



MINISTRY OF DEFENCE

Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
Previous Meeting	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 3</u> – The Chairman confirmed that SPVA had belatedly withdrawn their authority to allow Barrack Damages to be recovered from Service Personnel in the UK through JPA. SPVA had proposed 2 options to take the matter forward, and these were being considered. During discussion, it was advised the overall debt (for those in and out of service, including IOs) amounted to some £1.5m with the majority of individual charges being below £100. It was suggested that ‘test’ legal proceedings should be instigated as this might better encourage those with outstanding debts to respond positively. The Chairman indicated that a proper Departmental balance had to be struck, and he wished to continue to explore the SPVA route before considering other solutions.</p> <p><u>Serial 5</u> – The Chairman said that at the recent Air Round Table, AMP had indicated he would hasten a response on the RAF SFA ‘opts out’ (WO - Type D, OF4/5 ‘One Down’ rule).</p> <p><u>Serial 14</u> – The banding of Move-Out failures would be included in the Sep monthly KPI report. Close once this action taken.</p> <p><u>Serial 37</u> – This had been overtaken by events. Closed.</p> <p><u>Serial 38</u> – Suitable communication pieces issued. Closed.</p> <p><u>Serial 39</u> – Appropriate communication pieces had been prepared for the opening of High Wycombe and Plymouth CAPs. Closed.</p> <p><u>Serial 40</u> – The revised CAP Paper would be discussed later in the agenda. Closed.</p> <p><u>Serial 41</u> - The revised CAP Paper would be discussed later in the agenda but the date for final comments was 21 Sep. Closed.</p> <p><u>Serial 42</u> – The Military Chain of Command Charter had been issued. Closed.</p> <p><u>Serial 43</u> – It had been confirmed the existing policy for the provision of DAS would remain. Closed.</p> <p><u>Serial 44</u> – Closed.</p> <p><u>Serial 45</u> – It was confirmed that Turner Estates Solutions had secured funding from the Scottish Energy Trust to allow an insulation programme to be developed in Scotland.</p>	<p>Chairman</p> <p>RAF Housing Colonel</p>



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	<p>would be released once known. The situation in Northern Ireland was different, and precluded similar arrangements being introduced there. However, some funding had been transferred by DIO Ops Accn to address the worst insulation aspects. Closed.</p> <p><u>Serial 46</u> – This would be covered later in the agenda. Closed.</p> <p><u>Serial 47</u> – The Chairman advised DIO Ops Accn had jumped the gun in introducing revised charges for Irregular Occupants (IOs), and these had been withdrawn. To take this matter forward, it was agreed DCDS SCW AFW would hasten advice from MOD Central Legal Services on the appropriate charging regime, while DIO Ops Accn would clarify the rates currently being levied.</p> <p><u>Serial 48</u> – The Chairman updated the meeting on the new Substitute Accommodation contract, and suggested that any issues around lack of empathy from the current contractor should be raised on a case by case basis. He advised there would be a change of line management arrangements for the Substitute Accommodation Team at Brampton/Wyton, which would allow for closer and improved working with the HASC. Closed.</p> <p><u>Serial 49</u> - Dep Hd Ops Accn (ES) advised that, following investigation, an issue was identified at Shrivenham over replacement flooring around the previously situated boilers; this had subsequently been resolved. The Chairman suggested such cases highlighted the need to properly use the local governance arrangements to build strong relations between the Chain of Command and DIO Ops Accn. Closed.</p> <p><u>Serials 50 & 51</u> – The Chairman said that two areas of concern were currently being looked at – Short Notice Postings and 2nd Offers – which would improve the efficiency of the HASC and allow it to manage customer expectations. Following recent discussions with Housing Colonels, it was agreed DIO Ops Accn would develop protocols on how such cases should be handled, which should allow expectations to be better managed. DIO Ops Accn would present the proposals to Housing Colonels and DCDS(Pers&Trg). Once agreed, these protocols would be reflected in the e-1132 arrangements.</p> <p><u>Serial 52</u> – During discussion on the issue of providing Move In/Out information for Service Personnel moving into an area to UWOs, it was agreed DIO Ops Accn would look to see whether the existing HIVE arrangements could be extended to Single Services ahead of the proposed Self Preference enhancements. Whilst agreeing this course of action, Sp Comd HQ Pers expressed unease that the Chain of Command were not routinely provided with this information at the same time as the HIVE. The</p>	<p>DCDS SCW AFW Sec</p> <p>DH Ops Accn (Trans)</p>



