



**Ministry
of Defence**

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14 Feb 14

MINUTES OF THE 4th MEETING OF THE ACCOMMODATION DELIVERY FORUM (ADF) HELD IN MAIN BUILDING ON 30 JAN 14

Present:	Dr Heather McNaughton	Pers Trg-SVW Hd	Chair
	Brig Martin Boswell	DIO SD Accn Hd	
		Air DACOS CSp	
		JFC-Infra Hd	
		Army PersSvcs PS4-AD	
		Sp Comd-HQ Pers SO1	
		Navy Pers PFCS Accom SO1	
		Navy Pers PFCS Accom SO2	
		Naval Families Federation	
		Chair Army Families Federation	
		Army Families Federation	
		Chair RAF Families Federation	
		DIO SD Accn DHD	
		MD MHS	
		DIO NGEC-PD1d	
		Pers Trg SVW-Accom NEM DHD	
		Pers Trg-SVW-Accom Pol 1	Secretary
In attendance:		Pers Trg SVW-Accom NEM FA2	
		Pers Trg SVW-Accom NEM FA1	
Apologies:		DIO NGEC-PM	
		Navy Pers PFCS	
		DIO ODC-LMS OS AH	

Item 1 – Introduction

1. The Chair welcomed members to the 4th meeting of the Accommodation Delivery Forum.

Item 2 – Record of the last meeting

2. The minutes of the last meeting were agreed as accurate.

Item 3 – Policy Update

3. The Secretary reported that steps were being taken to revise entitlement to

SLA/SSSA for married couples (who were both serving in the Armed Forces) who owned a home the distance of which precluded them from travelling to/from their duty station when serving married unaccompanied. Currently, policy gave entitlement to SLA/SSSA to the PStatCat 5s with the PStatCat 1s only being entitled to SFA. An Employment Tribunal recently ruled that this policy discriminated against the protected characteristics of marriage which required that the couple should be treated the same.

4. The policy change would mean that both individuals in the marriage would be entitled to SLA/SSSA at their respective duty station when serving married unaccompanied. The plan was to get the revised policy in place before end Feb 14 and communicated to SP via a DIN and a Directed Letter to HC.

5. The Chair stated that there was a need to review, in the longer term and as part of NEM, other areas of discrepancies/anomalies within the Accommodation Policy with a view to harmonising policy across the piece.

6. The action on DIO ODC-LMS OS AH to confirm the Irregular Occupant rates used overseas remained outstanding. On the back of that, the Fam Feds requested information on entitled/non-entitled and market rates.

Item 4 – DIO SD Accn Update

7. DIO SD Accn Hd provided members with a handout (attached) which detailed spend on accommodation by 2020/21. So: would be spent by that period through a combination of delivering the Army Basing Plans, the Defence Change Programme and programmed projects. 18,500 new SLA bedspaces and 3,000 new SFA would be delivered, with a further committed to be spent on living accommodation upgrades over the next 10 years. He explained that there may still not be enough houses in Aldershot by the Summer of 2015 which may require the use of substitute.

8. He stated that much was required to maintain properties at Sfc2 and above and DIO SD was striving to ensure that money was available to do this. £21M Decent Homes (DH) funding (for just over 8,000 properties) was bid for in the last ABC round, and although a bid for was also put in to achieve DH+, expectation were that this funding would not be forthcoming.

9.

9. He reported that the HASC had been reorganised to create a distinct team to handle purely Irregular Occupants (IO) issues. This team was unlikely to be outsourced when NGEN came on stream. The Fam Feds raised concerns over the future of the HASC and the implications of NGEN. They also considered the current high staff turnover an issue. Having being party to the previous reorganisation which saw 8 HICs transform to 2 HASCs and the problems it generated for families at the time, they sought reassurances that a risk mitigation plan was in place to avoid repetition. DIO SD Accn Hd confirmed issues with staff to move on from Aldershot HASC, compounded by difficulties with securing replacement staff to meet with which they were required. One staff had moved

**DIO ODC-LMS
OS AH/DIO SD
Accn DHD**

Therefore to Aidersnot as a result. To provide the assurance sought by the Fam Feds DIO SD Accn Dhd was tasked with arranging a meeting for the Fam Feds and the HC, timed for post NGEC contract award (so that the new contractor could be party to the discussions) to take them through the details on the future of the HASC. This was welcomed.

