



**Ministry
of Defence**

05.04.08.16

Ministry of Defence
Main Building (06/A/18)
Whitehall
London SW1A 2HB
United Kingdom

Telephone [MOD]: +44 (0)
Facsimile [MOD]: +44 (0)
E-mail:

See Distribution

31 Jan 13

**MINUTES OF THE INAUGURAL MEETING OF THE ACCOMMODATION DELIVERY FORUM (ADF)
HELD IN MAIN BUILDING ON 17 JAN 13**

Present:	Dr Heather McNaughton	Pers Trg-SVW Hd	Chair
	Air Cdre Alan Opie	DIO Hd Ops Accn	
		HQ JFC Hd Infra	
		Air DACOS Community Support	
		Fleet DNPERS WS Accom SO1	
		LF-DPS(A) PS4A SO1	
		Sp Cmd HQ-Pers-SO1	
		Fleet-Cap RNIO Est Strat SO2	
		Chair Naval Families Federation	
		Army Families Federation	
		Chair RAF Families Federation	
		Pers Trg-SVW-Accom/NEM DHD	
		DIO Ops Accn-BM Sec	
		DIO Ops Accn-Del North	
		MD MHS	
		MHS	
		Pers Trg-SVW-Accom Pol 1	Secretary
In attendance:		DIO NGEC-PD1d	
Apologies:		DIO Ops Int & Trg Hd	
		NGEC PM	
		Chair Army Families Federation	
		Navy Infra Hd	
		DIO Ops Accn DHd	
		AWS-HQ-HIVEBde Manager-West	

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<p><u>Item 1 – Introduction</u></p> <p>1. The Chair welcomed attendees to the inaugural meeting of the Accommodation Delivery Forum.</p> <p><u>Item 2 – Record of the last meeting of the Housing Forum (Sept 12) and Joint Customer Board (Jan 12)</u></p> <p>2. The minutes of both meetings were agreed.</p>	
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Item 3 – Revised TORs

3. The Chair stated that the Accommodation Delivery Forum (ADF), which resulted from merging the Housing Forum and the Joint Customer Board, would provide the strategic overview for all housing issues and set KPIs for the effective delivery of accommodation. Policy issues raised at the ADF would be tasked to the Accommodation Policy Working Group (APWG) and the Accommodation Steering Group (ASG) to resolve, and issues unresolved by the DIO/TLB bi-laterals would be raised at the ADF for wider consideration.

4. On the membership of the ADF, it was agreed that whilst the HIVE played an important role, their views and that of the sS Infra Teams, should be represented by the sS Housing Cols, from both SFA and SLA perspectives. Fleet Estate Strat SO2 indicated that this position would not be welcomed by Hd Naval Infra with whom he would discuss further. It was accepted that Support Command should sit on the Forum given the nature of their role, but that there was no requirement for DIO Ops International & Training. Subject Matter Experts would be invited to the Forum as and when required.

5. These changes, and other minor amendments would be reflected in the TORs and the final draft issued with the minutes of the meeting.

Action: Sec

Item 4 – Policy Updates

6. The Secretary summarised the recent policy considerations at the Accommodation Policy Working Group (APWG) in Oct 12. Those agreed by the APWG has been incorporated into JSP 464 as appropriate. She confirmed that an updated JSP 464 had been issued on Monday 14 Jan 13.

7. Pers Trg-SVW-Accom/NEM DHd reported on the inaugural meeting of the Accommodation Steering Group (ASG) of Dec 12 which had discussed a number of issues, including the SLA MIS, the SLA Review and the Combined Accommodation Assessment System (CAAS). She confirmed that an SLA Review paper would be circulated for comments in due course, as it was planned to be considered by the Service Personnel Board (SPB) on 19 Feb, together with the paper on CAAS. A CAAS Information Paper would go to the AFPRB in early Feb.

