



Ministry
of Defence

Secretariat
Defence Infrastructure Organisation
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Sutton Coldfield
B75 7RL

E-mail: diosec-parli@mod.gov.uk
www.gov.uk/DIO

12 April 2019

Ref. FOI 2019/02577

Dear [REDACTED]

Thank you for your email of 27 February 2019 requesting the following information in relation to TO2019/01076:

"How much will all this cost?"

This proposal involves the sale of land in Sutton Coldfield on one hand and the expenditure on demolition, construction and relocation costs to Whittington on the other. Please provide details of these costs and in particular the difference between the two and whether this constitutes a saving or additional expense to the taxpayer.

While you have provided the information I have marked with italics, unfortunately the information I also requested, which I have highlighted in bold, has not been provided; quantitative answers are required not qualitative.

I would also be grateful if you would not only provide this missing information but also to provide copies of the feasibility studies for the relocation of DIO as specified in your correspondence."

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the Ministry of Defence (MOD) and I can confirm that all the information in scope of your request is held. Some of this information can be found at Annex A. However, some of the information falls entirely within the scope of the absolute exemptions provided for at Section 40 (Personal Data) and Section 43 (Commercial Interests) and has been redacted.

Section 43(2) has been applied to the remaining information requested and has been withheld. If this information were released it would be likely to prejudice the commercial interests of any person (including the public authority holding it). This exemption is subject to a Public Interest Test (PIT) which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure. A PIT has been conducted and I am satisfied in this case that the balance of the public interest lies in withholding the information because if disclosed it could prejudice the future sale of land in Sutton Coldfield and any contracts for works required at Whittington Barracks, as these are yet to go to tender.

If you have any queries regarding the content of this letter, please contact this office in the first instance.

If you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.gov.uk). Please note that any request for an internal review should be made in writing within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely,

DIO Secretariat



Defence
Infrastructure
Organisation

DMS Lichfield Utilisation Survey

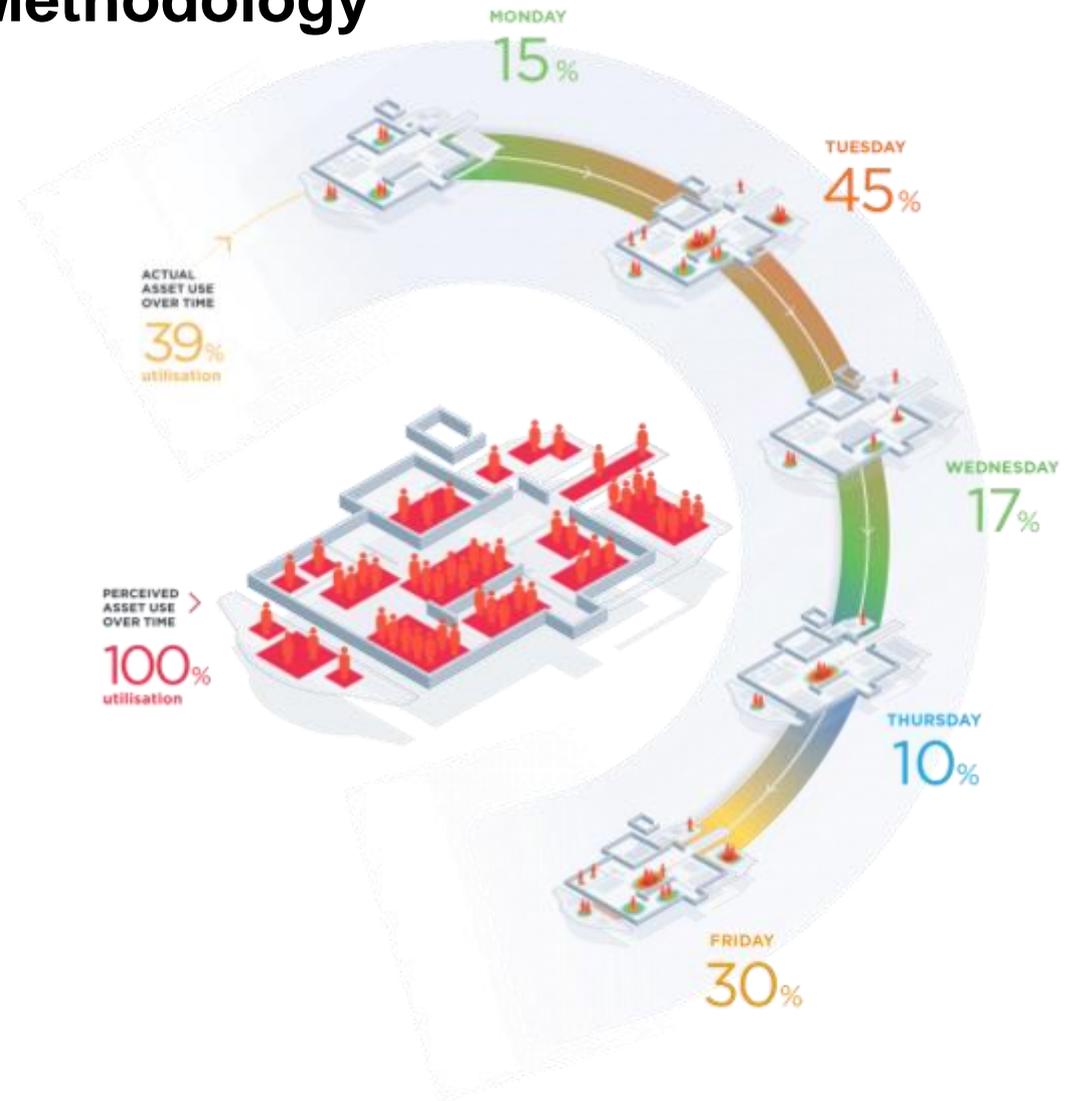
19th - 23rd March 2018

Purpose of the Study

To ascertain by observation the level of utilisation of workstations, meeting rooms and breakout areas, with a view to identifying the potential for concentrating more services within the surveyed areas.

Methodology

- Kick Off Meeting and Site Visits
- Scope of Survey
- Survey Period (Date and Time)
- Engagement and Communications
- Utilisation – Average and Peak Usage
- Data Analysis
- Findings
- Consolidation Opportunities



Scope of Survey

	Number of Desks	Number of Meeting Areas	Number of Breakout Areas	Number of Exam/Classrooms	Number of Group Rooms
B09 Dee House	29	17	2	0	0
B12 Tamar House	22	7	0	0	0
B13 Quartermaster	5	3	0	0	0
B14 Jenkins Centre	2	8	1	6	8
B15A Lester House	8	0	1	0	0
B23 Beale Centre	1	0	0	4	0
B25 Welfare Centre	0	11	5	0	0
B31 Recruitment Centre	33	5	3	2	0
B35 The Keep	26	6	1	0	0
B36 Cochrane House	17	4	0	0	0
B38 Rhine House	32	2	2	0	0
B47 MT	27	7	2	0	0
B52 Coltman House	231	16	10	0	0
B62 McIndoe Centre	43	9	9	0	0
B63 Keogh Centre	186	8	9	45	0
B64 McIntyre Centre	0	0	0	1	0
TOTAL	662	103	45	58	8

Utilisation Survey Approach

In order to understand the operational use of the 16 Buildings a Utilisation Survey was conducted over a period of five working days from Monday 19th March – Friday 23rd March.

Four surveys were conducted each day at the following times utilising DIO & JFC resource;

- 09.00
- 11.00
- 14.00
- 16.00

Friday 09.00 & 11.00 only

The survey team comprised:

██████████ JFC
██████████████████ DIO
██████████ DIO
██████████ DIO

Buildings Surveyed

- **B09 - Dee House**
Admin Headquarters for the CO DMS(W)
- **B12 - Tamar House**
HQ for Defence Healthcare Education & Training
- **B13 – Quartermaster**
QM supports the estate and core staff and trainees throughout the year
- **B14 - Jenkins Centre**
Conference and workshop facilities, breakout area and practice examination rooms
- **B15A - Lester House**
Annex providing ad hoc project space and breakout area
- **B23 - Beale Centre**
Training facility for the provision of battlefield pre Hospital Emergency Care
- **B25 - Welfare Centre**
Welfare and Recreation Centre including cinema, music, games and TV rooms
- **B31 - Recruitment Centre**
Assessment centre for candidates wishing to join the British Army

Buildings Surveyed

- **B35 - The Keep**
Listed building housing Security Centre, visitor Reception and office accommodation
- **B36 - Cochrane House**
HQ of Commander Defence College of Healthcare Education and Training
- **B38 - Rhine House**
SLA accommodation cell and office accommodation
- **B47 – MT**
Office accommodation
- **B52 - Coltman House**
HQ of the Surgeon General, Director Medical Policy and Operational Capability and Director Healthcare Delivery and Training
- **B62 - McIndoe Centre**
Office accommodation, Lecture Theatre, Library and breakout areas
- **B63 - Keogh Centre**
Major training facility with office accommodation, classrooms, hospital ward, practice a pharmacies and breakout areas
- **B64 - McIntyre Centre**
Dental Training facility with two fully equipped dental surgeries

Utilisation Survey Recorded

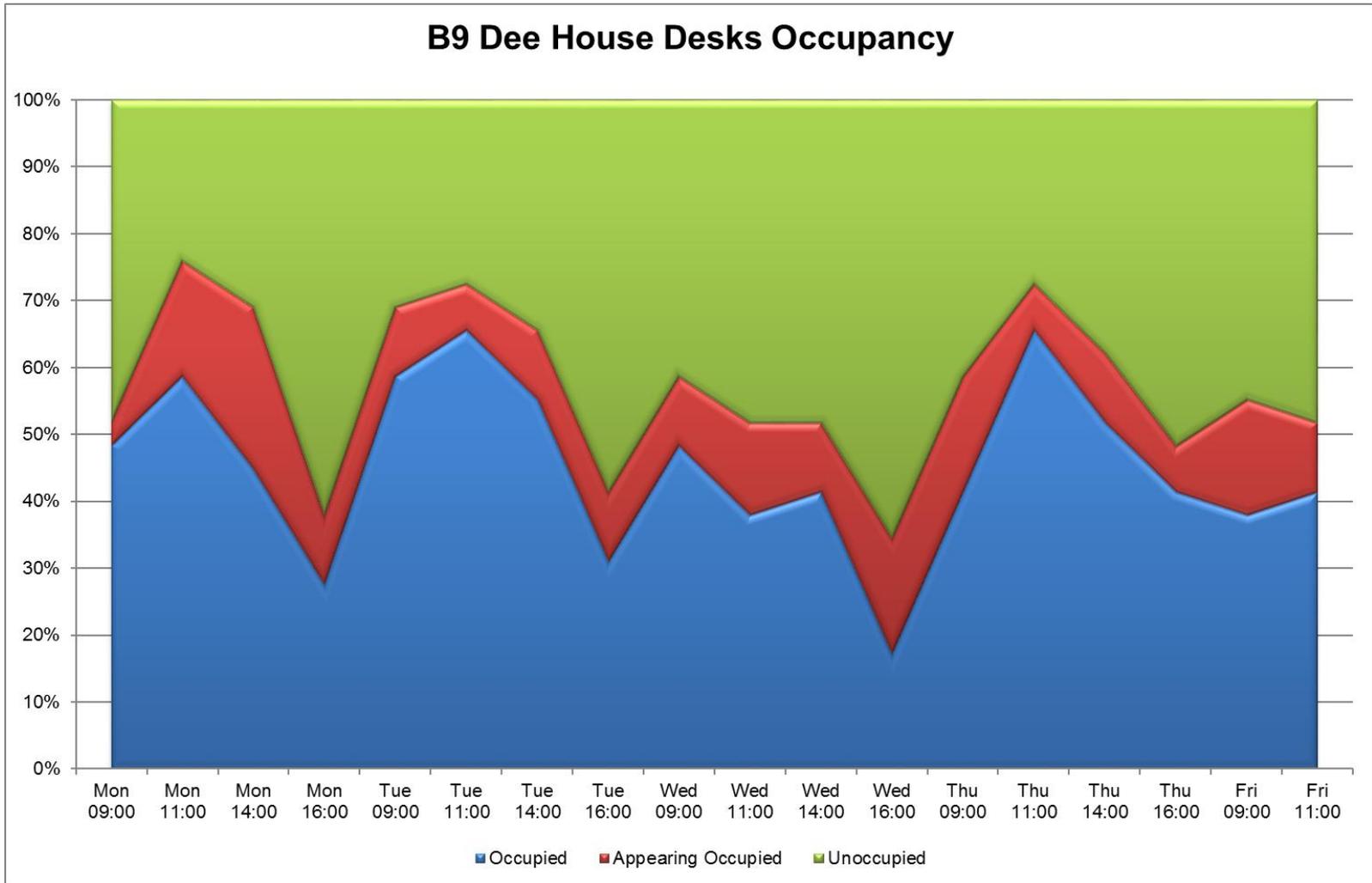
- **Workstations occupied**
- **Workstations unoccupied but showing signs of occupation (appearing occupied)**
- **Meeting room/area occupation**
- **Breakout space occupation**
- **Classroom/Training room occupation**