10. Sp Comd reported that most of their dealings with the HASC had been very positive. However, the Navy HC rep had seen an increase in low level casework which perhaps suggested that staffs at the HASC lacked knowledge and experience. But DIO SD Accn Hd speculated on whether this issue was related to the drop in the use of the e1132 by Naval personnel. DIO undertook to provide information of the areas concerned.

DIO SD Accn
Dhd

11. DIO SD Accn Hd stated that the metrics for measuring performance against 'Move-outs' (currently based on charges raised) was being looked at as the continuous lack of improvement in this area could be misconstrued. Stage 1 complaints were still high, but the low Stage 2 complaints suggested that most were being resolved at the initial stage.

DIO SD Accn
Dhd

12. The MEL independent survey (Q2) showed a drop in overall customer satisfaction. The company had been contracted to ask some follow-up questions in a bid for DIO to better understand the reasons behind customer dissatisfaction. These additional questions would be used from Jan 14 onwards and reviewed at the next quarter.

13. DIO SD Accn Hd stated that instructions would be issued in the next week (beginning Feb 14) on the contracted OT process following approval of the final review. It was hoped that a contracted OT would speed up the adaption process, with the expectation that the time period, from stating the requirement to starting work, would reduce to 9 weeks. This was welcomed by the Fam Feds.

14. On the issue of red carded properties, the Navy HC rep reported that they were still seeing instances with contractor failing to turn up for fixed appointments or failing to turn up on time with the SP being red carded as a result. HC were requested to report such instances direct to MHS MD.

15. DIO SD Accn Hd confirmed that Min(ISS) would take a view on the future of a DIB Accommodation SG after the Families Forum meeting on 25 Feb.

Item 5 – SLA Issues

16. The SLA MIS data capture exercise remained on-going, made all the more challenging because data had not been recorded and maintained in a uniformed standard. This baseline exercise was crucial to many workstrands, including the Living Accommodation Strategy Review, and was already the focus of AFPRB attention.

Item 6 – MHS Update (slides attached)

17. MD MHS presented on MHS performance KPIs. Overall customer satisfaction remained consistently strong; complaints were slightly up through the winter months, but were half against that reported this time last year. RAF FF reported an increase about the complaints process itself, which seemed to centre on the lack of communication, with families not being informed of the progress of their complaints. RAF FF was requested to feed in such instances to the Secretary as the complaints process was currently being reviewed.

18. MHS was looking to publish standard charges for cleaning to make the process easier and more transparent for customers. DIO SD Accn Hd felt that further financial penalty should be imposed on those who abandon SFA in very poor conditions. At present DIO was experiencing at least one of these a month.

RAFFF

19. MHS customer satisfaction was in a good place, but they were working with DIO to understand why it differed to that reported by MEL. One possible speculation was that MHS satisfaction results were based on specific repair/maintenance whilst that for MEL measured repair/maintenance in general. MHS biggest area of complaint remained missed appointments (by their people) and the job taking longer than expected to complete.

20. In order to better manage expectations, the MHS Helpdesk was now informing customers of when to expect their engineers. This would be trialled for a period, and was in addition to leaving leaflets with customers on repair response times. Customers undergoing/had undergone major projects work had been surveyed, with project satisfaction being reported against 5 criteria (duration, professionalism, workmanship standard, communication and improvements to the home). The Nov and Dec results showed the area of communication to be a major issue, although it was not clear whether the lack of comms was through the fault of DIO. As a result, the lead for comms for all capital projects had been placed with MHS.

21. The CAPs footfall was growing and were being widely utilised. The Fam Feds raised an issue over who had responsibility for maintenance in cases of new builds as the process for this was not clear. DIO SD Accn Hd had since confirmed the process in an email to the Fam Feds (dated 30 Jan 14), and the information is reiterated below:

[The MHS Helpdesk is the single point of contact for all SFA occupants, whatever the problem. If the Helpdesk identify, through the decision tree, that responsibility for a reported problem lies with a 3rd party (such as another DIO service provider e.g. Aquatrine) then the Helpdesk pass on the reported problem to the correct Helpdesk or Organisation, inform the occupant of the action taken, and then close out the works request. There is no contract requirement for MHS to follow up progress with 3rd parties and feed back to the occupant when they complete the work. Similarly, 3rd parties are unlikely to proactively inform MHS of progress and may refuse to give out information of their dealings with a customer.

