



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

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## RECORD OF MEETING OF THE HOUSING FORUM HELD AT ST GEORGE'S COURT, LONDON ON 26 SEP 2011

Present	Air Cdre Alan Opie	Hd of DIO Ops Accn Dep Hd Ops Accn (EM) DCDS Pers Accn Pol 2C Housing Colonel (Navy) Fleet DN Pers PS4A Pol - Rep Housing Colonel (Army) Housing Colonel (RAF) CESTO (Navy) CESTO (Army) Rep CESTO (DE&S) CESTO (PJHQ) CESTO (Centre TLB) Rep Hd of DIO Ops International MD, MHS Housing Specialist NFF CE, AFF Housing Specialist AFF Housing Specialist RAFFF HIVE Hd of Sec	Chair
In attendance			Secretary
Apologies		Dep Hd Ops Accn (HD) Dep Hd Ops Accn (Trans) DCDS Pers Asst Hd AFW DIO Ops International CESTO DE&S MHS Accm 4 Div	

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
1 & 2  Welcome and Record of Previous Meeting	1. The Chairman opened the meeting by welcoming all those present.  2. The Record of the Previous Meeting held on 9 May 11 was agreed.	



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
	<p>Item 3 - DIO Ops Accn would continue to publish the SFA void rate, including the amount of housing that was retained pending clarification of the SDSR Estate Rationalisation Programme.</p> <p>Item 6 – With regard to 48 hour Handbacks, the Chairman explained that, within the NGEN National Housing Programme Contract, the intention was to pay the contractor on results for void preparation, within an incentivised arrangement. Should the Move In/Out role be outsourced, an appeals process and assurance regime would be introduced to protect SP and their families.</p> <p>Item 14 - DIO Ops Accn was investigating the possibility of using the HouseMark customer satisfaction model as a means of assessing performance, probably through a telephone survey. This would supplement the AFCAS survey and Move-In questionnaire.</p>	
<p>8 Housing Updates</p>	<p>11. MHS - MD MHS briefed on Customer Satisfaction; Complaints; Void and Response Performance; and Business Improvements. The underlying message was that performance had generally improved across all regions, particularly London, with customer satisfaction rising and complaints falling. MHS were not being complacent and work would continue to maintain these positive trends. The roll out of the Fixed Term Void initiative would assist in that regard. Preparations were in hand for the Winter heating season, including holding greater levels of key stock items. It was agreed the DIO Ops Accn and MHS Comms Teams should work together to pass key messages to Service families on the preventative actions they should take. The September metric, along with January and Easter, were key dates for MHS and provided a good baseline to compare performance.</p> <p><i>Secretary's Note – Guide to 'Protecting Your Family Home in Winter' sent for publication on DIO Intranet site with links to DIO Internet. Details to be included in forthcoming DIO Ops Accn Stakeholder email.</i></p> <p>12. MD MHS noted that discussions were being held with the Ground Maintenance contractor to reduce regular voids and improve the level of service provided.</p> <p>13. The Chairman explained that work on the 12/13 upgrade programme had been held up by the 3CR programme. DIO now expected to complete 700 major upgrades and 200 elemental upgrades (e.g. kitchens and bathrooms) against the original targets of 800 and 200 respectively. The 12/13 upgrade programme was available on the DIO Intranet. The Chairman reminded the Chairman</p>	<p>MHS/DIO Ops Accn Comms</p>