Engagement and Communications

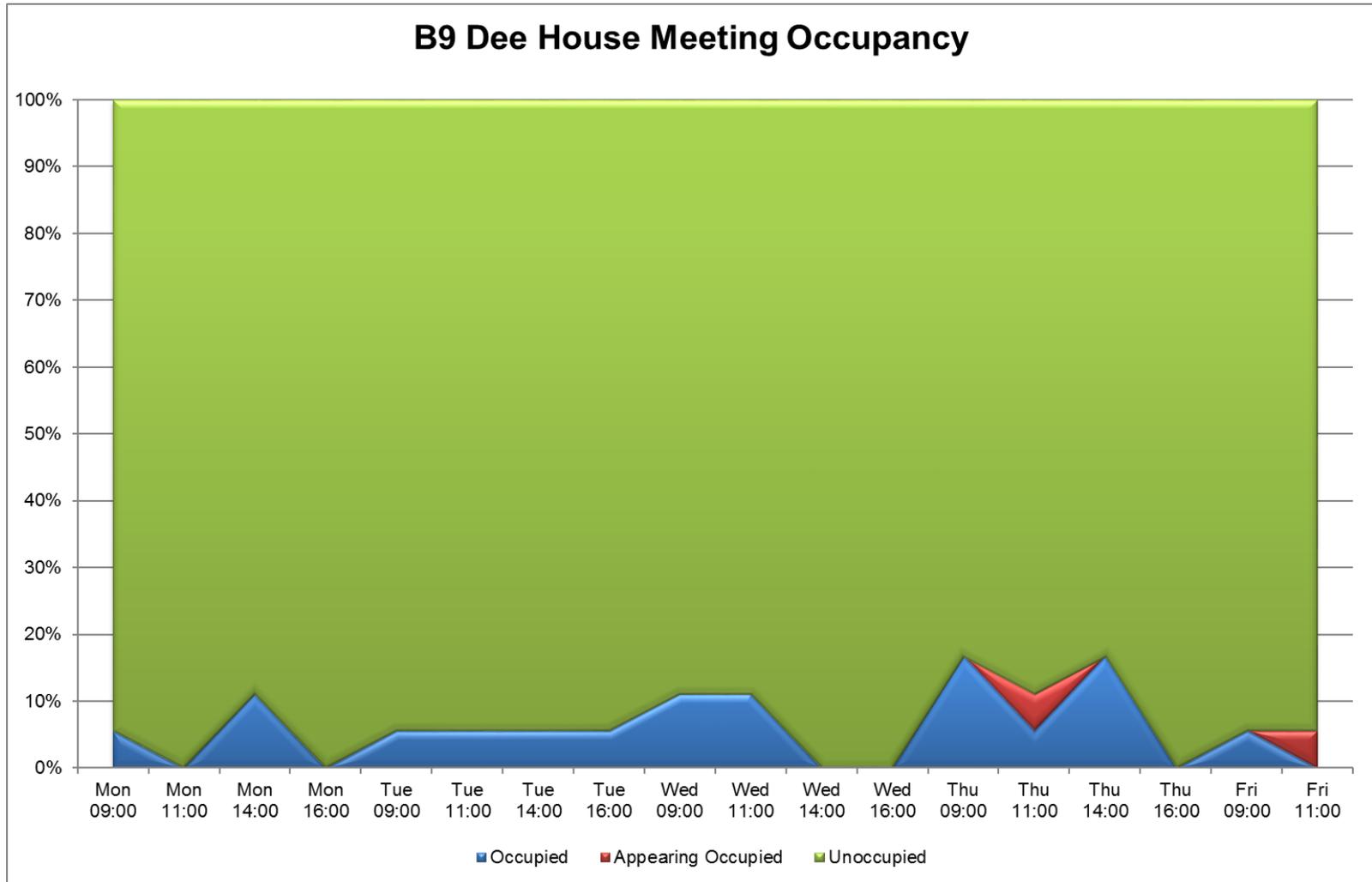
Prior to the survey taking place two site visits were undertaken to engage with local staff and interested parties to outline requirements of the survey and to gather the relevant data and drawing information to enable the survey to be undertaken.