If the 3rd party fails to repair the fault then the occupant can report this failure to the MHS Helpdesk and they will again contact the 3rd party and request an update. If the 3rd party confirms that the work is MHS responsibility, MHS would ask their Area teams to investigate. If the 3rd party accepts the work request MHS will again close the job down and not follow up.

If the occupant continues to get the run around and asks MHS to raise a complaint they are directed to the HASC as the DIO point of contact. MHS would not raise a stage 1 complaint as MHS have no control or authority over the 3rd Party and hence will not be able to resolve the dispute.]

Item 7 – National Housing Prime (NHP) Update

22. DIO SD Accn Hd explained that NHP would optimise outsourcing; deliver better value for money; optimise the use of SFA (to reduce reliance on SSFA); support all UK MOD and Annington Homes SFA (not PFI SFA) and could, in the future, support Bulk Lease Hire properties. He felt that a successful implementation of NHP would be where the customer doesn't notice the difference. A smooth transition was therefore paramount. DIO NGEC-PD1d explained the programme outline. The approvals process, which was currently detailed to take between 6 and 12 months to achieve, was difficult to predict because of the numerous levels of approval that would take varying amounts of time to complete. Contract Award and

TU consultation documents would take place simultaneously, followed by a 5-8 months mobilisation phase. Unlike the MHS (reactive contract), NHP would entail proactive management across the piece as its scope was wide and varied. The handout provided (attached) covered the activities pre and post Contract Award (CA); the activities between CA and ISD date and what would happen at the ISD (as requested by the Fam Feds). It also included a summary of the mobilisation timetable and known areas of risk (which included the HASC, the Army Basing Plan and Defence Accommodation Stores (Army Support Unit)).

Item 8 – User Update

23. The Navy HC rep reported that [redacted] had been replaced by [redacted] as the new Naval HC. The Navy Comd HQ was focussing on the poor state of its SLA (Navy Infra business). A report by the Naval FF claimed that 60% of Navy SLA was at SfC 3/4 which was considered high. The Chair stated that she would welcome a copy of the report.

24. The Naval FF reported increasing contact with families over issues with the HASC. Timelines and communication were showing signs of stress with the HASC, and had led them to increase their housing staff in anticipation. The proposed meeting to discuss the future of the HASC was therefore welcomed. The issue of mould was raised and DIO SD Accn Hd confirmed that any new cases should be reported to [redacted] DIO SD Accn-ES Prog Dev1 as usual.

25. The Army HC expressed his thanks for the support he had received from the HASC with Army casework. He raised concerns over DIO pulling out of the BoO process and the potential for this to generate an increase in casework. DIO SD Accn Hd stated that his staff would be prepared to check and validate the BoO results, but didn't have the resources for staff to physically partake in the process.

26. Spt Comd raised concerns that SP were being told that the grades they were currently paying were incorrect. The Sec confirmed that the Centre had made no such communication with SP. We had requested that they be notified of the Tranche 2 survey work as there may be a requirement to access their properties in order to ensure that a representative sample of properties were surveyed if this could not be met through voids alone. There was a recognition that under grading was an issue that the chain of command would have to own up to as potentially 45% of properties were incorrectly graded. Clearly, the messaging of this would need appropriate handling.

27. Army FF raised the issue of families not receiving utility bills since May 13 and the lack of communication around the matter. DIO SD Accn Hd stated that the information was communicated as soon as they became aware of it, but resolution was in hand. RAF HC reported that there may also be issues with the accuracy of meter reading. Army FF had not experienced an increase in casework as a result of the high staff turnover at the HASC, but nevertheless asked to be kept informed of staff movement.

28. RAF HC remained conscious that the future role of the JSHAO had yet to be resolved. Army HC reported that the team (to be based at Aldershot) had been fully resourced, on an enduring basis. It was more the transition piece that still had to be properly worked out and was currently being addressed. RAF HC reported on the need to improve overseas housing (which, for the RAF, were often small isolated locations) to encourage the take-up of more overseas postings. DIO and user engagement would be necessary. DIO SD Accn Hd stated that the ability for the HASC to take on overseas allocation (Germany in the first instance) was being investigated.

29. RAF FF reported that 46% of their casework was accommodation related (issues included maint/repairs/allocation and entitlement). People were conscious that NEM was on the horizon and were interested on what it would mean for accommodation. Problems with families in isolated overseas location continued to be an issue as a result of dwindling overseas support.