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
3 Matters Outstanding	<p>3. The Chairman referred to the update of Matters Arising from the previous meeting (see Attachment 1). Discussion took place on each of these:</p> <p><u>Serial 1</u> – It was agreed the amendment to JSP 464 on the voluntary Tenant Liability Scheme should be communicated better. This would reduce the risk to Service families of falling foul of the intent to more effectively seek reimbursement of damages to SFA in order to protect the upgrade and elemental programmes. A calling notice to a workshop for this purpose had already been issued, and it was agreed this should be linked, if possible, to the planned Housing Comms Board on 19 Oct.</p> <p><i>Secretary's Note – Calling notice for both meetings to be held on 19 Oct to be issued as soon as possible.</i></p> <p><u>Serial 2</u> – DH Ops Accn (EM) circulated an abbreviated list of typical Barrack Damages costs within England and Wales for comment. It was agreed this list was beneficial, and that it should be placed on the DIO Ops Accn website with an explanation given that they are 'average' charges, and that variations could be expected across each region. Closed.</p> <p><u>Serial 3</u> – DCDS Pers Accn Pol 2C agreed to check the position on the paper submitted to the LAWG about the recovery of Barrack Damages from Service Personnel directly from pay through JPA.</p> <p><u>Serial 4</u> – PS4A Pol advised the meeting the interim grading pilot study would be reviewed within the HQ LF DCOS Forum on 13 Oct. He agreed to issue a note out of committee to set out the position.</p> <p><u>Serial 5</u> – Housing Colonel (RAF) advised that the review of the RAF SFA 'opts out' (WO - Type D, OF4/5 'One Down' rule) should be raised at the forthcoming CinC Air/CE DIO Round Table meeting scheduled for 12 Oct 11.</p> <p><u>Serial 6</u> – Joint DIO/MHS Action Plan issued. Closed.</p> <p><u>Serial 7</u> – Notes from MHS organised workshop issued. Closed.</p> <p><u>Serial 8</u> – Matter raised at CinC Land/CE DIO Round Table meeting on 12 Sep 11. Closed.</p> <p><u>Serial 9</u> – A comms strategy for the Allocations Review produced in conjunction with DMC and the Strategic Review</p>	<p>Asst Hd Ops Accn (BM)</p> <p>Dep Hd Ops Accn (EM)</p> <p>DCDS Pers Accn 2C</p> <p>PS4A Pol</p> <p>Chairman/ Housing Colonel (RAF)</p>



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
	<p>pause only affected the major upgrade programme from Apr 13 – elemental improvements and repair and maintenance were still funded at historic levels.</p> <p>14. TLBs - CESTO (Army) advised that the URD for housing service levels would be passed to DCDS(Pers&amp;Trg) SCW for review at the JCB. PS4A Pol noted that there was a general nervousness about the move to a centralised HIC, as it was perceived to be a cost-cutting exercise and not necessarily designed to improve customer service.</p> <p>15. Family Feds – The Family Fed representatives reported positive responses to the recent Future Accommodation Survey, with returns of 2,000 (Navy), 3,500 (Army) and 1,100 (RAF). All were engaged with FAP Team. The Chairman said he would welcome sight of the findings of the survey.</p> <p>16. Housing Specialist NFF reported the forthcoming redundancy announcement had implications for housing but that recent briefing sessions had proved useful. In addition, the recent move of London Allocations from High Wycombe to Aldershot HIC had caused problems to customers. Housing Specialist AFF noted the number of housing related enquiries had reduced prior to the summer churn, especially in London. Anecdotal evidence suggested the summer churn had gone better than previous years. In addition, the following points were raised:</p> <ul style="list-style-type: none"> <li>• Carpets – the impact of 3CR seems to have impacted on the replacement of carpets. The Chairman agreed to reissue advice to Housing Officers;</li> <li>• Removals in Northern Ireland – there was a mismatch between hotel entitlement and removal service provision. DCDS Pers Accn Pol 2C agreed to investigate;</li> <li>• Non-Availability Certificates – cases are being reported of Service personnel being allocated an address, but no Move-In date and no NAC. The Chairman agreed to ask Dep Hd Ops Accn (HD) to investigate; and</li> <li>• 10/20 miles rule – SP who live beyond 10 but less than 20 miles from their base may not be getting the community support they require (e.g. at RAF Lyneham).</li> </ul> <p>Housing Specialist (RAFFF) reported there had been recent problems with damp/mould, and that neither DIO Ops Accn or MHS appeared willing to take responsibility to resolve matters. The Chairman asked for examples of specific instances.</p> <p>17. DCDS Pers Accn Pol 2C outlined the staffing implications of the DCDS(Pers&amp;Trg) and asked for DIO Workshops to be deconflicted where possible.</p>	<p>NFF AFF RAFFF</p> <p>Dep Hd Ops Accn (EM)</p> <p>DCDS(Pers) Accn Pol 2C</p> <p>Dep Hd Ops Accn (HD)</p> <p>RAFFF</p>