Survey Results

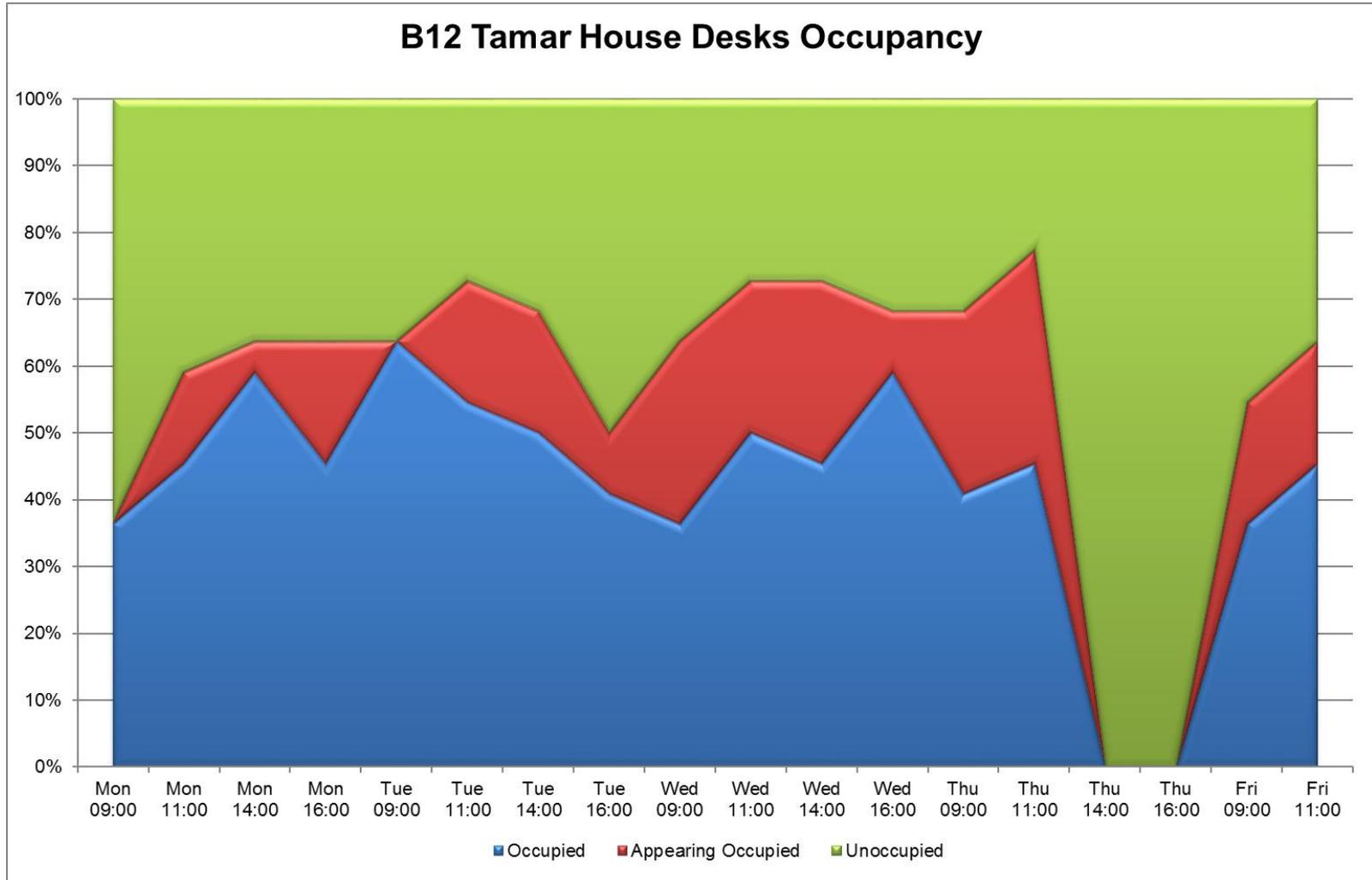
B9 Dee House – 29 Desks



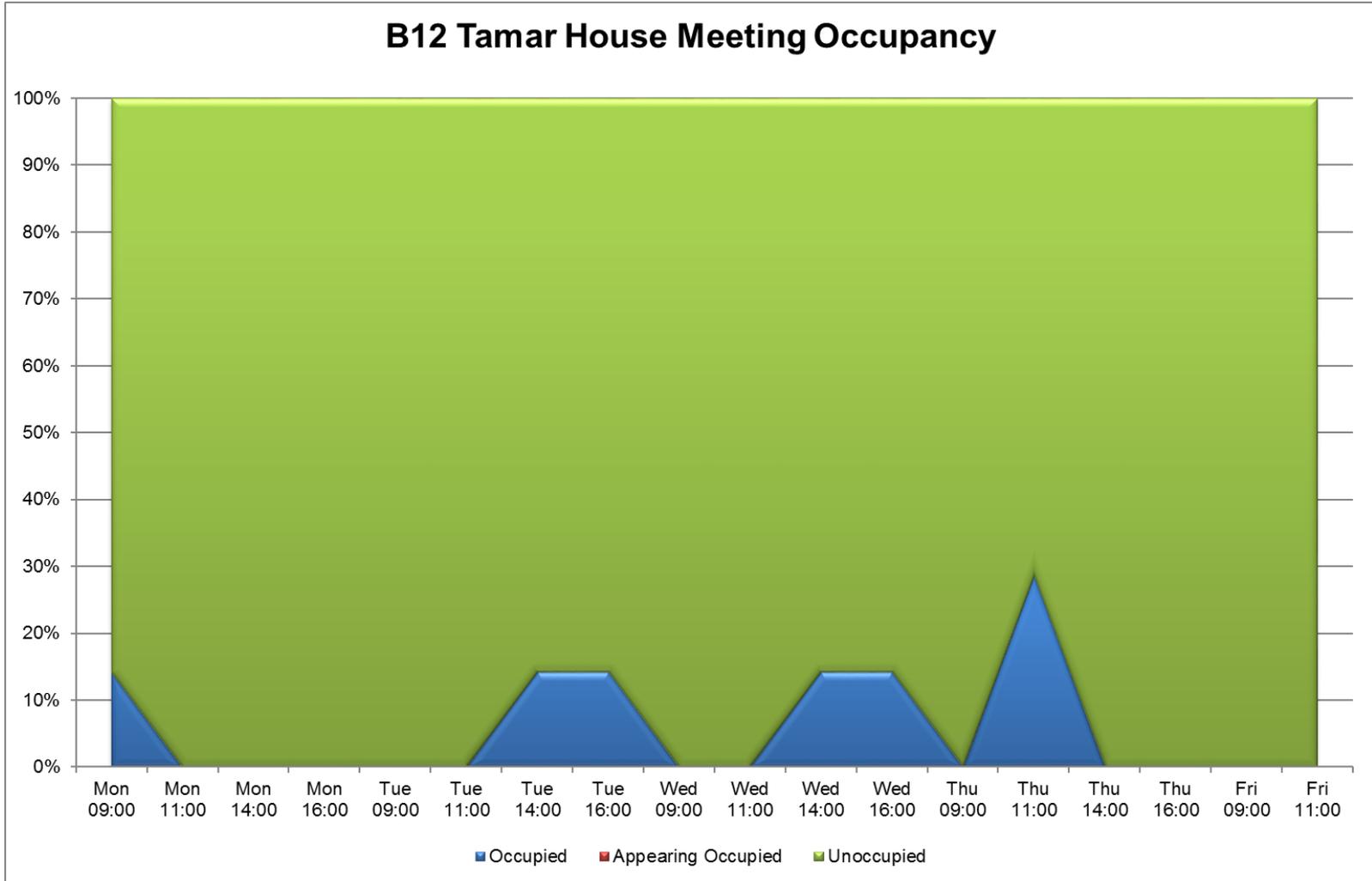
B9 Dee House – Meeting



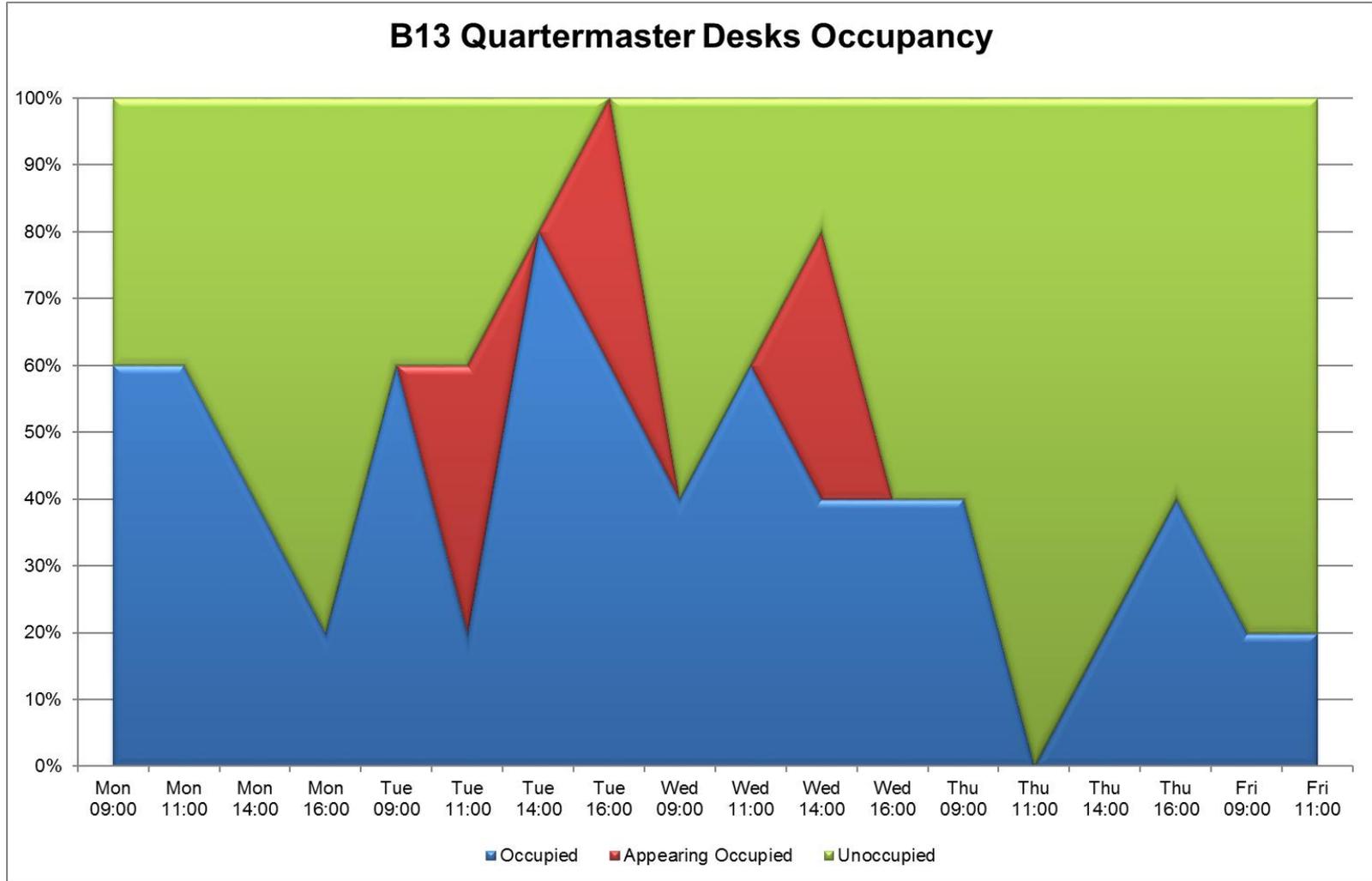
B12 Tamar House – 22 Desks



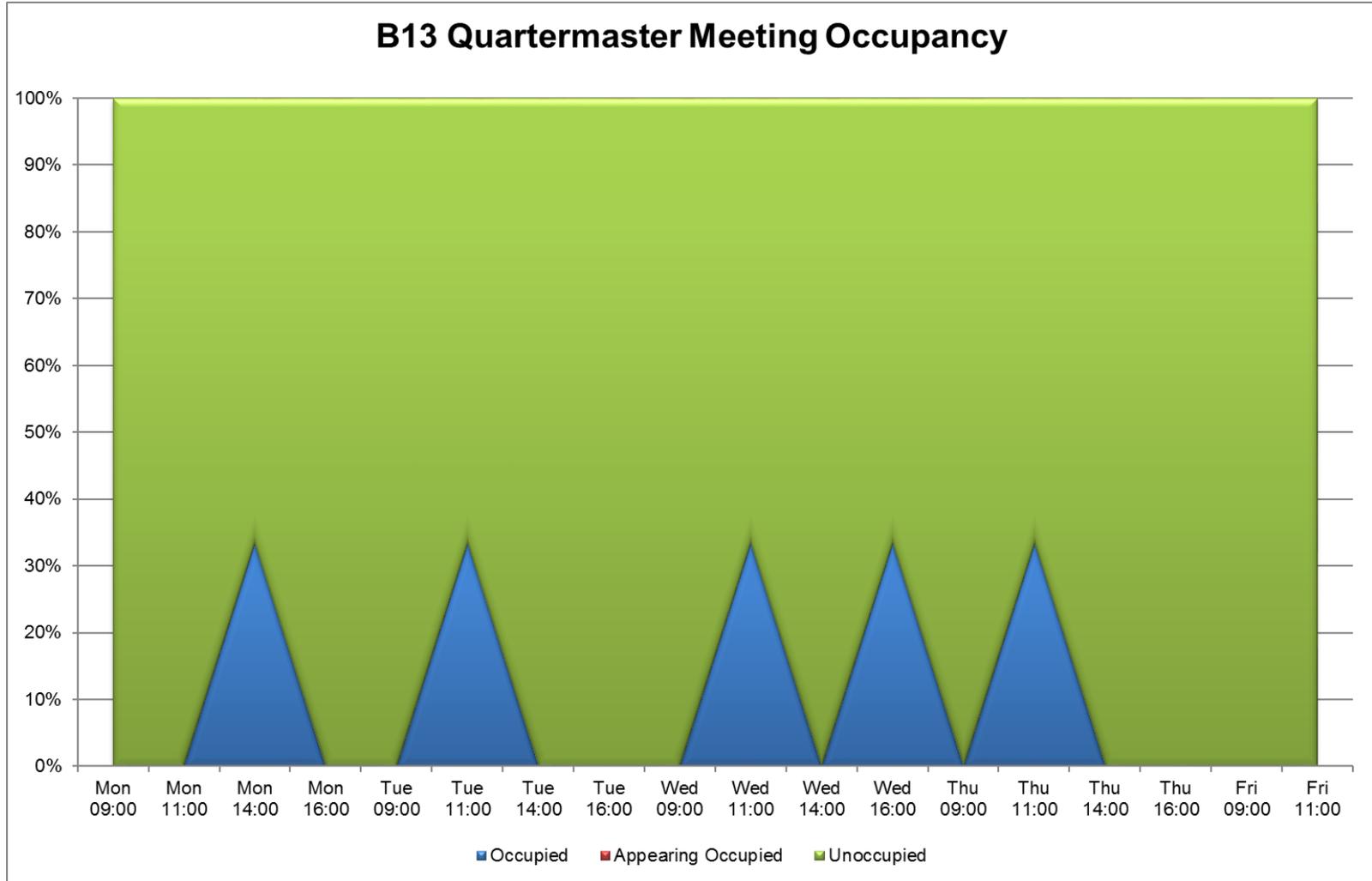
B12 Tamar House – Meeting