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	<p>Chairman explained that a requirement would have to be developed that was compliant with the DPA. DIO agreed to work with Sp Comd in developing the requirement for delivery in the next round of development of the e-1132.</p> <p><u>Serials 53, 54, 55 & 56 – All Closed.</u></p> <p>An updated Action List would be issued as soon as possible.</p>	<p>DH Ops Accn (Trans)</p>
<p>4 DIO Transformation Update</p>	<p>4. The Chairman outlined the latest position on DIO Transformation. The organisational design (the future Enhanced Operating Model) had been issued for TU Consultation. Although the Accommodation pillar would be retained with a national footprint, the management and allocation of SFA in major overseas theatres would transfer to DIO Ops Accn, as would oversight of the management of SLA, whilst the USF Division would transfer to the new Total FM Directorate. The Chairman explained that DIO Ops Accn was at the vanguard of DIO Transformation through changes to allocation services and realignment of estate services. The next step would be to conduct a large scale post-mapping exercise (over 2,600 posts) which, once completed, would allow for a degree of organisational certainty. The outcome of the NGEN competition would determine the future shape and size of DIO Ops Accn. The EOM was due to stand up on 1 Apr 13.</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 Full Operational Capability (FOC) Update:</u></p> <p>In line with the agreement with Housing Colonels on FOC, during August the HASC had met those key performance indicators:</p> <ul style="list-style-type: none"> • 86% of applicants had been offered an allocation within 15 days of receipt (target 85%); • Average telephone call waiting time was 2 mins 42 secs (target < 4 mins); • Telephone call failure rate was 14% (target < 15%) <p>Telephone opening hours were extended from 3 Sep and this had allowed a further reduction in waiting times (1min 23 secs) and failure rate (9%). The aim was to reduce call waiting times to < 2 mins on a consistent basis by the end of 2012.</p> <p><u>Self-Preference</u></p> <p>The Self-Preference arrangements continue to go from strength to strength with around 95% of applications received in the last 6 months. Some 40% received their top preference of SF.</p>	



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	<p>11% of applicants did not register a preference. As the HASC was now operating on a 'business as usual' basis, thought had now turned to further enhance the Self-Preference system by:</p> <ul style="list-style-type: none"> • Developing, in conjunction with Housing Colonels and DCDS(Pers& Trg), HASC KPIs to better measure customer satisfaction, including e-mail answering delivery; • Widening the e-1132 scope to allow linkages with the Substitute Accommodation team thereby allowing a 'one stop allocation shop' for Service Personnel; • Preparing for 2013 summer surge; • Providing better support for Housing Officers; and • Allowing greater visibility for Welfare staffs. <p>In discussion, there was a general acceptance that HASC performance had improved recently, although there remained some areas of concern. These centred on the performance of individual teams, principally at Aldershot where it was recognised the appointment of permanent staff there remained an issue. Moreover, Family Federations casework involving accommodation issues remained high, although earlier levels had fallen considerably. The Chairman welcomed these comments as he believed there had been a genuine upswing in performance. Now the summer surge was over, the Chairman indicated the aim would be to consolidate this improvement, especially through the development of protocols for Short Notice Posting and 2nd Offers, both of which took up a disproportionate amount of HASC time.</p> <p><u>Upgrade/Asset Replacement (ARP)/Insulation Programmes</u></p> <p>Dep Hd Ops Accn (ES) confirmed DIO Ops Accn was on target to meet the agreed 800 upgrades and 2,500 elemental improvements during this FY. In addition, significant progress was being made on delivering around 10,000 loft insulations in year. This exercise had indicated cavity wall insulation was much more prevalent within SFA than documented, as, to date, only 39 properties had required it. This insulation initiative meant that the Department was delivering its Green Deal objectives by a much easier route than that originally envisaged. The next phase would, however, be more problematic – solid wall insulations.</p> <p>The Chairman then outlined recent positive developments on SFA funding. DIO had confirmed the additional in-year funding had been allocated to the Upgrade Programme. Although work programming meant the current 800 target would not be increased, the anticipated 650 in FY 13/14 would be raised. Moreover, had been allocated for the purchase of SFA from local developers, although there was a strong possibility this would be increased t SFA would be purchased in areas</p>	