8. A new Accommodation Strategy to replace the Defence Accommodation Management Strategy (DAMS) was being developed jointly with the DIO to address overall accommodation requirements for the future. The intent was to align SFA/SLA policy with the resources necessary to deliver what was needed. The Strategy was dependent on the Basing Plan, but both the SLA MIS and SLA Review would inform the report; expected to be available at the end of June 13.

Item 5 – DIO Ops Accn Update

9. DIO Hd Ops Accn reiterated the purpose of the new Accommodation Strategy before reporting that a review of the SFA **Service Delivery** was about to take place and on which DIO was due to report to Ministers by Easter 13. There were a number of workstrands under investigation, including identifying where short and long term improvements could be made in service delivery; possible enhancements to SFA governance structure and understanding the particular issues surrounding the creation of a Service Housing Association. The SFA Service Delivery TORs were being developed.

10. On **DIO Transformation**, he reported that the Enhanced Operating Model would commence in Apr 13 and would see the move to DIO of all Housing PFIs and the

<p>progressive move of the management of the overseas estate (starting with Germany).</p>	
<p>11. DIO Hd Ops Accn summarised progress on the SLA MIS, confirming that the software was developed by IBM and IOC would be delivered on 1 Apr 13. Data capture would be a challenge. Roll-outs and training on operating the system had yet to be agreed with TLBs. Whilst IOC was planned for 1 Apr 13, it was unlikely that all Units would go-live on this date. An update would be provided at the next meetings.</p>	<p>Action: DIO Ops Accn Hd</p>
<p>12. DIO Hd Ops Accn summarised the SFA investment funding, confirming that additional SFA had been purchased in Chilwell, Coldrose and Andover at the end of 2012. Ironically, more money was being spent on SFA despite the 3 year funding pause. In response to requests from members, he undertook to provide a summary of where SFA/SLA investments were being made.</p>	<p>Action: DIO Ops Accn Hd</p>
<p>[Sec note: SFA and SLA investment details are attached at Annex A to the Minutes. Action closed]</p>	
<p>13. Members welcomed the Customer Charter produced by the DIO, and undertook to provide detailed comments to DIO Ops Accn-BM Sec by <u>31 Jan 13</u>.</p>	
<p>14. DIO Hd Ops Accn introduced the Housing Services-Customer Satisfaction paper which was produced to address the requirement for a full representational and definitive assessment of customer satisfaction with the delivery of housing services. Housemark STAR methodology would be used for conducting the customer satisfaction surveys, and would include a number of Core standard questions to ensure that useful comparisons could be made with other housing providers (housing associations).</p>	<p>Action: All</p>
<p>15. There followed a general discussion on the benefits and drawbacks of telephone based surveys, with the conclusion that a communication effort would be required ahead of the introduction of the survey, with which the Families Federations undertook to assist. Further comments on the paper should be provided to DIO Ops Accn-BM Sec by <u>31 Jan 13</u>. Members noted that the results of the survey would be published on the DIO website with appropriate actions, as necessary, to address the results of the surveys.</p>	<p>Action: All</p>
<p>16. Members noted that the Self-Preference review would take place in early Feb 13. The intention was to automate the process as much as possible to enable comprehensive analysis for audit trail purposes. The Families Federation reported that the Self-Preference form was already seen to be making notable improvements.</p>	
<p>17. DIO Hd Ops Accn introduced a paper on a proposed process for 2nd Offers, based on the outcome of the 2 month trial conducted by the HASC. Members felt that there should be a communication piece when the policy on 2nd Offers was finalised, highlighting the difficulties with 2nd offers and the potential implications of turning down a 1st offer. In the first instance, this message should be reflected in the e-1132, and the Pay Cols engaged to properly consider the implications on allowances. Further comments on the proposal should be provided to the Sec by <u>31 Jan 13</u>. It would go to the APWG for consideration. ADF action Closed.</p>	<p>Action: All/Sec</p>
<p>18. Whilst the operational reasons for Short Notice Postings were generally understood, a protocol was required to enable the accommodation issues to be better managed. DIO would look to identify, from KPI reports, where the 'short notice' was occurring (ie, whether SPs were receiving assignment orders at short notice from the Manning Cells or whether the short notice to DIO was generated by</p>	

19. 11 Customer Assistant Points (CAP) had been rolled out following confirmation of the trials. Chain of Command engagement was required to ensure that the CAPs were properly coordinated, with the right people in place to offer assistance. MD MHS undertook to provide members with the CAP roll-out programme.