Naval FF/HC

<p><u>Item 9 – Other matters outstanding</u></p> <p>30. There were no matters outstanding.</p> <p><u>Item 10 – Any other business</u></p> <p>31. There was no other business.</p> <p><u>Item 11– Date of the next meeting</u></p> <p>32. The next meeting will take place on Thursday 5 June 2014 at 10.45. Venue will be confirmed in due course.</p>	
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Prepared by:
{Signed on Original}

Approved by:
{Signed on Original}

	H McNaughton
Mrs	Dr
ADF Sec	ADF Chair
Military Network:	Military Network:

Distribution:

Action:

All

Copy to:

Chair Naval Families Federation

DIO NGEC-PM

Navy Pers-Capt PFCS

DIO ODC-LMS OS AH

Defence Infrastructure Organisation **MODERN housing solutions**

Modern Housing Solutions
 DIQ Housing Primé Contract (England & Wales)

Accommodation Delivery Forum
 30 January 2014

Headlines **MODERN housing solutions**

- Overall Customer Satisfaction consistently strong.
- Customer Complaints slightly up through winter period but halved against this time last year.
- Move In performance consistently above target.
- Call volumes spiked as a result of storms, driving increased numbers of response jobs.
- Improvement planning underway with regard project works and customer satisfaction.
- Prepaid cleaning process / charging being reviewed.
- CAP footfall increased although December dropped off.

2

Response Maintenance **MODERN housing solutions**

Response Maintenance Performance Report

Generally good performance against the response measures. Urgent performance in the London zone was affected by a shortage of electrical resource in the High Wycombe area - this issue has now been resolved.

MHS Response Operational Performance

Statutory Compliance **MODERN housing solutions**

Statutory Compliance - Red Carded Properties (Gas & LPG)

There are currently 450 (508 in previous month) SFA at red card stage with 175 (198 in previous month) SFA with expired certification. MHS continue to work in partnership with DIO in reducing this number on a week by week basis.

Gas & LPG - Non Compliance - Statutory Compliance

Void Operations **MODERN housing solutions**

Void Management Summary

Move in and take back performance remained static, with the overall MI success rate at 97.58% and TB at 92.88%. There were 1122 properties prepared involving 30 properties that through working closely with DIO we managed to prepare in less than 22 days and ensure that all the enhanced move in works were completed prior to the move in. The take back performance in the East remains an area of focus.

Zone	East	London	North	South East	South West	West
Move In	97.58%	97.58%	97.58%	97.58%	97.58%	97.58%
Take Back	92.88%	92.88%	92.88%	92.88%	92.88%	92.88%