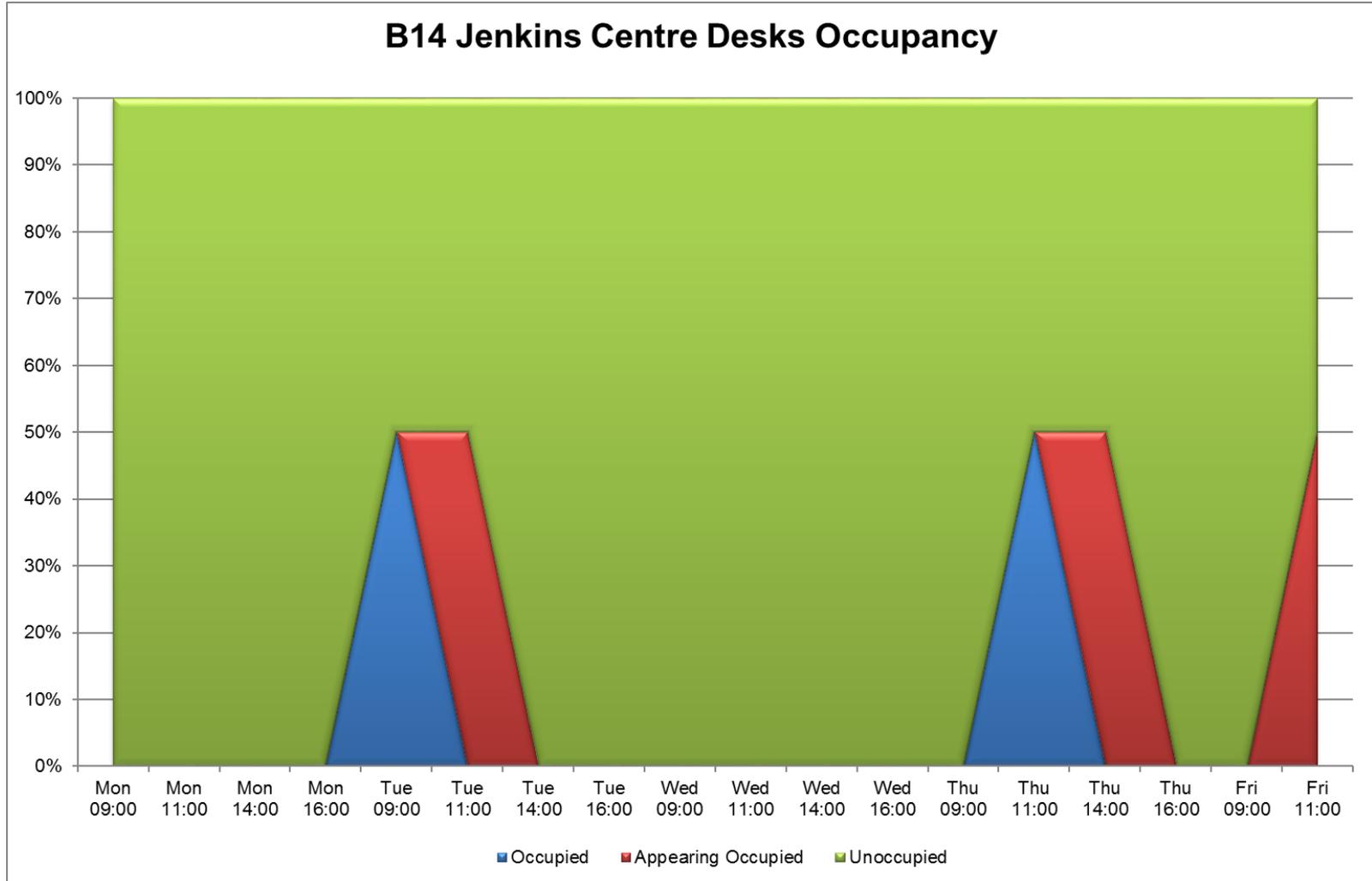
B13 QM – 5 Desks



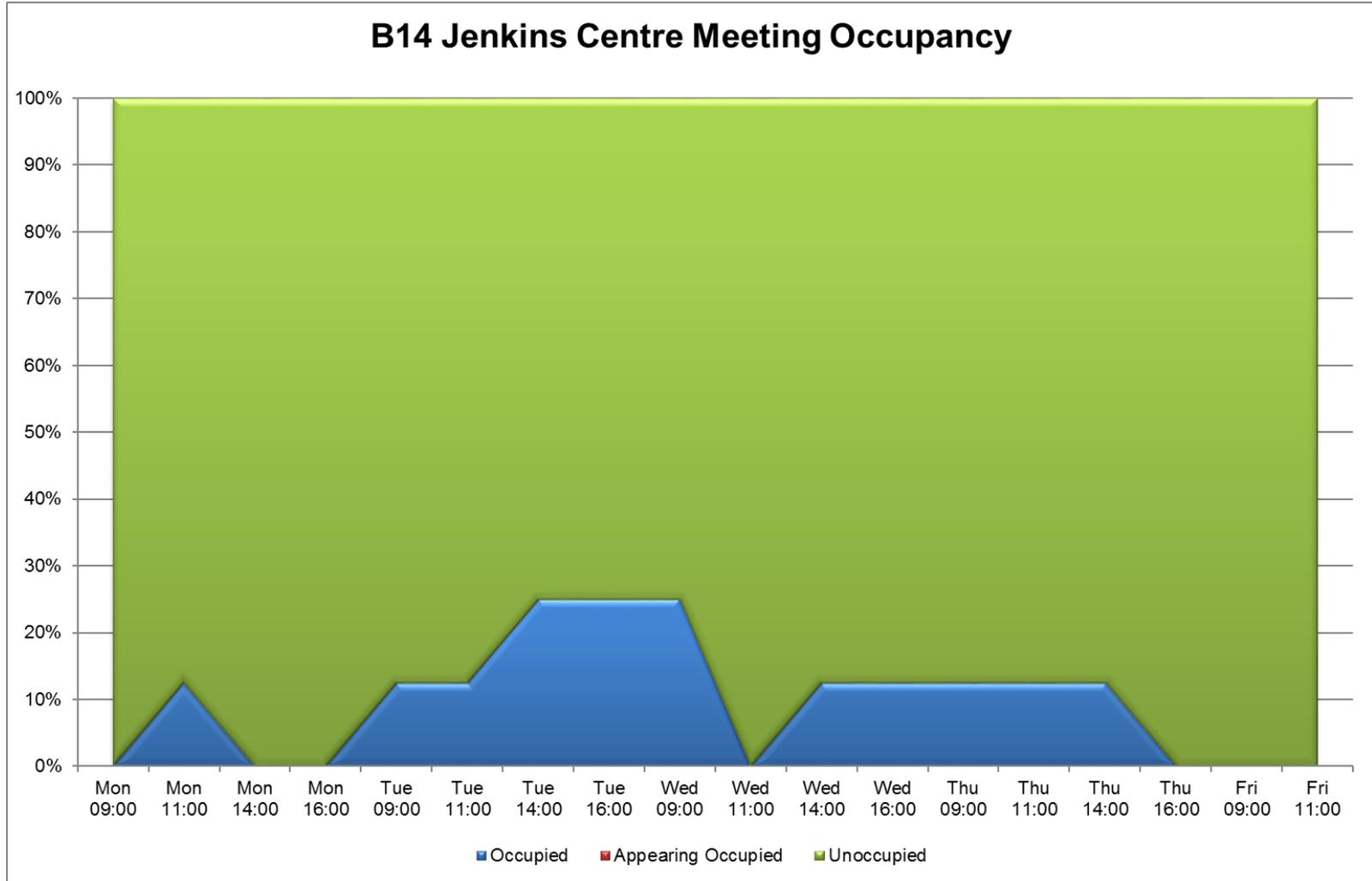
B13 QM – Meeting



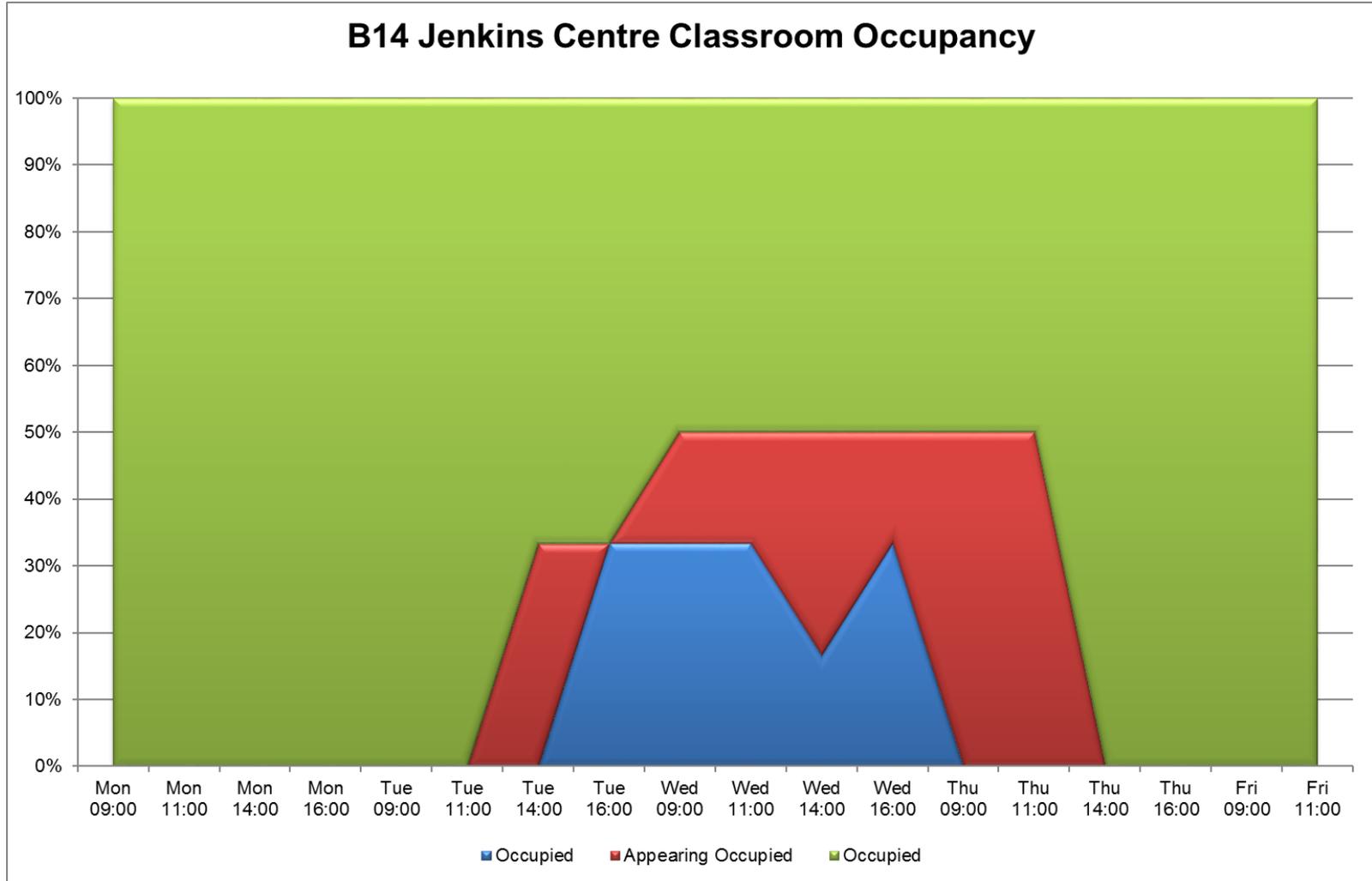
B14 Jenkins Centre – 2 Desks



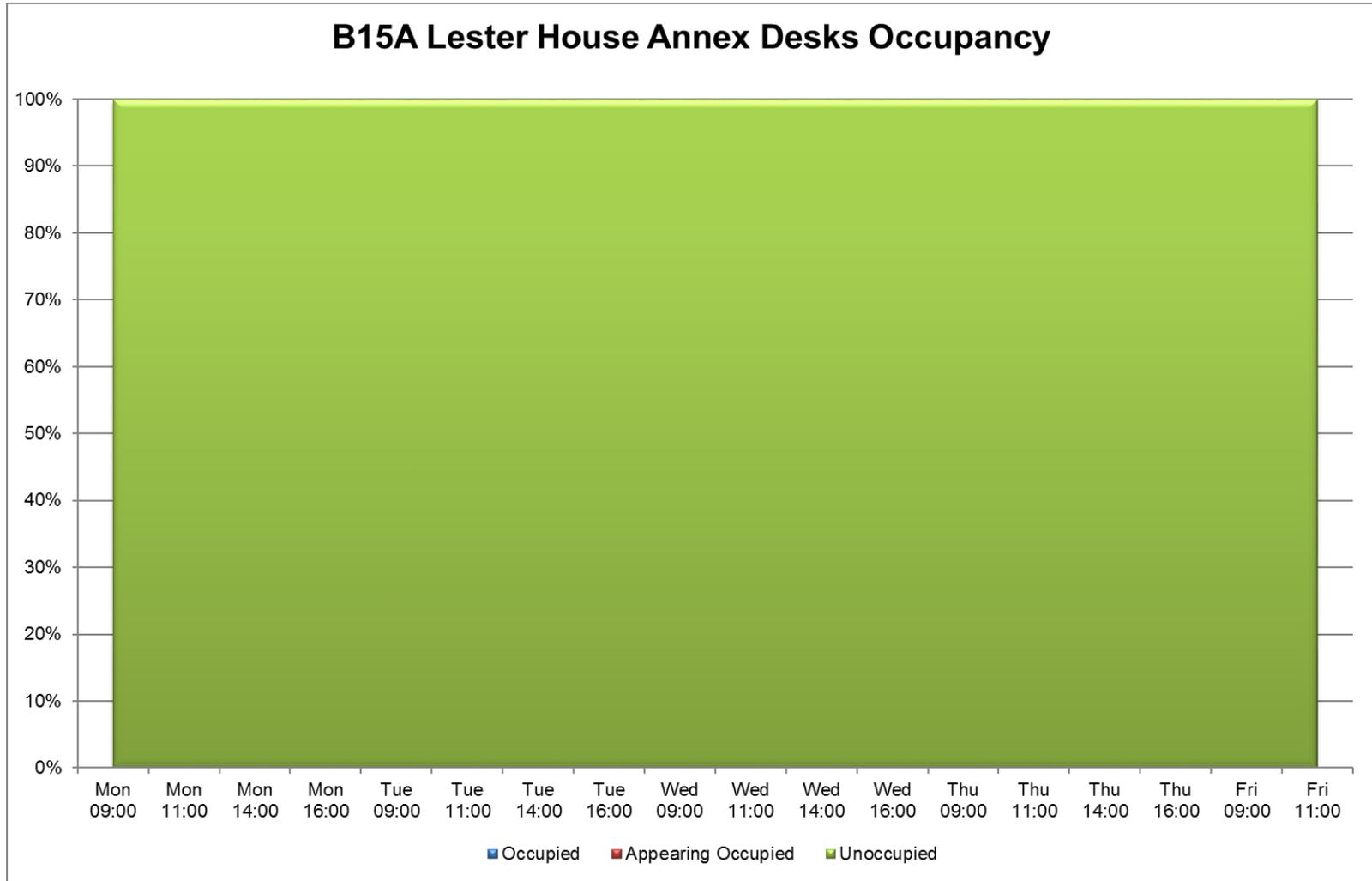
B14 Jenkins Centre – Meeting



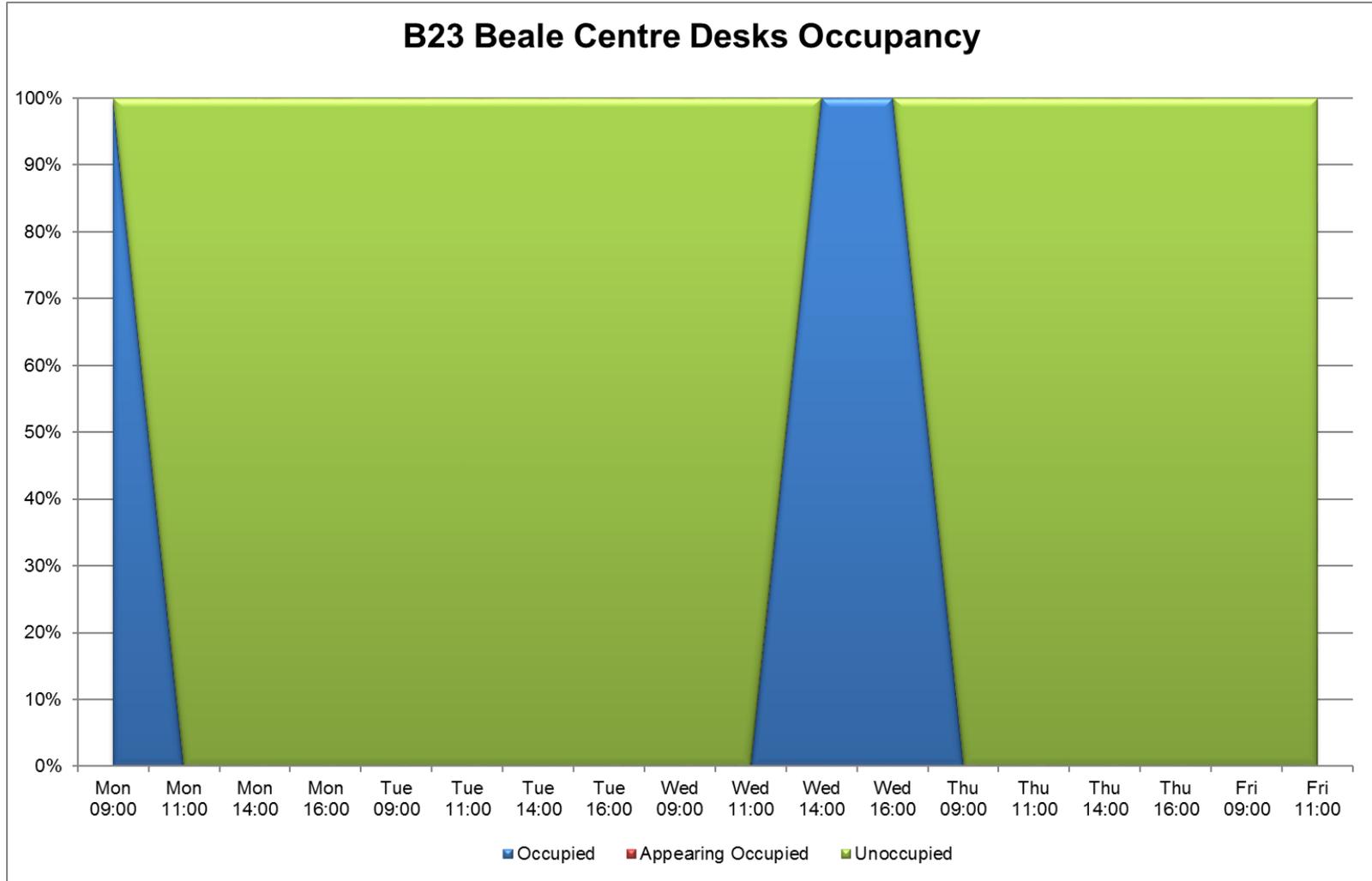