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	<p>of high demand such as Lincolnshire, Birmingham and Oxford. This will allow for a reduction in the reliance of Substitute SFA, and provide meaningful choices to Service Personnel and their families in the selection of their homes in those areas. The Chairman undertook to provide updates as plans firmed up. In addition, the Chairman agreed to provide details of the 128 properties purchased in FY 11/12, especially when they will become available for allocation.</p> <p><u>Customer Assistance Points (CAPs)</u></p> <p>Dep Hd Ops Accn (ES) referred to the recently issued paper which set out proposals for the location of a further 11 CAPs in England. These proposals took into account comments received from earlier staffing. In addition, work had taken place to identify suitable office accommodation at each of the proposed locations to allow for speedy implementation once agreement was reached.</p> <p>indicated there was some confusion in Army circles about the purpose of CAPs, and it was agreed their TORs should be re-issued to clarify matters. The Chairman agreed also to provide a substantial communications piece for key stakeholders to announce the new locations. This would include MHS feedback on experiences to date, including the Chain of Command dimension. It was acknowledged that additional CAPs in Scotland, Northern Ireland and Overseas would be taken forward through NGEN. The Chairman asked that comments on the CAP proposals be submitted by COP 21 Sep.</p> <p><i>Sec's note: CAP TORs to follow separately.</i></p>	<p>Chairman</p> <p>Sec</p> <p>All</p>
<p>6 National Housing Prime</p>	<p>6. NGEN Team Leader presented an update on the NHP contract award (copy of presentation attached), which concentrated on betterment aspects such as void preparation. He touched upon the next steps in the competition process.</p>	



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<p>7 Housing Updates</p>	<p>7. MD MHS gave a presentation (copy attached) on MHS performance - Helpdesk, Response Maintenance and Void performance, together with Customer Service and Complaints. He was pleased to highlight that Customer Satisfaction levels were consistently above target, and the continuing downward trend in Customer Complaints. However, the number of properties with statutory non-compliance issues was worryingly high, and asked for Chain of Command assistance to reverse this. He also touched upon the Ground Maintenance arrangements and acknowledged there were issues surrounding these. MHS were taking remedial action through ISS and others.</p> <p>8. Updates on SFA matters were given by the Housing Forum members, as follows:</p> <ul style="list-style-type: none"> • RN - CESTO (Navy) indicated the Helensburgh and Plymouth Upgrade Programmes were on track, while SFA allocation at Culdrose remained an issue, as did the timing of WINFRA. Housing Specialist NFF said she was hopeful the surge in housing issues, especially around housing delivery, had peaked and would start to fall. She particularly thanked HASC staff for their support during the difficult past few months. . • Army - CE AFF asked whether it would be appropriate to give priority to those returning from overseas with children requiring schooling. In discussion it was considered the current arrangements provided sufficient flexibility to allow each case to be dealt with on its relative merits. • RAF – CE RAFFF asked about the complaints process and who would be the best person to speak to. It was suggested any queries should be referred to . He asked also about overseas contact details – JFC Infra UK Site Spt A agreed to provide these. • DE&S – indicated the availability of Housing Officers during Move-Ins/Outs remained an issue in the Bristol area. 	<p>JFC Infra UK Site Spt A</p>
<p>8 FAP Update</p>	<p>9. Introducing this item, DCDS Pers Hd SCW advised the Defence Board was due to take a paper on the New Employment Model on 25 Sep. Amongst other things, this paper would seek Defence Board endorsement to:</p> <ul style="list-style-type: none"> • House Purchase Incentive through an enhanced LSAP although financial modelling would need to be done to clarify the impact on entitlement; • Combined accommodation assessment system to better align SfC and GfC, especially with Decent Homes Standard; and • Revised accommodation charges designed around a 'market average rate' with discounts then applied. As there 	