20. DIO Hd Ops Acqn confirmed that, as at Nov 12, a breakdown of Move-Out failures were now included on KPI reports. Action closed.

21. DIO Hd Ops Acqn reported that **Barrack Damages** could potentially be recovered through JPA, but the recovered monies would go to TLBs in the first instant. Progress would be provided at the next meeting.

22. DIO awaited confirmation from the Treasury Solicitor that market rates could be charged to **Irregular Occupants**. This issue would now be taken forward by the APWG. **ADF action closed.**

23. DIO Hd Ops Acqn confirmed that **Optimise schedules** would not be made available to Unit Welfare Officers (UWOs), who would in time, get access to e-132s as part of the proposed changes to the e-132. **Action closed.**

24. MD MHS presented (slide copies provided at the meeting) on MHS performance KPIs. Customer satisfaction levels continued to be nationally above target, although the position of customer complaints for London, SE and East was disappointing. Remedial action was in place to address this. There remained an issue with Irregular Occupants (IOs) where access to properties was being denied to undertake statutory compliance checks. The SS Housing Col stated that cases should be reported to the Chain of Command to assist with this issue.

25. Members requested a breakdown of the 'Duration' and 'DMA' categories on MHS Stage 1 Complaints, in addition to a breakdown of the categories within 'routine' calls. MD MHS undertook to present on these at the next meeting. He reported on Project RIO which MHS was running this year to address fixing repairs first time and to ensure that jobs did not fall through the crack when they changed hands. An update would be provided at the next meeting.

26. DIO NGEC-PD1d presented (slide copies provided at the meeting) on the NHP commercial progress. She reported that DIO was still in commercial dialogue with all three tenderers, all of whom were technically compliant. As such, the NHP was not yet at the preferred bidder stage. A MGBBC was being drafted for submission to the IAC in Apr 13.

27. DIO NGEC-PD1d undertook to circulate a summary of the NGEC contract requirements.

28. Chairs of the Naval Families Federation and RAF Families Federation reported improvements in HASC call handling time and that things were moving in the right direction. LF-DPS(A) PS4A SO1 confirmed that there were no evidence to requirements.

Item 8 - User Update

Item 7 - National Housing Prime (NHP) Update

Item 6 - MHS Update

Action: DIO
NGEC-PD1d

Action: MD
MHS

Action: DIO Hd
Ops Acqn

Action: MD
MHS

The work to develop a protocol would be considered by the APWG. ADF action closed.

suggest that individuals were seeking accommodation above their entitlement on the e-113z. **Action closed.**

29. The overseas complaints contact details were confirmed as follows:

GIB-HQBF ACOS Supt ([REDACTED]); GIB-FH-FHM ([REDACTED]); BFC-HQ-ACOS-Spt ([REDACTED]); BFC-HQ ESTATE SO1 ([REDACTED]); BFSAI-FLK HQ COS; [REDACTED]. **Action closed**

Item 9 – Other matters outstanding

30. Air DACOS Community Support reported that there was no update on RAF SFA 'opts out' but that the work would be taken forward within the NEM Future Accommodation Workstream Project Working Group. **ADF action closed.**

31. The Sec confirmed that JSP 752 recognised the fact that JSP 464 allowed Service personnel to turn down an offer of accommodation for personal reasons. CEA was therefore not impacted at this stage. **Action closed.**

Item 10 – Any other business

32. DIO Hd Ops Accn briefed on the challenges facing DIO in the coming months, including preparing for the Summer surge. Plans were underway to make improvements to 'Move-in' standards.