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
	<p>Staffs. It matter would be reviewed at the Housing Comms Board on 19 Oct 11.</p> <p><u>Serial 10</u> – The agreed policy for accommodating redundees had been circulated to HIC staff and appropriate processes were in place. Advice was sought on the position of redundees whose children were at a key school age, both in the UK and overseas. DCDS Pers Accn Pol 2C undertook to investigate the issue.</p> <p><u>Serial 11</u> – HQ LF AD feedback noted. Closed.</p> <p><u>Serial 12</u> – DCDS Pers Accn 2C explained that recent Stage 3 Complaints had indicated the implications of refusing a first offer had not yet been fully understood by all Service personnel. The Chairman asked DCDS and DIO work together to ensure this matter was properly highlighted. In wider discussion, it was agreed that the absence of a LAWG meeting was creating a policy vacuum, while the MOD Review of Allowances had thrown up several anomalies from a housing perspective. The Chairman would raise these concerns at the JCB Meeting on 6 Oct 11 and asked Housing Specialist AFF to forward details of the allowances anomalies with DCDS(Pers&amp;Trg) SCW.</p> <p><u>Serial 13</u> – Monthly KPIs now being issued; the KPIs would become a standing agenda item for the Housing Forum. DIO Ops Accn would issue a guide to the KPIs to explain the statistics and graphs.</p> <p><u>Serial 14</u> – Now the banding of Move-Out failures had been agreed, details would be considered for inclusion in the monthly KPI report.</p>	<p>DCDS Pers Accn 2C</p> <p>DCDS Pers Accn 2C/Hd of Sec DIO</p> <p>Chairman</p> <p>Housing Specialist AFF</p> <p>Hd of Sec</p> <p>Dep Hd Ops Accn (HD)/Hd of Sec</p>
<p>4 &amp; 5 DIO &amp; DIO Ops Accm Updates &amp; Allocation Services Review</p>	<p>4. The next key milestone for the Allocation Services Review (ASR) was the receipt of the TU comments on the consultation document, which were due by 3 Oct. Progress on the 3 workstrands was, as follows:</p> <ul style="list-style-type: none"> <li>• HIC Centralisation – On track for operations to begin at Thetford and Aldershot by Apr 12. Centralisation would take place even if the introduction of Self-Preference Allocation was delayed;</li> <li>• Self-Preference Allocation – Initial user group meeting held on 22 Sep. Further meetings would be arranged, in line with the model for the introduction of e-1132. Work continued with HIC staff to define the business rules, while Steria worked on IT functionality;</li> <li>• Customer Assistance Point pilot commenced on 12 Sep at Larkhill. Since the opening of the office, said that 8 people had visited, and all their issues had been resolved.</li> </ul>	



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
<p>9</p> <p>'Green Deal'</p>	<p>18. Dep Hd Ops Accn (EM) outlined the position on the 'Green Deal' initiative, for which there had been Ministerial pressure for DIO Ops Accn to be involved. The Green Deal aimed to introduce energy efficient and carbon reduction improvements for dwellings through a finance arrangement which has a 'golden rule' – repayments must be equal or less than the savings from energy bills.</p> <p>19. A number of meetings have been held with the Department of Energy &amp; Climate Change (DECC) to explore if the initiative could work for SFA, with the following benefits:</p> <ul style="list-style-type: none"> <li>• Opportunity for capital investment to improve the fabric of SFA while promoting energy conservation and carbon reduction; and</li> <li>• Reduced energy bills for occupants.</li> </ul> <p>However, these discussions had thrown up a number of issues:</p> <ul style="list-style-type: none"> <li>• 'Short term' licence arrangements would provide a disincentive to large scale take up; and</li> <li>• Perceived reluctance for families to accept SFA with a finance deal attached to it.</li> </ul> <p>20. Dep Hd Ops Accn (EM) outlined the options for taking the matter forward. The consensus was that any arrangement covering the Green Deal would have require approval from the AFPRB; JPA would not be able to deal with the repayments complexity; and that Service families might be penalised through the 4-tier Grade for Charge system. Notwithstanding, this was a valuable opportunity with considerable potential benefits. Thus, it was agreed that Dep Hd Ops Accn (EM) would make a further attempt to identify an agreed way forward; he would circulate his paper for consideration.</p>	<p>Dep Hd Ops Accn (EM)</p>
<p>10</p> <p>OSR Policy</p>	<p>21. The Chairman noted that the way forward for the OSR review was still awaited. Meanwhile, investment continued for replacement kitchens/bathrooms/carpet. He undertook to raise the matter at the forthcoming JCB meeting.</p>	<p>Chairman</p>
<p>11</p> <p>NGEC Update</p>	<p>22. The Chairman reported that competitive dialogue with the preferred bidders was still to commence, and it was likely that widespread consultation would be required during this piece; he asked that those present contribute if requested. He would ask to hold a stakeholder meeting following the next Housing Forum.</p>	<p>All Chairman</p>
<p>12</p> <p>Any Other Business</p>	<p>23. As it was their last meeting, the Chairman thanked both and or their excellent contributions to the work of the Housing Forum.</p>	
<p>13</p>	<p>24. It was agreed the next meeting would take place at 1030</p>	