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	<p>were understandable sensitivities about charges, it was being proposed that any increases would be phased in over a number of years.</p> <p>10. Continuing, DCDS Pers Hd SCW said that sequencing and communications would be critical factors in taking these matters forward, and that all NEM workstreams had reverted back to policy areas.</p>	
9 Issues for Next JCB	11. DCDS Pers SCW AFW circulated a table (copy attached for ease) which set out proposals for rationalising the existing accommodation governance arrangements. He went through each of the proposed groupings explaining their rationale. He asked for comments on the groupings by COP 26 Sep.	All
10 Any Other Business	<p>12. The Secretary advised of a change to the management of DIO Stage 1 Complaints. From late Sep, these would be managed within the Ops Accn HQ. A message detailing this change would be issued shortly.</p> <p>13. Dep Hd Ops Accn (ES) explained that action was in hand to install a communal integrated TV/Radio system at [redacted]. This would negate the need for individual satellite dishes, thus removing a health and safety issue. If this pilot was successful, it would be rolled out to other communal buildings.</p> <p>14. As this was their last meeting, the Chairman wished to thank [redacted] and [redacted] for their significant contribution to the work of the Housing Forum.</p>	Sec
11 Date of Next Meeting	15. The arrangements for the next meeting would be confirmed following receipt of comments on the rationalisation of accommodation governance arrangements.	Sec

21 Sep 12

Head of Secretariat, DIO Ops Accommodation
Secretary

Attachments:

1. NGEN Presentation.
2. MHS Presentation.
3. Proposed Accommodation Governance Groupings.

National Housing Prime

National Housing Prime Housing Forum Briefing

12 Sep 2012
Col Bill Morris
NHP Project Manager

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

Agenda

- Examples of betterment through Dialogue
- NHP update
- Other issues

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

NHP Betterment Through Dialogue

- No change to the requirement from last briefing
- Confirm some examples of betterment as a result of Competitive Dialogue:
- Phone response times for Help Desk on Outsourced Option:
 - Single help desk for all issues for all SFA/SSFA
 - Calls answered (by a machine) immediately (i.e. 1/2 rings).
 - 85% of calls answered by a person within 50 seconds including any automated messages or automated voice menus
 - 95% of calls answered by a person within 140 seconds including any automated messages or automated voice menus
 - If for any reason the call takes longer than 50 seconds to be answered by a person, then the caller should be made aware of where they are in the queue, approximately how long they will be required to wait and given an option to leave a message and be called back within the hour.