Item 11 – Date of the next meeting

33. The next meeting will take place on **Thursday 9 May 2013 at 10.30**. Venue will be confirmed in due course.

Prepared by:

{Signed on Original}

[REDACTED]
Mrs
ADF Sec
Military Network:

Approved by:

{Signed on Original}

H McNaughton
Dr
ADF Chair
Military Network

Distribution:

Action:

All

Copy to:

DIO Ops Int & Trg Hd
NGEC PM
Chair Army Families Federation
Navy Infra Hd
DIO Ops Accn DHd
AWS-HQ-HIVEBde Manager-West

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31 Jan 13

ACCOMMODATION DELIVERY FORUM (ADF) TERMS OF REFERENCE**Introduction**

1. The Accommodation Delivery Forum (ADF) is led by Pers Trg-SVW Head and reports to the Service Personnel Board (SPB). The Forum is responsible for overseeing strategic issues for living accommodation and for setting relevant Key Targets (KTs) and Performance Indicators (PIs) for DIO Ops Accommodation and the Overseas Command areas. It will monitor strategic issues relating to the quality and consistency of the delivery of accommodation and accommodation services to Service personnel and their families in the UK and overseas. The Forum also provides an opportunity for stakeholder engagement on new policies or initiatives and for those representing occupants and the Chain of Command to discuss accommodation issues with Pers Trg-SVW, the DIO and the Overseas Command areas.

Membership

2. Attendees should routinely be of OF5/OF4 rank or equivalent. Additional members may be co-opted into the Forum at the discretion of the Chair whenever additional representation is deemed necessary. Specialist members may be required to attend at the direction of the Chair. The following attendees are requested to attend, or be represented:

Pers Trg-SVW Head	Chair
DIO Hd Ops Accommodation	
DIO Dep Hd Ops Accn (Estate Services)	
DIO Dep Hd Ops Accn (Transformation)	
DIO Asst Hd Ops Accn (Business Management)	
Housing Colonels (Naval, Army, RAF)	
Infra Reps (JFC, DE&S)	
Support Command	
Chair Naval Families Federation	
Chief Executive Army Families Federation	
Chair RAF Families Federation	
Pers Trg-SVW Accom NEM & Pol DHd	
Managing Director, MODern Housing Solutions	
Pers Trg-SVW Accom Pol 1	Secretary


Purpose

3. It is the purpose of the Accommodation Delivery Forum to:
- Set Key Targets (KTs) and Performance Indicators (PIs) on all relevant services such as allocation, Move In/Move Outs, response repairs, management margins etc.
 - Monitor and assess those KT and PI against delivery and through feedback from the Housing Colonels and the Family Federations.
 - Enable DCDS(Pers & Trg) and DIO to brief stakeholders on current and future policy initiatives; major accommodation projects; upgrade programme resources; and development of the Next Generation Estates Contract (NDEC).
 - Allow two-way communication between DCDS(Pers & Trg) and DIO through informal discussion and briefing.

- e. Ensure that DIO provides information on day-to-day delivery to SFA occupants, including on: allocation, occupation and the improvement programme (both SFA and SLA).
- f. Contribute to emerging strategic accommodation policies and support to DIO Hd Ops Accommodation and the Overseas Command accommodation providers.
- g. Monitor stakeholder satisfaction/dissatisfaction with DIO service provision, including through its industry Partners.

Timing

4. The Accommodation Delivery Forum will meet 3 times a year, although the Forum may meet additionally as required by the Chair or by agreement of all its members.
5. The agenda, and any supporting papers, will be issued 5 working days prior to the date of the meeting.