MINISTRY OF DEFENCE

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<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
	<p>5. In discussion, concern was expressed that both single Services and CofC were unaware of the commencement of CAP pilot. Moreover, it was unclear how the success of the pilot would be judged. There was concern about the scope of the pilot and its ability to provide a full assessment as to whether the concept should be rolled out nationwide. The Chairman noted that the CAP was one of a number of initiatives to improve customer support, as telephone access to the HICs and MHS Helpdesk was considered remote and impersonal. MD MHS explained that the CAP was intended to reduce the number of complaints with a concomitant rise in customer satisfaction. Drawing the useful discussion to a close, the Chairman asked to provide a full update on the pilot at the next Housing Forum meeting.</p> <p>6. Turning to the wider DIO Transformation, the Chairman explained that the main effort was the review of processes and supporting IT systems. A number of operating models were under consideration which could lead to a closer alignment at regional level across DIO. Within DIO Ops Accn, transformation was being looked at within 3 broad staff categories:</p> <ul style="list-style-type: none"> <li>• HIC staff who are affected by the ASR;</li> <li>• Housing Officers who may be affected by the NGENC outsourcing option; and</li> <li>• Compliance Officers within estate management who may be impacted by the DIO operating model.</li> </ul> <p>7. In the short term, it was likely the line management responsibilities for Housing Delivery and Estate Management staffs would be brought together at regional level, with the aim of empowering local level decision making.</p>	MD MHS
<p>6 JCB Meeting 6 Oct 11</p>	<p>8. The Chairman would provide the link between the Housing Forum and the JCB. He indicated that he intended to raising the following issues on 6 Oct 11:</p> <ul style="list-style-type: none"> <li>• The urgent need to reconvene the LAWG;</li> <li>• Confirmation of the proposed changes in the maintenance of Official Service Residences;</li> <li>• Concern regarding the capacity of JSHAO to support redundees;</li> <li>• Staffing of allowance policy changes.</li> </ul>	Chairman
<p>7 Joint Housing Action Plan</p>	<p>9. DCDS Pers Accn Pol 2C updated the meeting on the JHAP, version dated dated 5 Sep 11. It was recognised that the JHAP had flaws there was a need to understand what DCDS(Pers&amp;Trg) SCW required from it. One suggestion was that the JHAP was replaced by a JCB Risk Register. The Chairman asked for the issue to be reviewed at the JCB.</p> <p>10. The JHAP was reviewed in detail, as follows:</p>	DCDS Pers Accn Pol 2C



MINISTRY OF DEFENCE

# Defence Infrastructure Organisation

<u>Item</u> (a)	<u>Discussion and Decision</u> (b)	<u>Action</u> (c)
Date of Next Meeting	hours on Wed 11 Jan 12 at a venue to be confirmed. The meeting would be followed by a Stakeholders Workshop for the NGEN National Housing Prime Contract.	Sec