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

NHP Betterment Through Dialogue(2)

- Availability
 - 80% or better of Void Preps will be complete within 10 working days
 - 95% or better of Void Preps will be complete within 15 working days
 - All Void Preps complete within 22 working days
- Tenderers will carry out Information Systems accreditation (at their own risk) before Contract Award.
 - This will de-risk mobilisation and ensure that the IS is working by the In Service Date

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

NHP Betterment Through Dialogue(3)

- Contractor will provide an Internet (www) site that will:
 - Provide information about the local area and give links to useful sites e.g. schools, doctors, dentists etc
 - Allow occupants to report and track repairs
 - Inform occupants about occupation issues, for instance:
 - NHP performance and achievement
 - Film clips and guides on moving in/out, repairs and living in SFA.
 - Allow you to fill in and submit forms for In Occupancy activities e.g. pets, satellite dishes, changing furniture etc
 - Allow you to submit and track complaints and compliments
- MOD intranet will be used for the above plus applications/self preference

NEXT GENERATION ESTATE CONTRACTS

National Housing Prime

NHP Summary

- Currently in Commercial Dialogue Process
- Tenderers Detailed Solutions were submitted Fri 7 Sep
- Project Timings:

Programme	Tender	Contract Award	In Service Date
Baseline 0%	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

Other Issues

- DCDS (Pers & Trg) decision to continue with Furniture (i.e. DAS) in SFA
- More Tenderer visits planned (e.g. NI, more HASCs visits, alongside HOs, Larkhill CAP, MHS Help Desk etc)

Questions?



Defence Infrastructure Organisation

MOD housing solutions

Modern Housing Solutions
DIO Housing Prime Contract (England & Wales)

Monthly Housing Forum
September 2012

MOD housing solutions

Headlines

- Customer Satisfaction nationally above target for the last 9 months, and every zone above their target for the last 8 months
- Customer Complaints slightly above target but continuing their long-term downward trend, with London markedly improved
- No. of Red Carded properties is still too high
- Summer surge challenging particularly with volume of <22 day notice periods
- Move In performance averaging 90% (KPI = 98%) through July and August
- Response performance maintained
- Backlog consistent for last 5 months at circa 700
- National insulation programme ongoing and over 50% through

MOD housing solutions

Helpdesk

MHS Helpdesk Phone Answering

MHS Customer Satisfaction Bands - Helpdesk - National

MOD housing solutions

Response Maintenance

Response Performance By Area

Zone Performance July 2012

MHS Response Operation Performance

MOD housing solutions

Backlog v Response Performance

Operational Performance

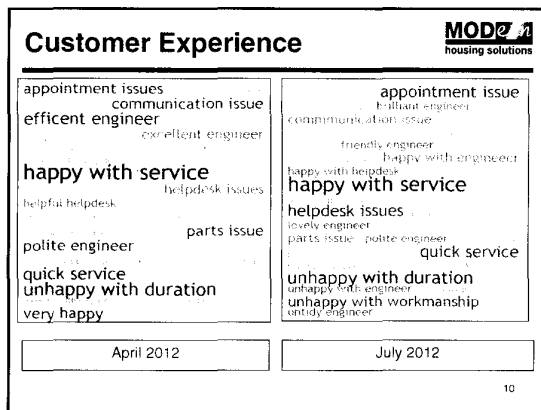
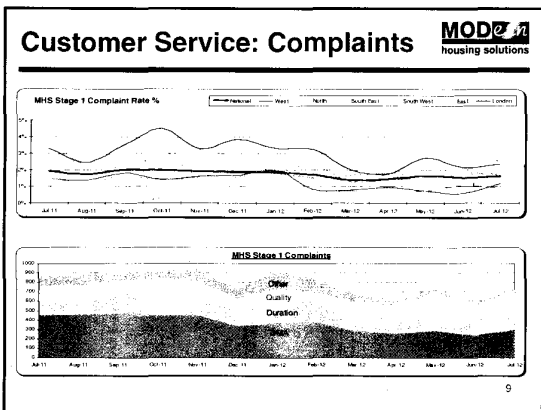
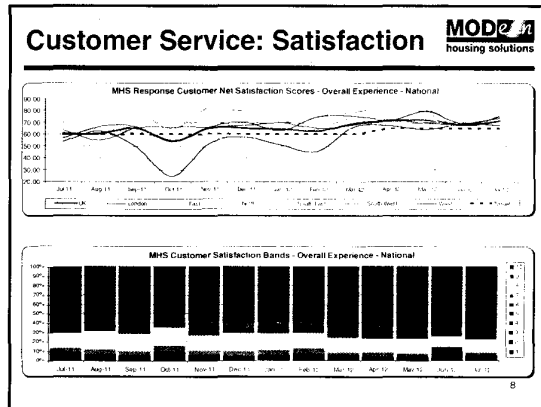
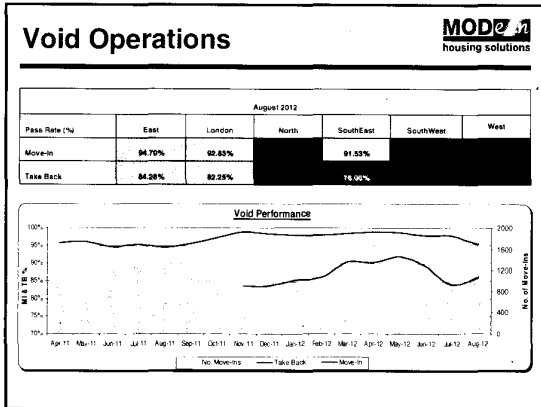
MOD housing solutions