B14 Jenkins Centre – Classroom



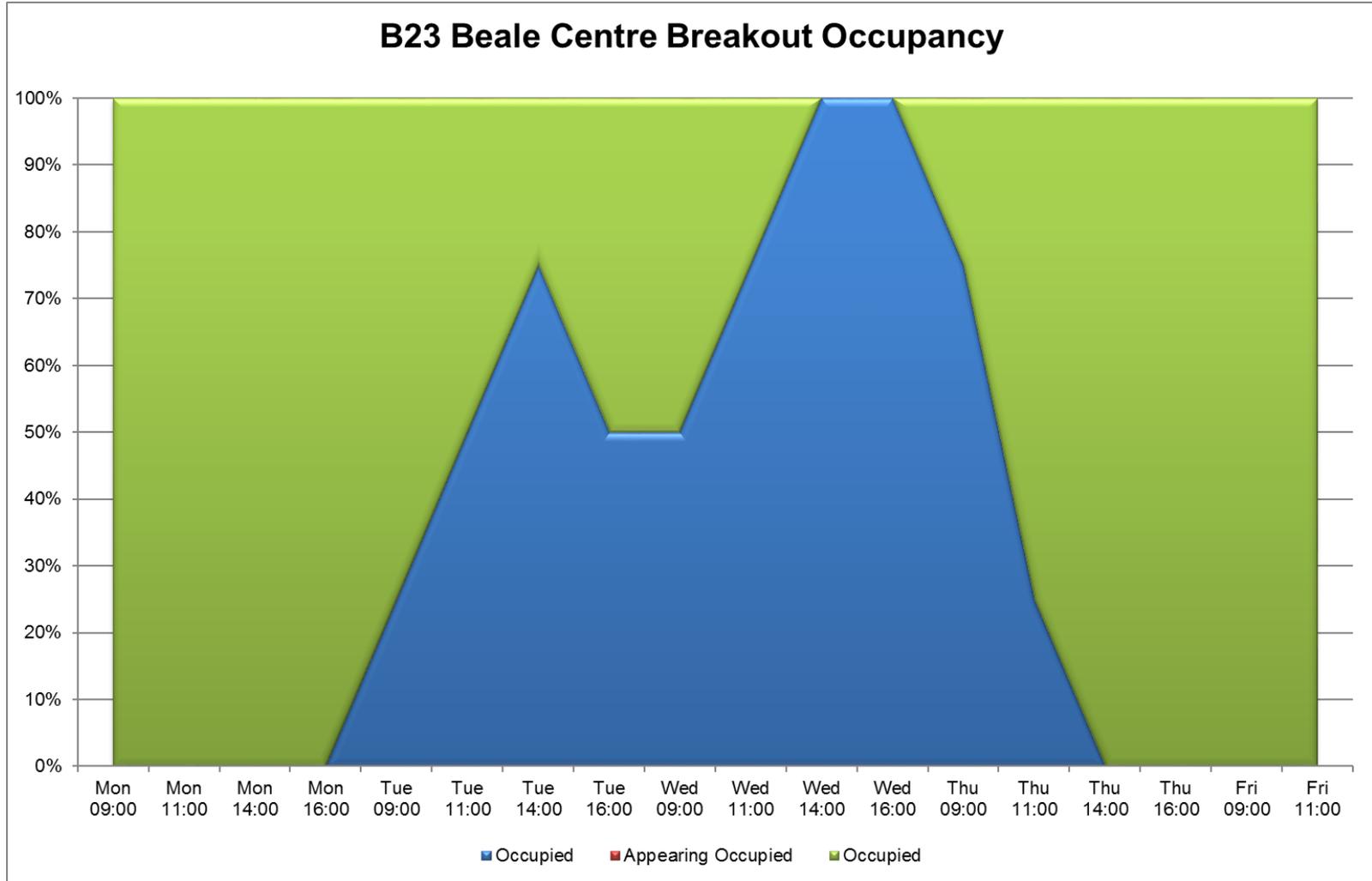
B15A Lester House – 8 Desks



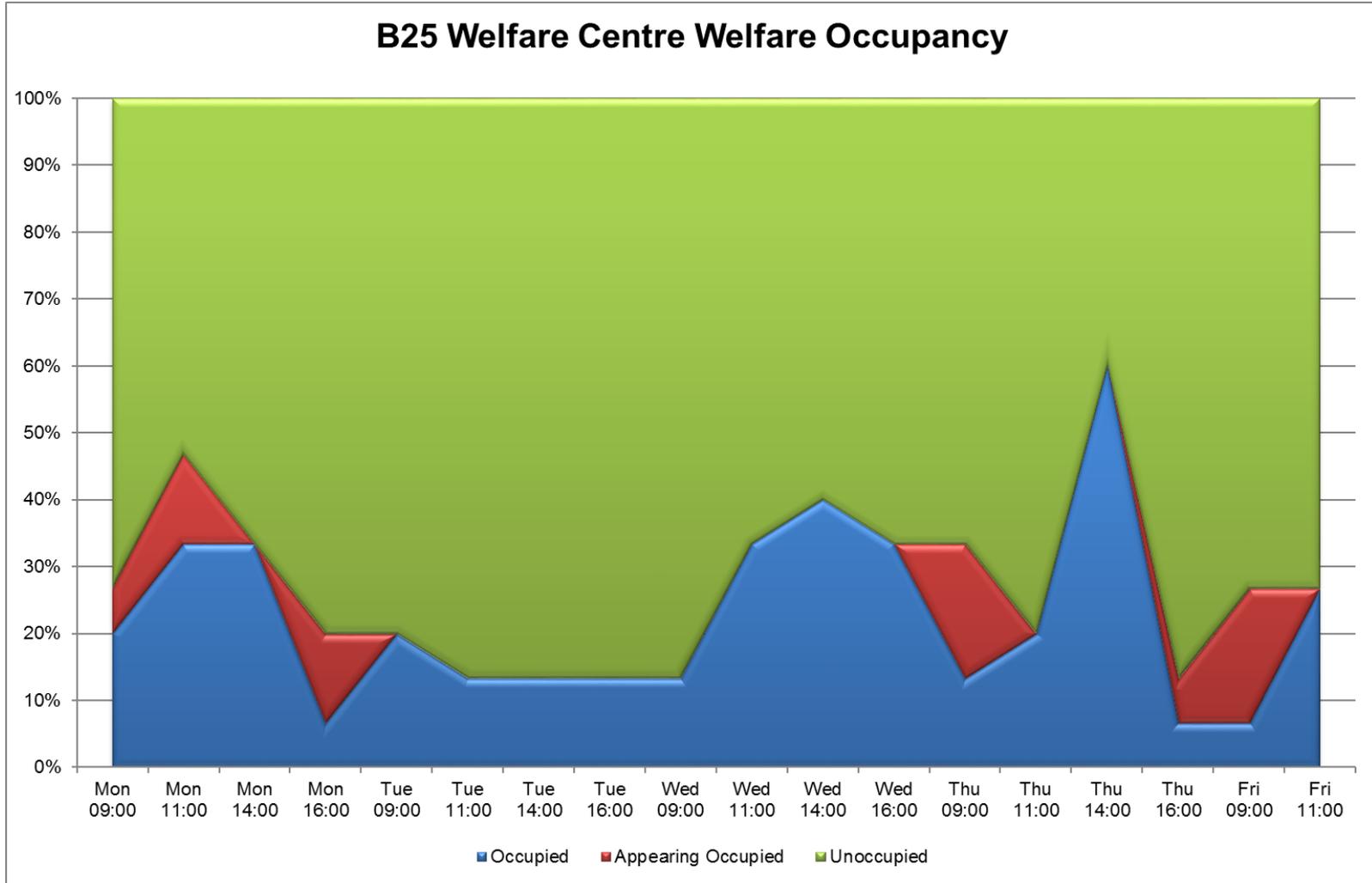
B23 Beale Centre – 1 Desk



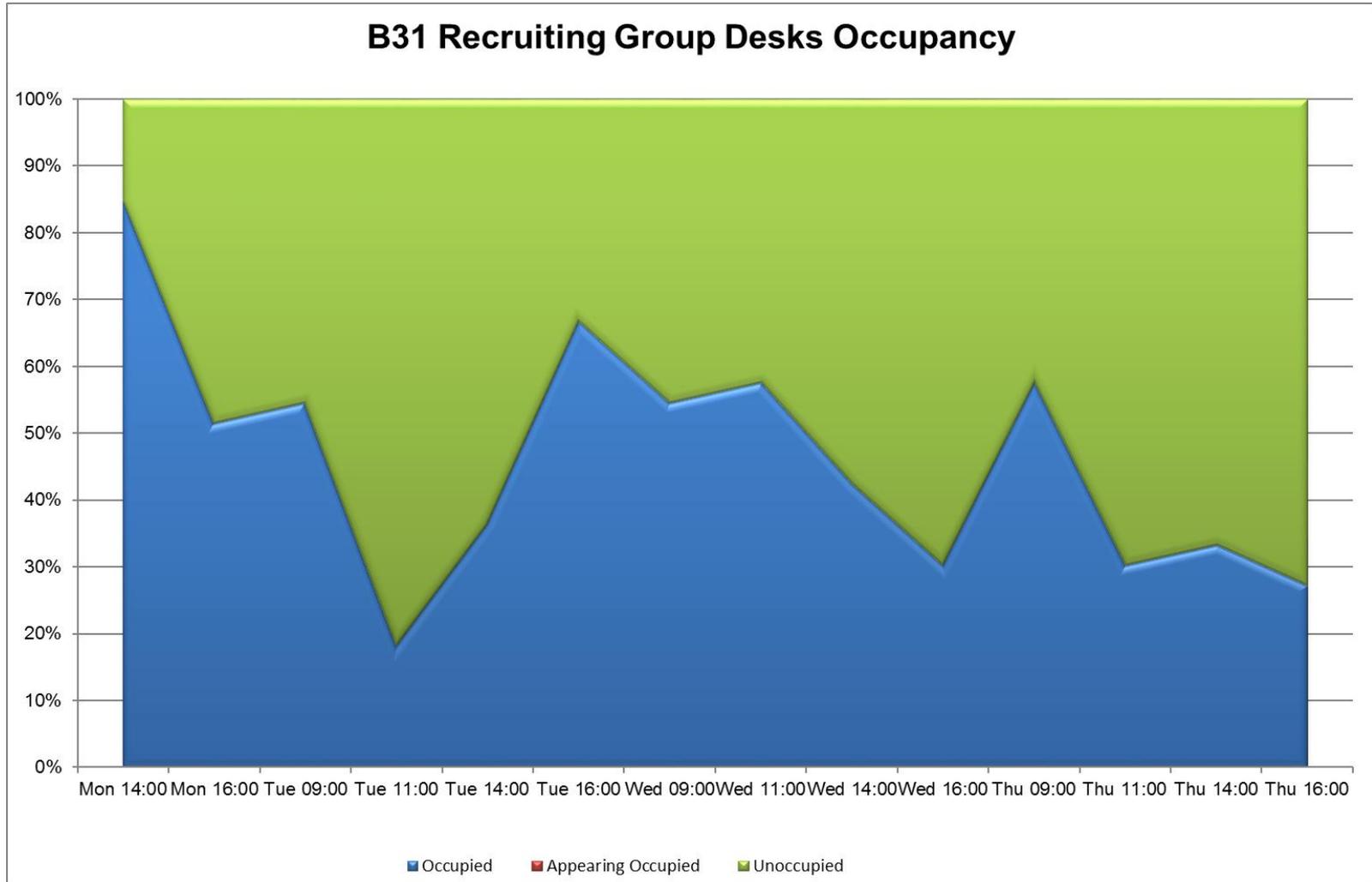
B23 Beale Centre – 1 Desk



B25 Welfare Centre – 16 Welfare Areas