4 October 2011

Head of Secretariat, DIO Ops Accommodation  
Secretary

Attachments:

1. Actions Arising from 9 May Meeting.
2. MHS Presentation.



**JOINT HOUSING ACTION PLAN – AS AT 19 APR 11**

Action in hand Deadline achievable	Action in hand Deadline may be missed	Action in hand Deadline will be missed	Action Complete	
Ser	Action	Lead	Progress	Deadline
(a)	(b)	(c)	(d)	(e)
	<b>MAINTAIN AND MANAGE ESTATE</b>			
1.	Improve Rectifying Move In Defects. [REDACTED]	Hd Ops Accn	MHS Review underway. Move In Customer Questionnaire introduced early Aug 2010. Housing Forum to set targets and monitor results. This matter was discussed at the Housing Forum on 9 May 11 when it was reported Housing Officers had been mandated to carry out Pre-Move Out visits. At the moment, visits are being carried out at 98% of properties; the intention was to increase this to 100% by the summer surge.	[REDACTED]
2.	Improve SFA Asset Management.	Hd Ops Accn	Housing Asset Management Team established and productive. Pre-SDSR, DE was on target to achieve 12% in year and 10% next year. Achievement of target compromised in the short term to support estate rationalisation for SDSR (e.g. future requirement for SFA at Lyneham, Cottesmore and Kinloss). Void rate 12.36% as at 31 Mar 11 (includes void properties retained awaiting SDSR estate rationalisation plan – 11.22% otherwise)	[REDACTED]
3.	Continue with Void Surge Programme.	Hd Ops Accn	1600 SFA returned to stock in FYs 08/09 and 09/10. A further 300 brought back on line in 10/11. VSP now	Apr 11

All comments in purple are as a result of the HQ LE workshop on the NGEC held on 24 Sep 10.

Ser	Action	Lead	Progress	Deadline
4.	Review Living Accommodation Calculator to inform requirement.	Hd Ops Accn	complete and routine business for DIO. Routine target for 11/12 is 10%, but this could be affected by the SDSR estate rationalisation programme. Subsumed in Ser 8 – Area Accommodation Plans	
5	Agree SFA improvement Plan.	Hd Ops Accn	898 SFAs upgraded (98 above target) in FY10/11. FY 11/12 upgrade target 800.	
6	Improve 48 Hr Handback and Move Ins.	Hd Ops Accn	Move in statistics show improvement with a yearly average of 94% success rate across the UK. It has been reported that some SP are 'accepting' SFA which is not up to standard as they feel they have no other choice. An MHS contract extension option will not be taken forward but this issue will be considered as part of the NGEC.	
7	Initiate Patch Management Approach.	Hd Ops Accn	Patch management initiated but hampered by lack of available resources at local level. Robust governance structure has been implemented in line with Chain of Command Charter that addresses local concerns and provides escalation route to JCB. Provision of up to 20 Regional Drop In Centres under consideration within the SFA Allocation Study and specification of NGEC National Housing Prime Contract.	
8.	Agree Area Accommodation Plans.	Hd Ops Accn	Plans have been issued for London Corridor, Salisbury Plain, Clyde, Hereford and Brize Norton. The development of further AAPs on hold pending the publication of SDSR estate rationalisation plans in Mar 11; DIO Ops Accn will need to draw on assistance from TLBs and Chain of Command in compiling the AAPs.	
9	Implementation of new grading system reviewed by tri-Service Grading	DCDS Pers	Sample data collected by TLBs to inform software trial. DE not able to demonstrate software capability.	

