATION ESTATE CONTRACTS

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NHP Summary

- No change to the requirement from last briefing
- Currently in the middle of CADD scrutiny process
- Due to start Competitive Dialogue 8 Jun 12

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime


Indicative Procurement Programme

Risk/Event	ITPD	ITSFT	CA	ISD
Baseline 0%	08/06/2012	10/05/2013	27/09/2013	13/06/2014
10% Risk		01/07/2013	18/12/2013	16/07/2014
50% Risk		21/08/2013	05/03/2014	05/11/2014
90% Risk		18/12/2013	24/07/2014	09/04/2015

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

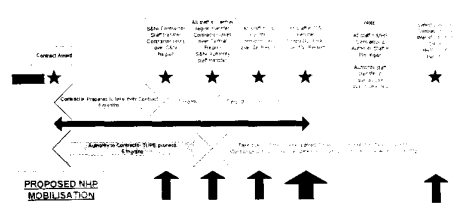
Questions?



NEXT GENERATION ESTATE CONTRACTS

National Housing Prime


Proposed Mobilisation Programme



NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Questions?



NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

SFA Defence Accommodation Stores (DAS)

- Proposal set out in NGECC Doc 0241 dated 30 Apr 12
- Discussed in this meeting to gauge support and get comments
- If agreed could be forwarded for endorsement by LAWG

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Summary of DAS Provision to SFA

- About 6,063 SFA/SSFA are PF (15%)
- About 3,060 SFA/SSFA are FF (8%)
- DAS also supports:
 - Get You In (GYI) Packs
 - Un-Charged items listed in JSP 308 JS/7
 - Contact Houses
 - Foreign student SFA
 - Supplementary furniture for senior officers
- Costs about £1.5m net income about £1.5m net
- annual outgoing is £1.5m net
- Stock worth about £1.5m net

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Why Change

- Opportunity to look again at requirement because of:
 - NHP
 - FAP
- Net cost of service (£)
- Desire of families to acquire their own furniture
- Dissatisfaction with DAS furniture

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

DIO Procurement

- DIO currently looking at:
 - Improved In House delivery model
 - Outsource part of NHP
 - Outsource part of Soft FM DAS contract

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Change DAS Entitlement Option

- End FF and PF Furnished Entitlement in the UK
- Those who have furniture can buy it at reduced rates
- "First Home Allowance" awarded to all first time SFA/SSFA occupants
- DIO provide DAS (through contractors) for:
 - JSP 308 JS7 items
 - GYI Packs (entitlement reviewed)
 - Foreign students SFA
 - Senior Officers supplementary furniture
- Unit provide DAS for:
 - Contact Houses
 - SFA used as SLA

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Questions?



NEXT GENERATION ESTATE CONTRACTS

Defence Infrastructure Organisation

MOD housing solutions

Housing Prime Contract Housing Forum May 2012

MOD housing solutions

Headlines

- Customer Satisfaction nationally above +60 for last 6 months, +72 in April.
- Customer Complaints at an all time low – (623 stage 1's – 1.51%)
- Move In performance consistently around 98%
- Response performance improved particularly around the 'urgent' KPI.
- Backlog down by 1,600 orders from January 2011, currently at circa 650.
- CAP now live at Larkhill, Warminster and Tidworth Bulford, with High Wycombe and Plymouth due to go live in June. Plans to expand further across country being developed.
- National Insulation project commenced, targeting circa 37,000 homes.
- Olympic Readiness Plan in development.

2

MOD housing solutions

Helpdesk

MHS Helpdesk Phone Answering

MHS Customer Satisfaction Bands - Helpdesk - National

MOD housing solutions

Response Maintenance

Response Performance By Area

April performance by Zone

MHS Response Operation Performance

MOD housing solutions

Backlog v Response

- Backlog reduced by 1,600 orders from January 2011 to March 2012.
- Throughout this period of backlog reduction response performance on all three measures (Emergency, Urgent and routine) has improved.