Defence Infrastructure Organisation

Accommodation Delivery Forum 18 June 13

DIO Ops Accn Update

As Cmdr Alan Opte

Operations Accommodation

- Agenda**
- * Accommodation Service Delivery Strategy
 - * DIO Transformation
 - * SFA Investment Funding
 - * Customer Charter
 - * MOD SFA Customer Satisfaction Survey
 - * Review of Self Preference (incl access to Optitime)
 - * 2nd Offers
 - * Short Notice Postings
 - * Customer Assistance Points
 - * Move Out Failure KPIs
 - * Barrack Damages
 - * Irregular Occupant Charges

- Accommodation Service Delivery Strategy**
- * **Two Accommodation Strategy Reviews**
 - * **Defence Accommodation Management Strategy (DAMS)**
 - SAPT report to SoS Summer 2013
 - Refresh UAMS to align SFA and SLA policy and resources.
 - * **Accommodation Service Delivery**
 - Ops Accn report to Min DPWV Easter 2013
 - Consider improvements in short term (pre NGECC) and longer term (NGECC & SBM)
 - Highlight possible enhancements to SFA governance structure
 - Understand legal, financial and commercial issues surrounding formation of a Service Housing Association
 - Consider whether DIO management capability could be enhanced

- DIO Transformation**
- * **Enhanced Operating Model (EOM) stands up Apr 13**
 - Domestic Accommodation Stores
 - Housing PFIs
 - Overseas SFA
 - * **Post Mapping**
 - Provisional results 14 Jan 13
 - Final results Mar 13
 - Recruitment process Mar 13 onwards

- SFA Investment Funding**
- * **Funding Uplifts have more than offset Funding Pause**
 - * **3 year Funding Pause**
 - * **2012 Budget Uplift**
 - * **In Year Reprioritisation**

- Customer Charter**
- * **Comments on draft Customer Charter**
 - * **Way Forward**

MOD SFA Customer Satisfaction Survey

- ✳ **Comments on draft paper**
- ✳ **Way Forward**

Review of Sell Preference

- ✳ **Increased Flexibility**
- ✳ **Robust Audit Trail**
- ✳ **Feedback from 16 Jan Review Meeting**
- ✳ **Way Forward**

2nd Offers

- ✳ **Comments on draft paper**
- ✳ **Refusal of 2nd Offer**
- ✳ **Way Forward**

Short Notice Postings

- ✳ **Anecdotal Evidence**
- ✳ **Authorisation of Short Notice Postings**
- ✳ **Development of a Protocol**

Customer Assistance Points

- ✳ **Roll Out Programme**
- ✳ **Satellite Offices**
- ✳ **Way Forward**

Move Out Failure KPIs

- ✳ **Breakdown included on KPI report from Nov 12 Onwards**
- ✳ **Comments?**

Barrack Damages

- ✳ **Breakdown included on KPI report from Nov 12 Onwards**
- ✳ **Recovery via JPA**
 - SPVA require a system change for Apr 14 at the earliest
 - DIO is considering alternative interim options to recover barrack damages via JPA

Irregular Occupant Charges

- ✳ **Awaiting confirmation from the Treasury Solicitor that market rates can be charged to irregular occupants**
 - Will report back to the ADF when a response is received
- ✳ **Comments?**

Annex A to:
05.04.08.16
Dated 31 Jan 13

SFA/SLA Investment

SFA

The Department's investment programme to deliver the Budget uplift for SF, on upgrades a (or purchases) from April 2013 has been agreed and will include the purchase of c25 new SFA and major improvement of at least 650 SFA including:

- Pirbright (74 SFA)
- Portsmouth (59)
- Larkhill (50)
- Lulworth (41)
- Northolt (70)
- Deepcut (65)
- St Mawgan (75)
- Driffield (12)
- Andover (12)

The programme will seek to utilise the Green Deal (Energy Company Obligations) funding opportunities to enable additional SFA to be improved.

SLA

The SLA programme will deliver the following projects:

Wimbish – 124 Junior Ranks SLA, 27 SNCOs & 18 Officers.

Coningsby – 127 Junior Ranks SLA and 104 SNCOs.

Woodbridge – 120 Junior Ranks SLA, 28 SNCOs & 8 Officers.

Odiham – 53 Officers SLA.