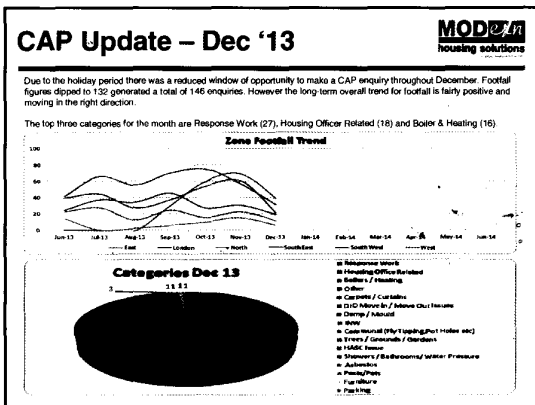
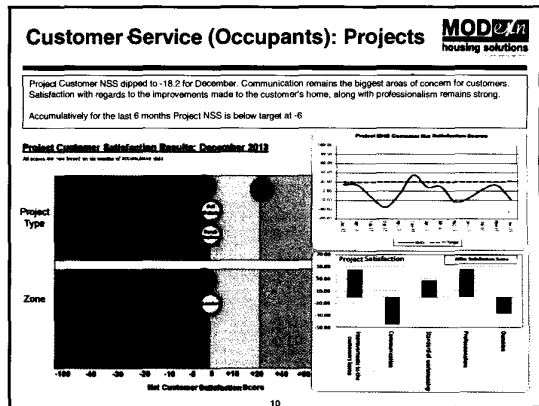
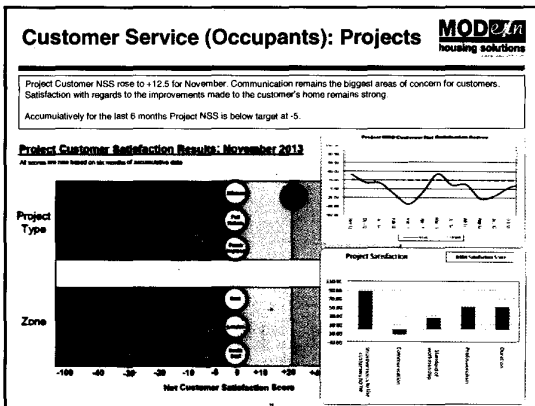
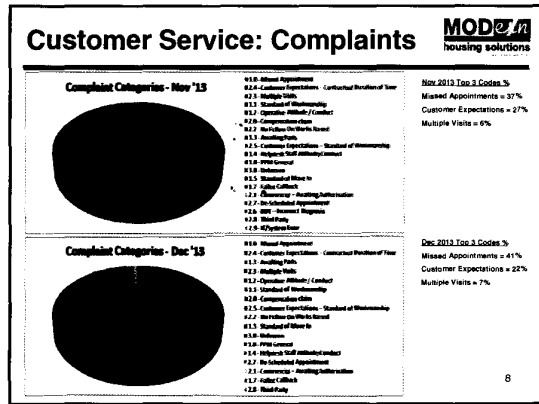
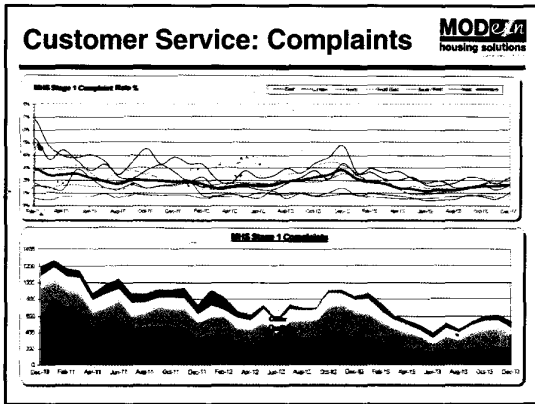
Void Performance


Customer Service: Satisfaction **MODERN housing solutions**

MHS Response Customer Net Satisfaction Score - Overall Experience - National

In Jan 2014 over 60% scored us with 10/10, and 78.3% in total gave us "Promoter" scores of nine or ten, and our Net Satisfaction Score was +72

MHS Customer Satisfaction - Overall Experience - National





Ministry
of Defence

National Housing Prime Briefing

Defence Infrastructure Organisation

NHP Aims

"We want all our houses filled with satisfied families"

- ✱ Continue current service, but do it better
- ✱ Improved Occupant satisfaction
- ✱ Better and more flexible contracting
- ✱ Optimise outsourcing, business processes and MOD involvement
- ✱ Better Value for Money
- ✱ Optimise use of MOD, Annington Homes Ltd (AHL), current PFI and Long Term Lease (in that order) & minimise use of SSFA
- ✱ Flexibility to respond to change
- ✱ Covers all UK MOD and AHL SFA, but does not cover PFI SFA, but could cover Bulk Leases in the future

NHP Future Outline Programme

- ✱ Dec 13 Issue Outsourced SDA Organisations TU
- ✱ Jan - Jun 14 Approvals process
- ✱ Mar-Jun 14 Contract Award (date dependant on approval process)
- ✱ Contract Award (CA) Issue of TUPE TU Consultation Document
Issue of TUPE and Post Mapping Letters
Start mobilisation
- ✱ CA-CA+5 Months Mobilisation / SDA Transformation
- ✱ CA +5 to +8 Months Regional In Service Dates (ISD)
If outsourced, HASC, Housing Officers, DAS and other TUPE transfers

NHP Scope

- The contract will include:

- The contract could include:

- Outsourcing options will be compared to In House activities for Value for Money in the Contract Evaluation and Treasury Clearance Note before decision announced at Contract Award.

Communications

- To DIO employees:
 - Has already started
 - Road shows in Dec 13
 - Letters at Contract Award followed by further roadshows
- To Stakeholders:
 - Already started (i.e. today)
 - Would like to hold a NHP Stakeholder briefing day after Contract Award (say May 14) with wide range of stakeholders
 - Need your help in developing documents (MIG, MOG etc) & stress testing HIS (more after CA)
- To Occupants:
 - After Contract Award
 - With support of NHP contractor
 - Ramping up from CA to ISD

Questions