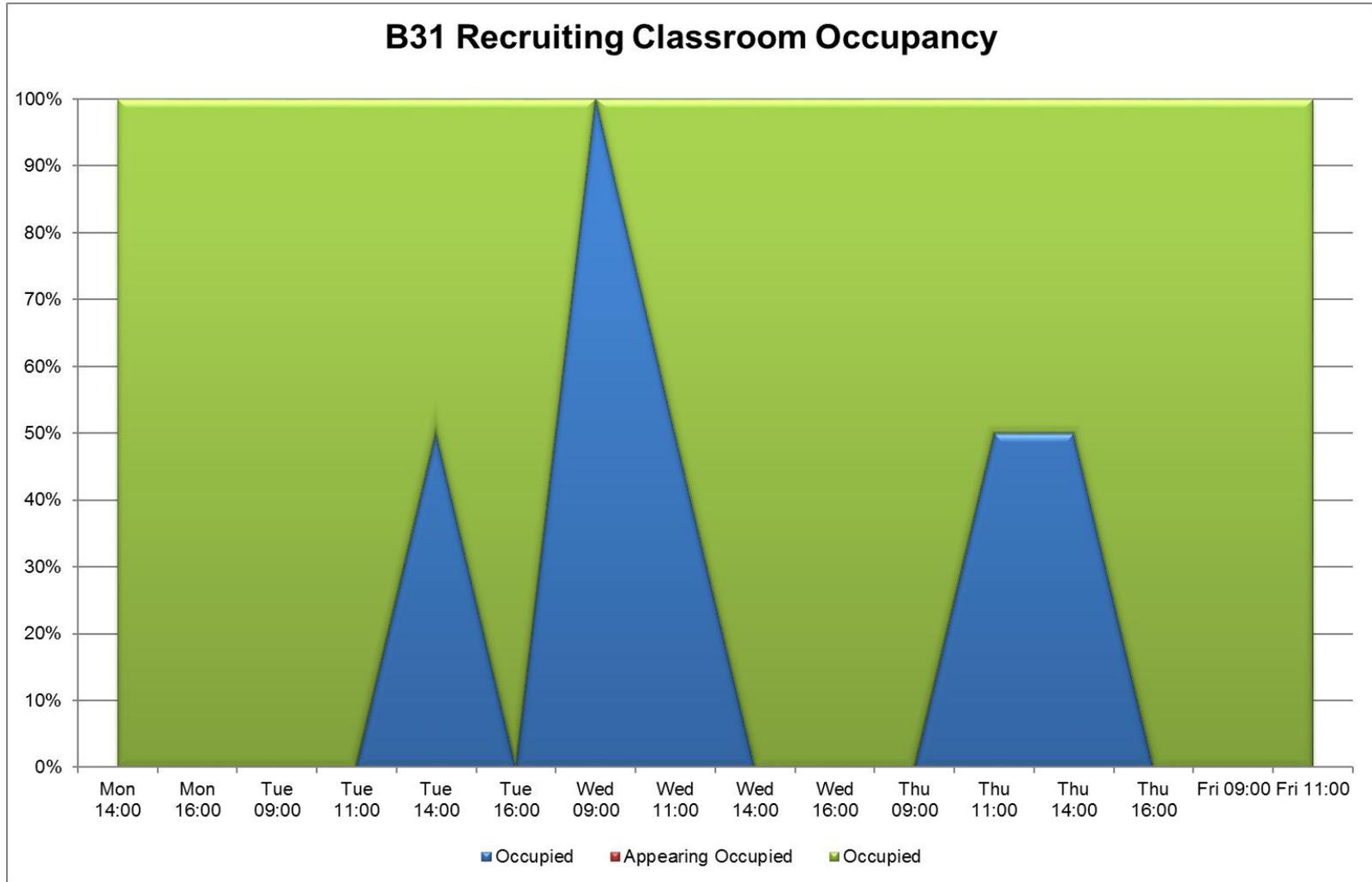
B31 Recruitment Centre – 33 Desks



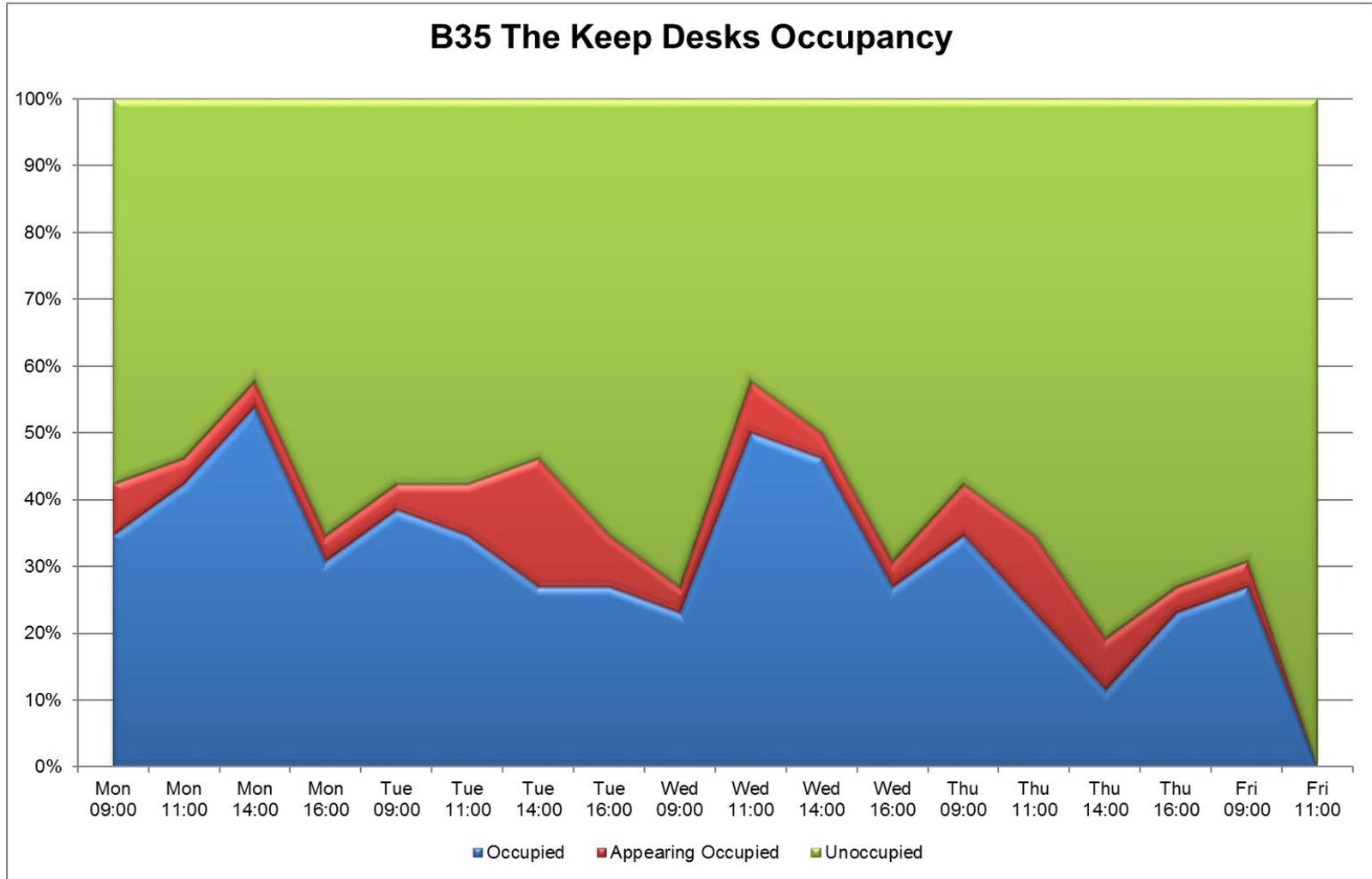
B31 Recruitment Centre – Meeting



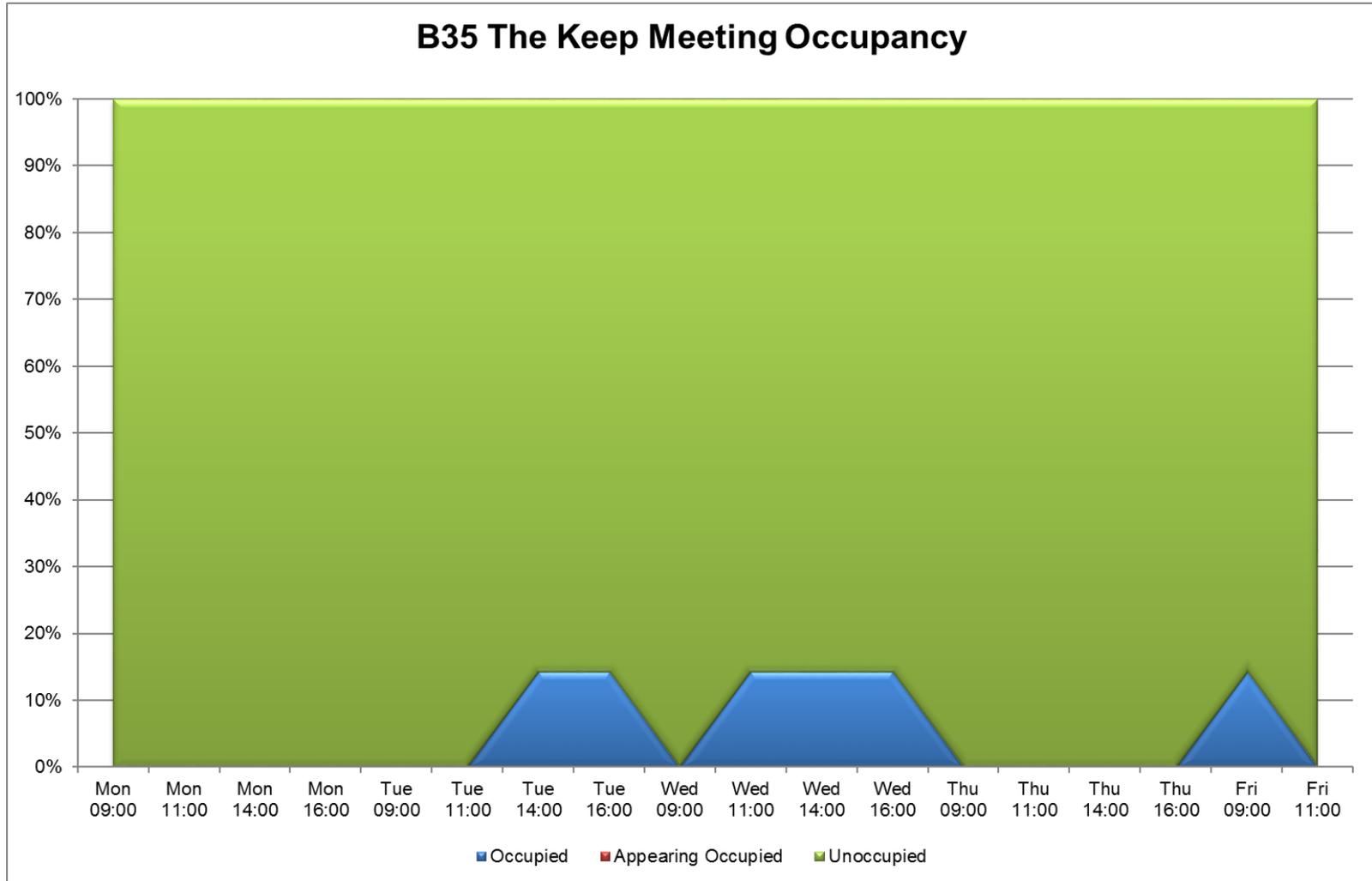
B31 Recruitment Centre – Classroom



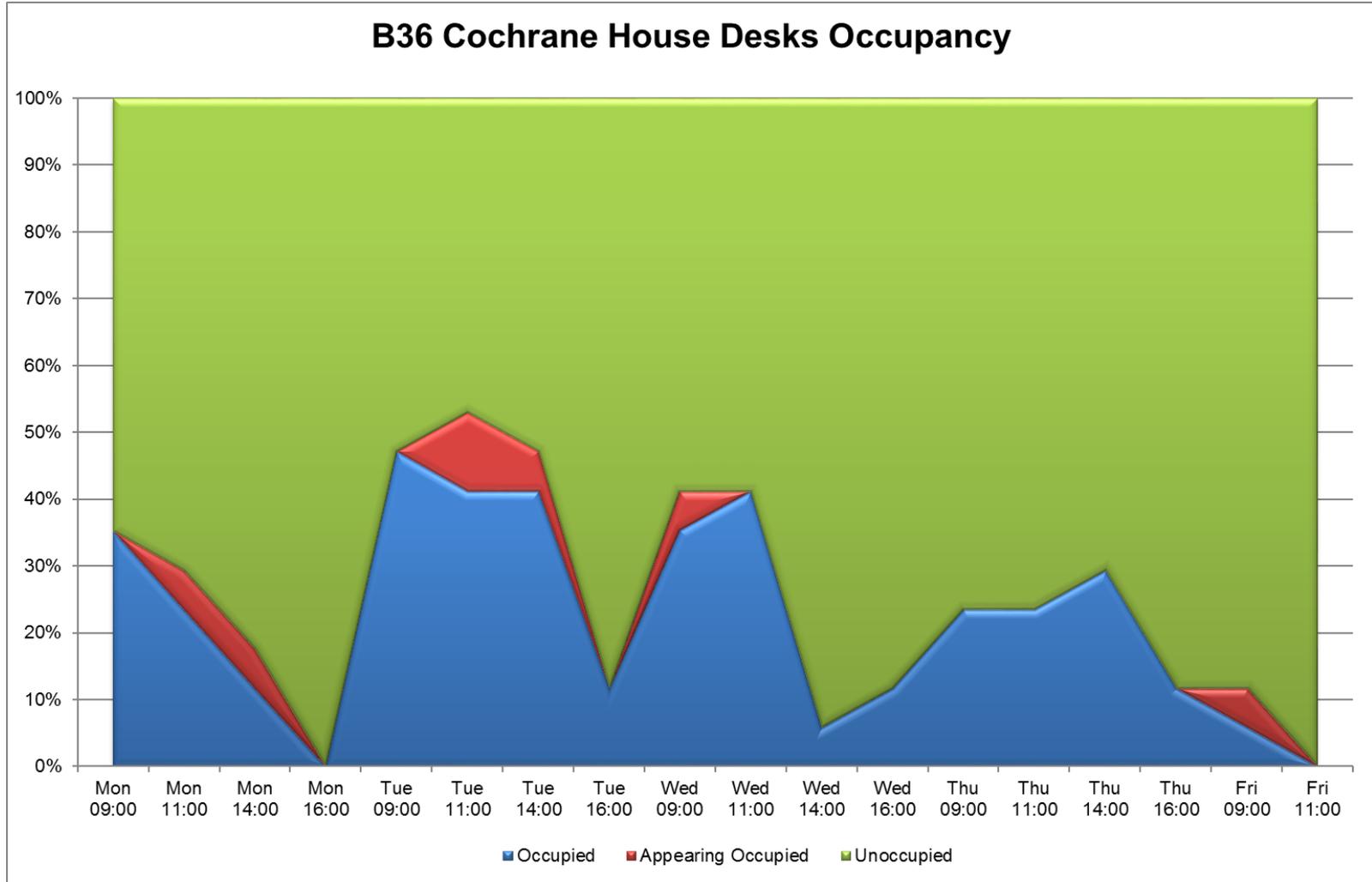