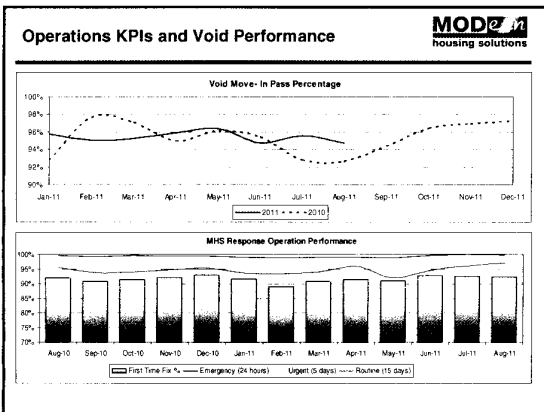
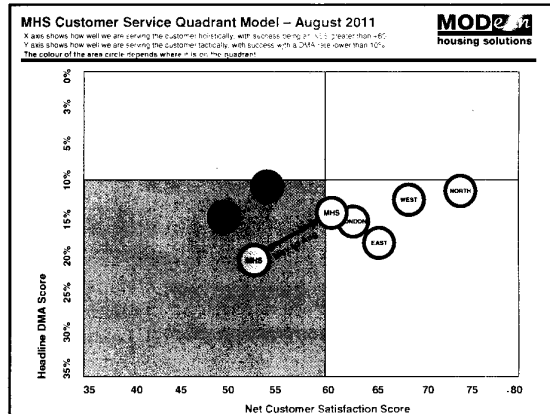
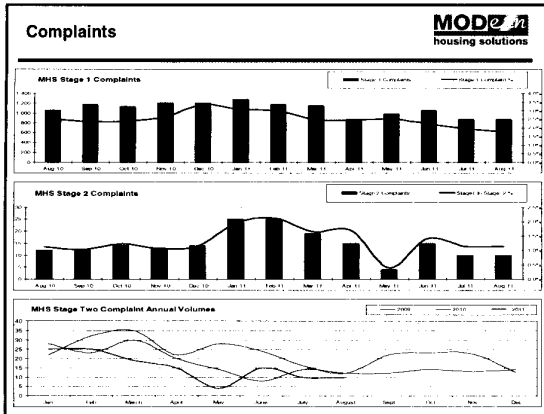
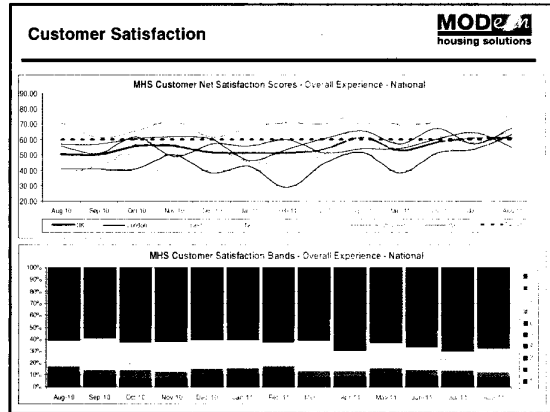
Ser	Action	Lead	Progress	Deadline
	Review – provision of trial data to judge winners and losers to inform financial modelling.		Interim DCDS Pers solution now agreed and pilot to take place Summer 2010. TLBs to collect data in Jul/Aug 10. LF requested that the Pilot is prolonged until the end of 2011 – awaiting SPB approval.	
	<b>ALLOCATION PROCESS</b>			
10	<p><b>RIE to improve Allocations Process</b></p> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>Issue Idiots guide to Application and Allocation</li> <li>Introduce electronic form 1132</li> <li>Improve HIC stock knowledge to enable intelligent allocation.</li> </ul>	<p>Hd Ops Accn</p> <p>PS4</p> <p>Hd Ops Accn</p> <p>Hd Ops Accn</p>	<p>RIE complete - event held Sep 10. DE Ops Housing and MHS ran Workshops on 17 Feb 11 to define Customer Service in the Housing Environment and on 24 Mar 11 to review the emerging findings of the SFA Allocations Study.</p> <p>Complete. DE also issued Pre Move Out advisory leaflet.</p> <p>Complete. Electronic application form implemented on 4 Oct 10.</p> <p>Phase 1 Complete - SFA property details introduced to NAO deadline of Spring 2010 but with minimal detail provided on properties. Phase 2 to be considered under the SFA Allocation Study and specification of NGECC National Housing Prime Contract</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>Hd Ops Accn supported by CoC</p> <p>Hd Ops Accn</p>	<p>Ongoing and targeted by Area.</p> <p>Occupant engagement encouraged via telephone. Specific problems resolved by arranging appointment with the Housing Officer via the HIC.</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>