Statutory Non Compliance - Gas

Over 50 days by zone

Over 50 days by zone

- East = 42
- London = 29
- North = 3
- SE = 76
- SW = 29
- W = 0



SLA & SFA POLICY GOVERNANCE PROPOSAL

Group	Function	Membership	Periodicity
Single Service Accommodation Forum (SSAF)	1*-led forum to discuss single Service accommodation issues with emphasis on SFA but also including SLA. Opportunity for Hd DIO Ops Accom to brief and take questions from SS CoC and to be back-briefed on SS issues of relevance.	SS (1* Pers) Hd DIO Ops Accom + Ops Accom senior management Single Service Housing Colonels Fam Feds Housing reps	6 monthly (a month before Accommodation Delivery Forum)
Accommodation Delivery Forum (ADF) (formerly the Housing Forum)	Joint forum to discuss accommodation delivery issues in order to identify and propose activities to rectify shortfalls in the provision of accommodation in line with endorsed policy, whilst holding DIO to account. Refer Policy issues to APWG & delivery issues to DIO – with resolution plans presented by each to the ASG	SWW Head – Chair DIO Ops Accom Single Service Housing Cols/SOLs + Infra reps Fam Fed CEs/Housing Reps Other TLB reps SWW B1 Accom Policy NHP Stakeholder Gp until contract let.	3 x per Year
Accommodation Policy Working Group (APWG) (formerly the LAWG)	Desk level joint working group to review and develop tri-Service accommodation policy.	SWW Accom team - Chair Single Service Accom Reps Other TLB Accom Reps DIO Ops Accom	3 Monthly
Accommodation Steering Group (ASG) (separated from SWSG but run on the same day)	OF5-level steering group to provide strategic guidance on issues relating to service accommodation and endorse both the activity identified at the ADWG and the policy developments proposed by the APWG. (Reporting to the SPOB & SPB as necessary)	SWW OF5/B1 Accom - Chair SWW C1 Accom Policy Housing Colonels JFC ¹ DIO Ops Accom	6 Monthly
CE DIO Informal	Opportunity for Fam Feds CEs to meet with CE DIO to discuss concerns	CE DIO DIO Ops Accom FAWS B1 Fam Feds x 3	Annually
Min DPWV Families' Federations Forum (Accom)]FFF(A)]	To discuss housing issues with MinDPWV and CE DIO	Normal Families' Federations Forum + CE DIO	Annually

Total of 15 Meetings, reduced from current 24.

Indicative calendar:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
SSAFs (x3)	ADF	APWG	ASG	FFF(A)	APWG	SSAFs (x3)	ADF	APWG	ASG	ADF	APWG

¹ Exact relationship and extent of remit tbc as JFC construct matures.