B35 The Keep – 26 Desks



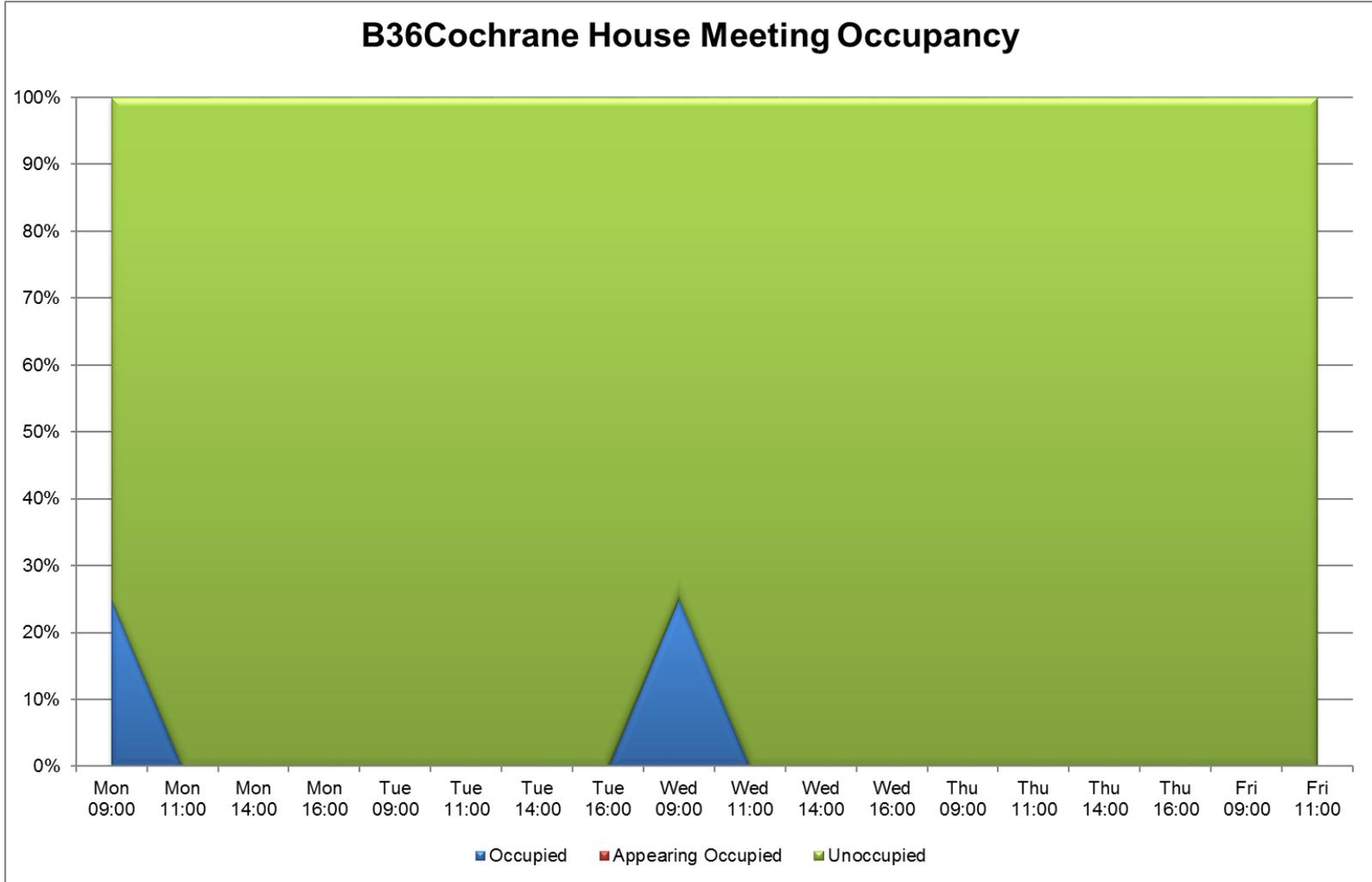
B35 The Keep – Meeting



B36 Cochrane House – 17 Desks

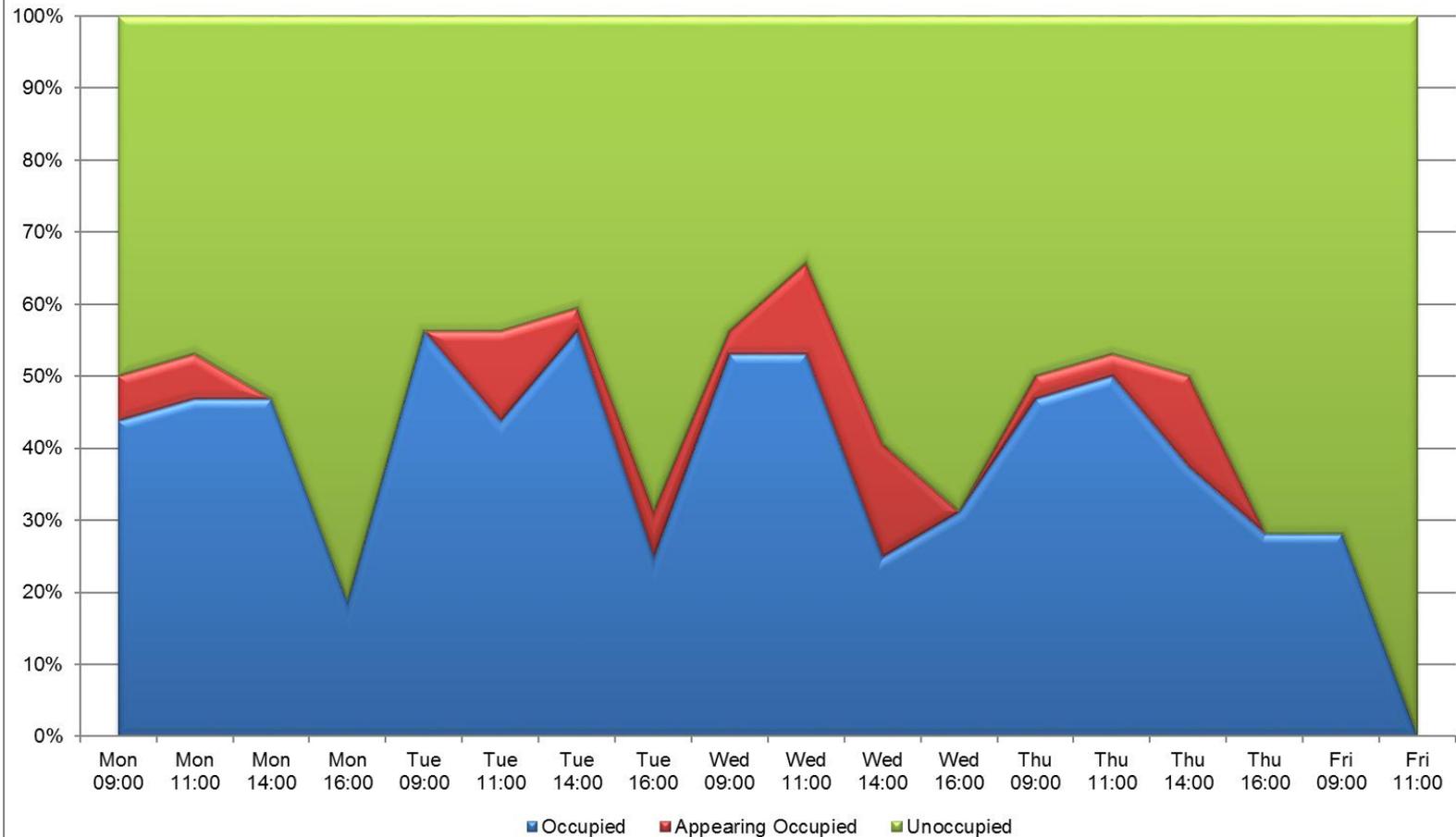


B36 Cochrane House – Meeting

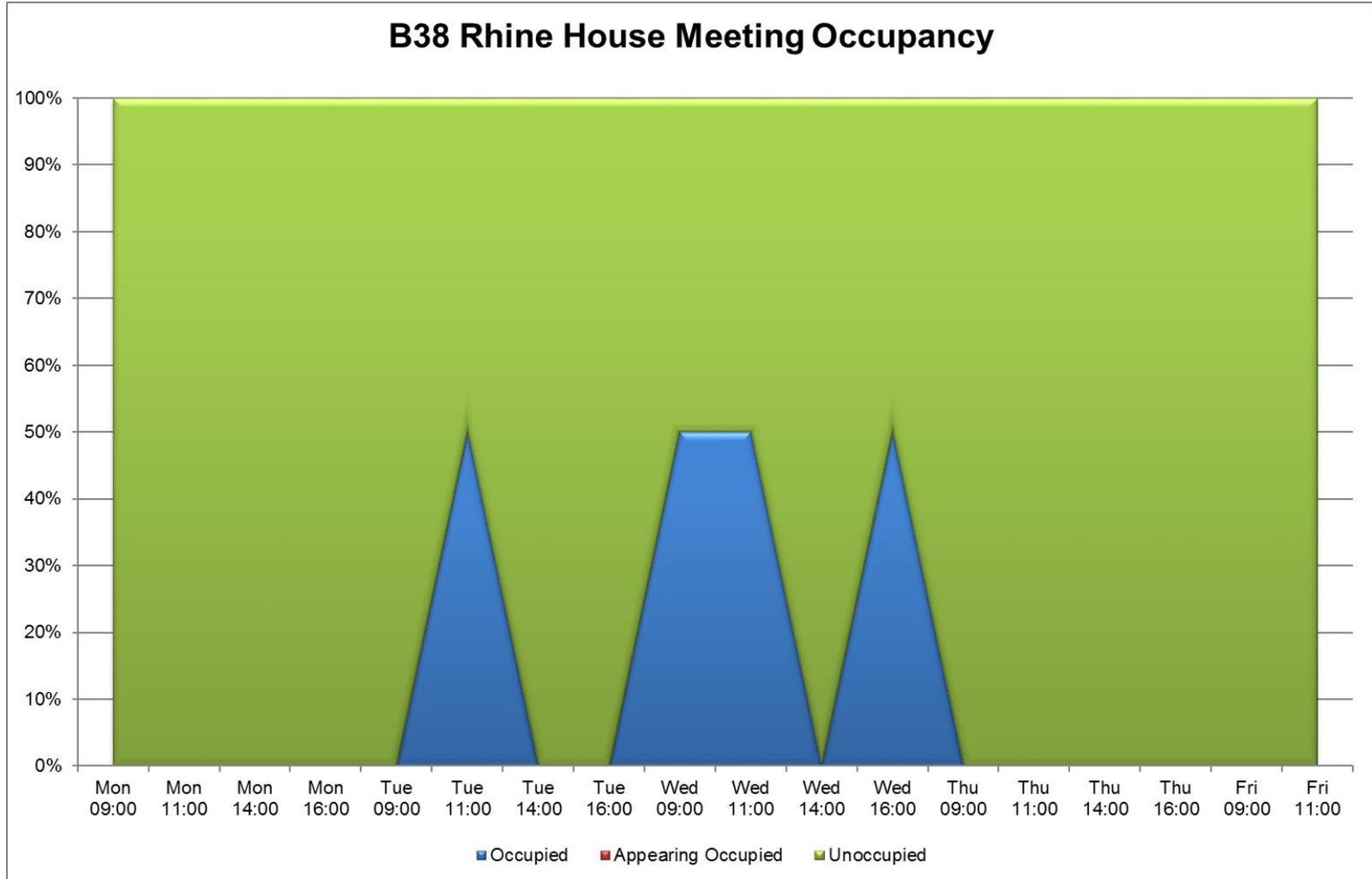


B38 Rhine – 32 Desks

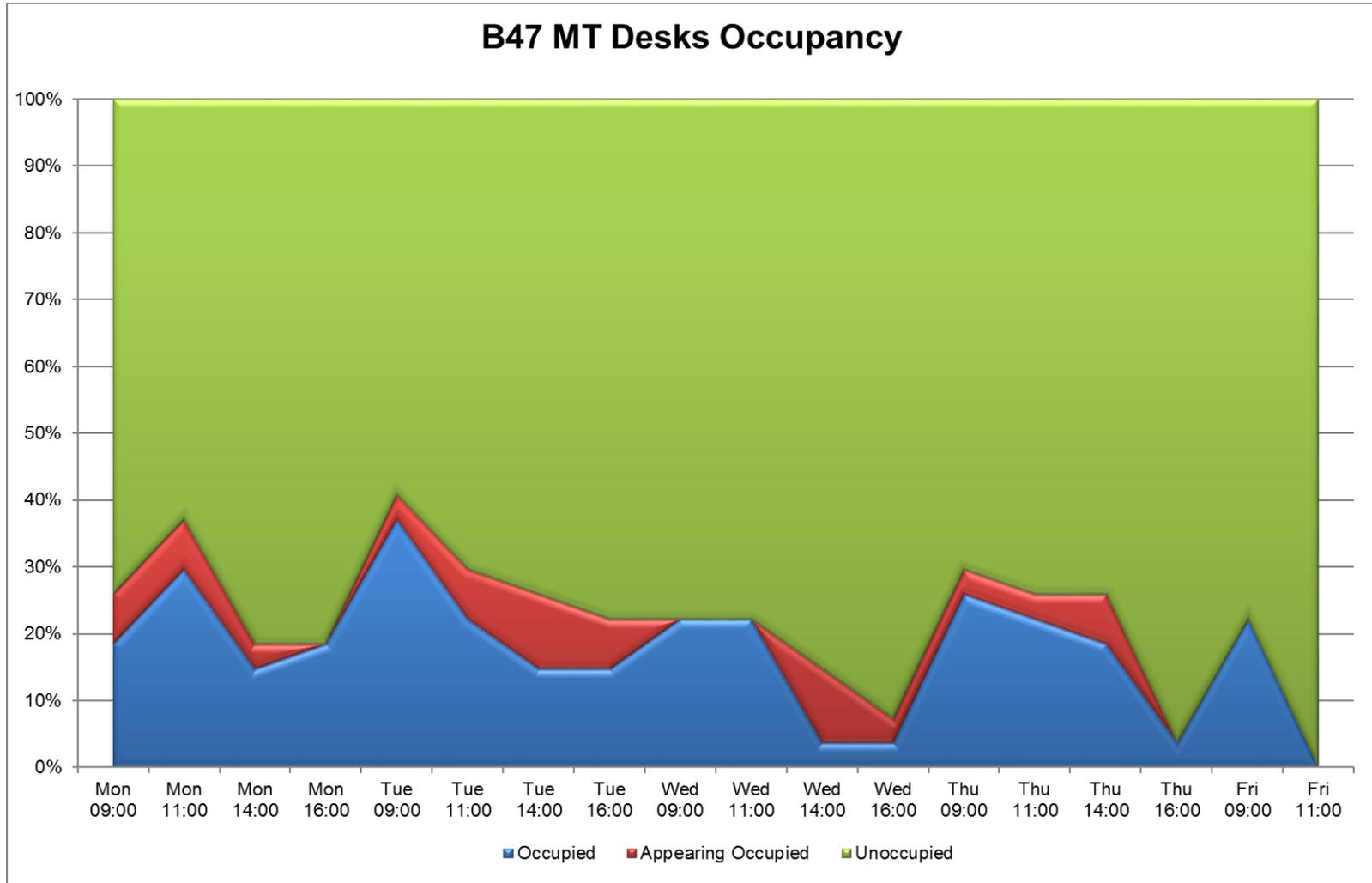