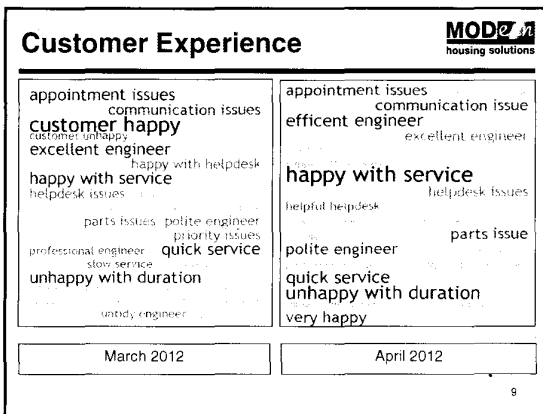
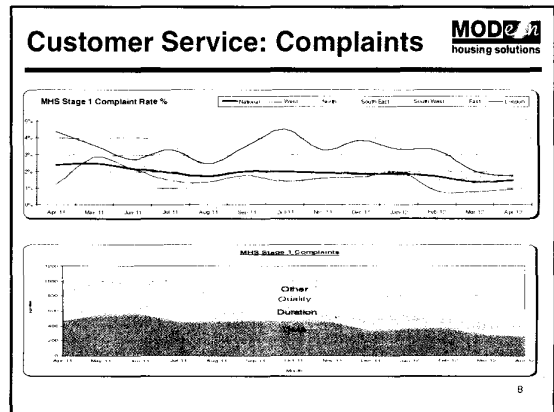
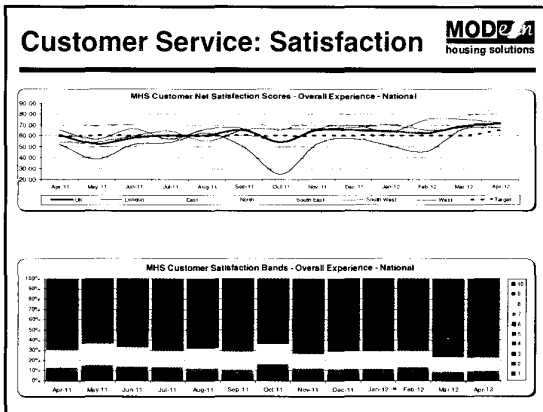
Customer Performance

MOD housing solutions

Void Operations

April 2012 Performance						
Pass Rate %	Fail	Complete	Review	Open/Close	Repeat Work	None
Move-In	66.88%					
Take Back	66.21%	64.56%		60.35%		

Void Performance



- ### National Insulation Programme
- Targeting circa 37,000 homes with a mixture of loft and cavity wall insulation.
 - Pilot programme at Tidworth, Brize Norton and Middle Hill commenced 16 Apr 12
 - Main delivery programme commences 28 May 12
 - Project Duration: eight months
 - Approximately 4000 visits per month
 - 65 direct labour two man teams from Carillion Energy Services
 - DIO/Unit/Welfare interaction through MLO's.
 - Predicted Carbon Savings (over 40 year product life):
 - 18.41 carbon tonnes per loft insulation install
 - 30.14 carbon tonnes per cavity wall insulation install
 - 887,000 carbon tonnes total or 22,000 carbon tonnes per year
 - Direct saving to customers through their utility bills.
 - **We need help in gaining to access to properties to carry out the work!**

- ### Olympics Readiness Plan
- Working Group meeting monthly to agree action plan and coordinate activities with Supply Chain (SC).
 - Impact of torch relay route recognised, communicated and mitigation action organised.
 - Actions in place to address travel disruption during Olympics – alternative routes have been identified by SC and MHS staff, maps of disrupted areas including road closures will be on display in all affected offices from June.
 - Emergency and Urgent Response work will continue as normal. Routine Response requests will continue with the Helpdesk staff informing customers of the possible impact of the Olympics on timescales if necessary.
 - Any PPM activity being rescheduled to avoid Olympics timetable.
 - Supply Chain will have fully stocked stores for use at local offices within easy access of properties to minimise travel.
 - Communication plan being followed to keep staff informed.
 - Business Continuity and Disaster Recovery plans being reviewed and reissued.
 - Helpdesk will be briefed to manage the customers expectations.
 - There will be daily monitoring of any impact on delivery of services and escalation procedures followed to resolve any issues.