Ser	Action	Lead	Progress	Deadline
	<ul style="list-style-type: none"> <li>Refine Move in and Move out process.</li> </ul>	Hd Ops Accn	<p>Letter of explanation issued to HF on 18 Apr 11.</p> <p>Posts lifted. Review under implications of SDSR 6.2 and HPC within NGECC.</p> <p>GOC 4 Div asked to consider whether a part-time LO could be provided for Telford HIC.</p>	
	<ul style="list-style-type: none"> <li>Retain HIC LO posts in Aldershot, Warmminster and High Wycombe as a priority.</li> </ul>	HQ 4 Div		
	<b>COMMUNICATION</b>			
11	Refine education and coordination between stakeholders.	Hd Ops Accn	Completed. Convene regular Housing Forum and JCB meetings.	
12	Comms Plan to enable Application/Allocations review.	Hd Ops Accn	Introduce robust governance structure. Initial workshop held 24 Sep 10. Further work required to clarify precise actions required. Hd Ops Accn updated the Housing Forum on the Allocations Study and on 9 May 11, and said a Comms Plan would be developed to support its release.	1 May 11
13	to write to CoC outlining RF responsibilities as part of the housing process. Garrison Commanders and CO's to visit their local HIC and engage with them on a regular basis.	D Infra	Completed. Letter from issued to Army Chain of Command on 3 Nov 10. HQ LF passed this letter to the other SS for possible use within their own Chain of Commands.	
14	Measure overall customer satisfaction with SFA (as recommended by NAO and PAC).	Hd Ops Accn	Completed. In general in 2009, overall occupant satisfaction showed a slight improvement on the NAO survey – survey to be issued with Housing Forum minutes. Due to financial constraints the 2010 survey has been put on hold.	
15	Review Housing Governance.	DCDS Pers/Hd Ops Accn	Completed. Terms of reference reviewed for JCB and DE Housing Forum. DCDS Pers requested TLB input to Performance Measurement criteria.	
16	Barrack damage rates.	Hd Ops Accn/D Infra	Advice on barrack damages published within the monthly DIO Ops Accn Report. Meeting to be held on 6 May 11 between DIO/D Infra to discuss what typical	

Ser	Action	Lead	Progress	Deadline
			barrack damage rates could be in order to better inform SP.	

**MOD**  
housing solutions

**Housing Forum September 2011  
MHS Performance Update**



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housing solutions

**First Week in Sept 2011 vs 2010**

Metric	2010	2011
Calls Answered 120 Secs %	89.0%	96.6%
Calls Answered 30 Secs %	66.3%	91.6%
Stage 1 Complaints Received	267	166
Stage 1 Complaints Open at week end	232	92
NSS	-53.7	-39.1%
Backlog Jobs	1886	1024
Number of DMA Complaints Received	103	84

## Business improvement



- Implemented:
  - DMA plans
  - L&SE organised into integrated delivery structures with supply chain
  - New boundaries
  - Delivery Managers
  - Operations Managers
  - Market testing of suppliers
  - "Amber" Job reporting in place and in use in Zones
  - FPV trial in North started 18 July going well
  - 3\* in North (started 12 September)
- Still to do
  - 3\* West (Q4)
  - Fixed Price Voids trial in whole of North Zone (starting Spetember)
  - Further integration of delivery teams in L&SE towards direct delivery (Q4)
  - Dynamic scheduling

## Summary



- Positive trend in Customer Satisfaction improvement continues, targeting a consistent +60 score in second half of year.
- Complaints reduced over 2011 so far and DMA plans will help us reduce this to 1.5% of completed work.
- Void delivery c95% throughout summer
- The DMA (De-scheduled or Missed Appointments) reduction plans are having a positive impact
- Business Improvement plan going well
  - London achieving their highest ever Customer Satisfaction results and lowest ever level of complaints in August
  - East has delivered some encouraging results that have been sustained over past few months. Some way to go on -2 day take backs.
  - Southeast, our largest Zone has improved but not at same pace. It is the key focus for Q4
  - Roll out commenced into all Zones
- Preparations are in hand for a successful heating season
- Upgrade work success in Bullford, Hounslow & Fareham with 2011/12 projects starting shortly.