B38 Rhine House Desks Occupancy



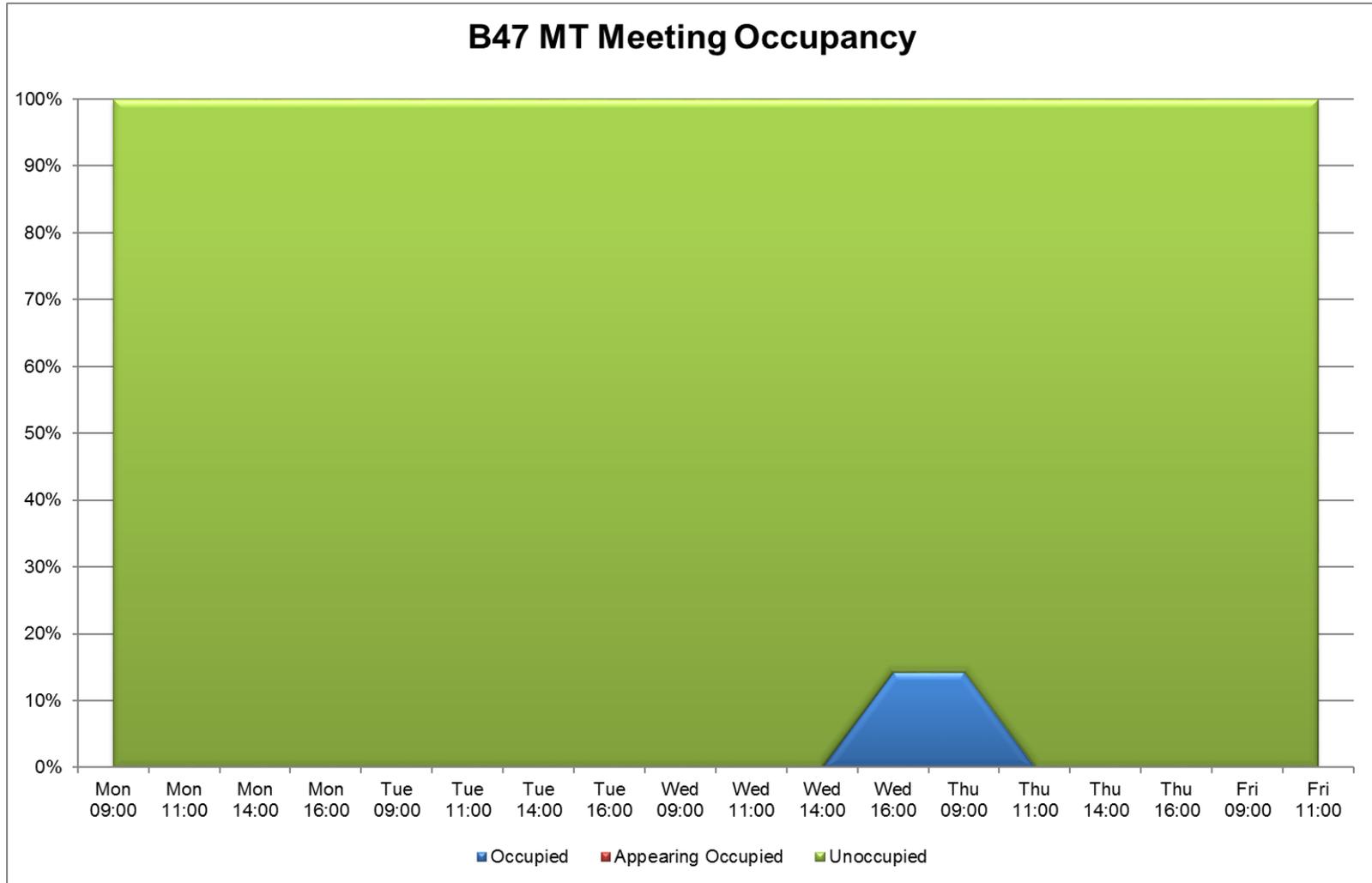
B38 Rhine – Meeting



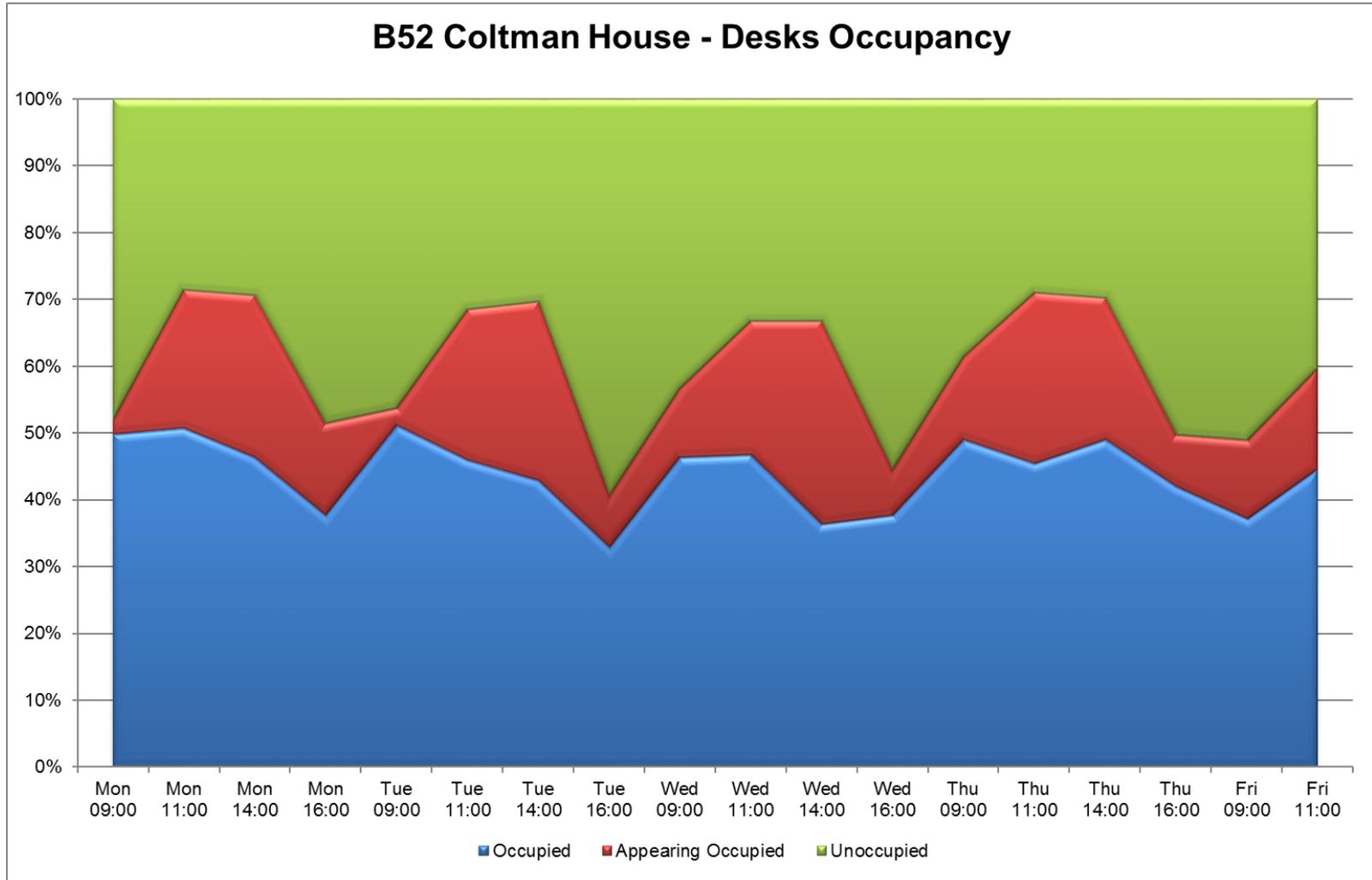
B47 MT – 27 Desks



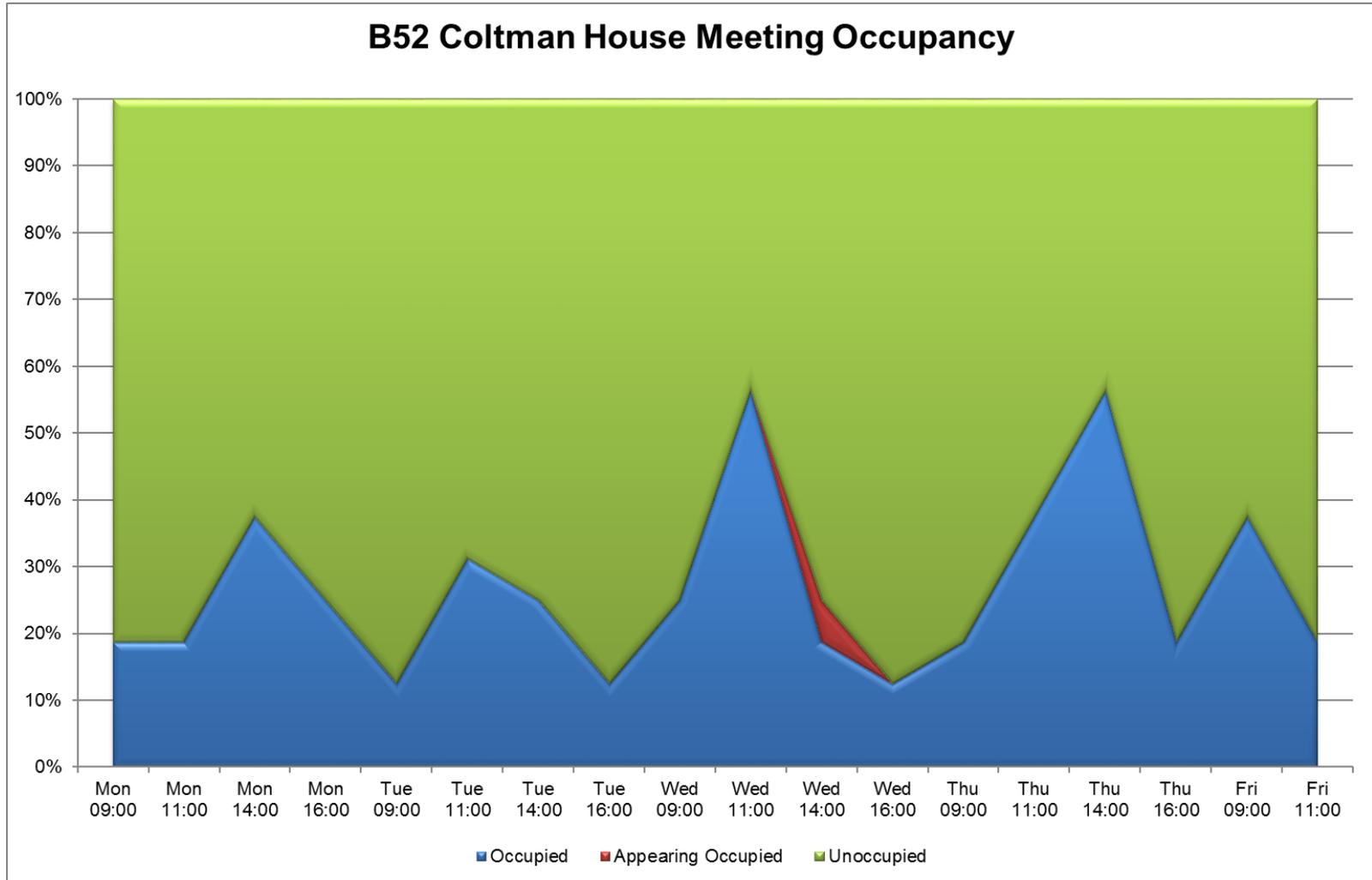
B47 MT – Meeting



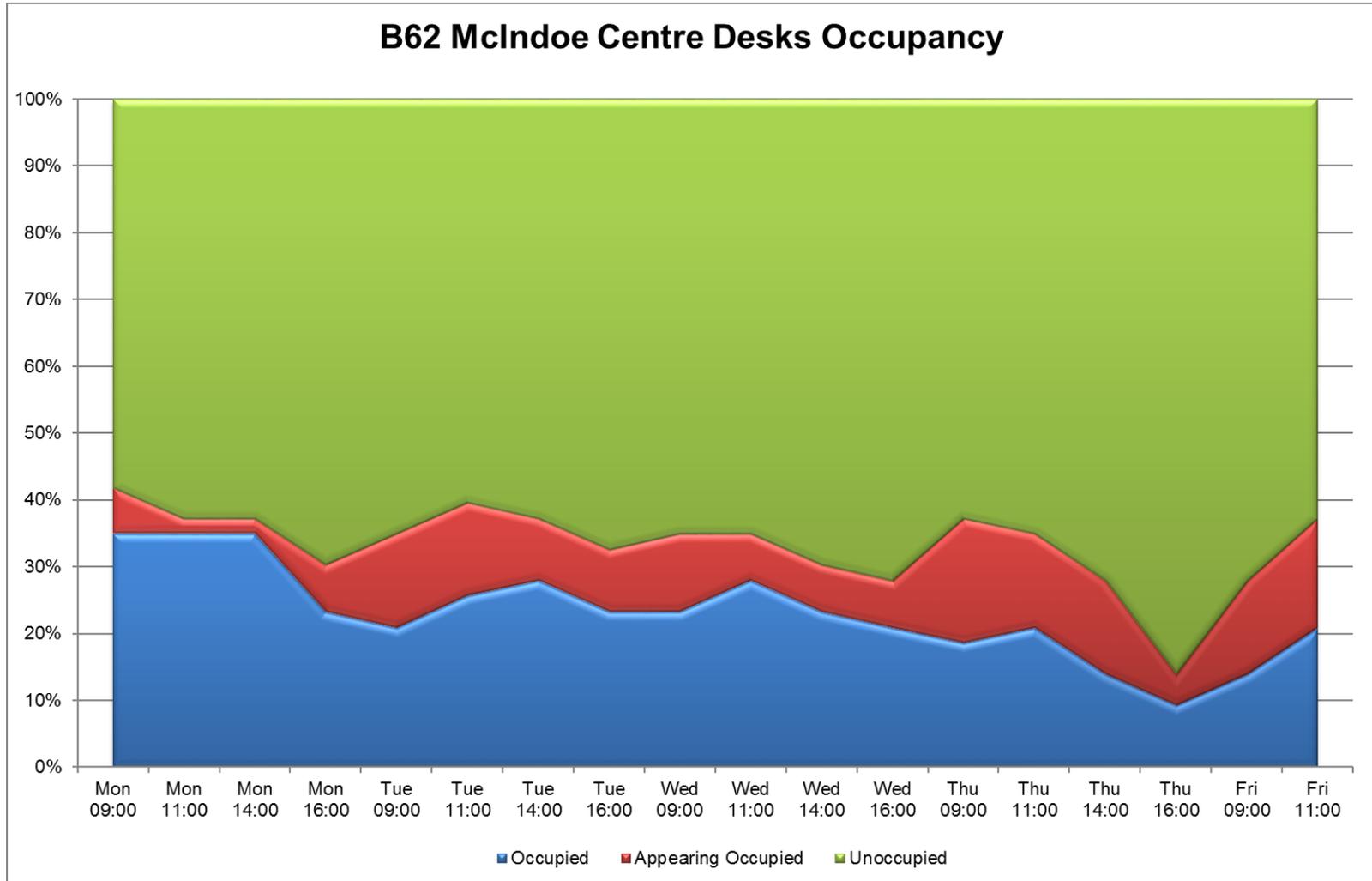
B52 Coltman House – 231 Desks



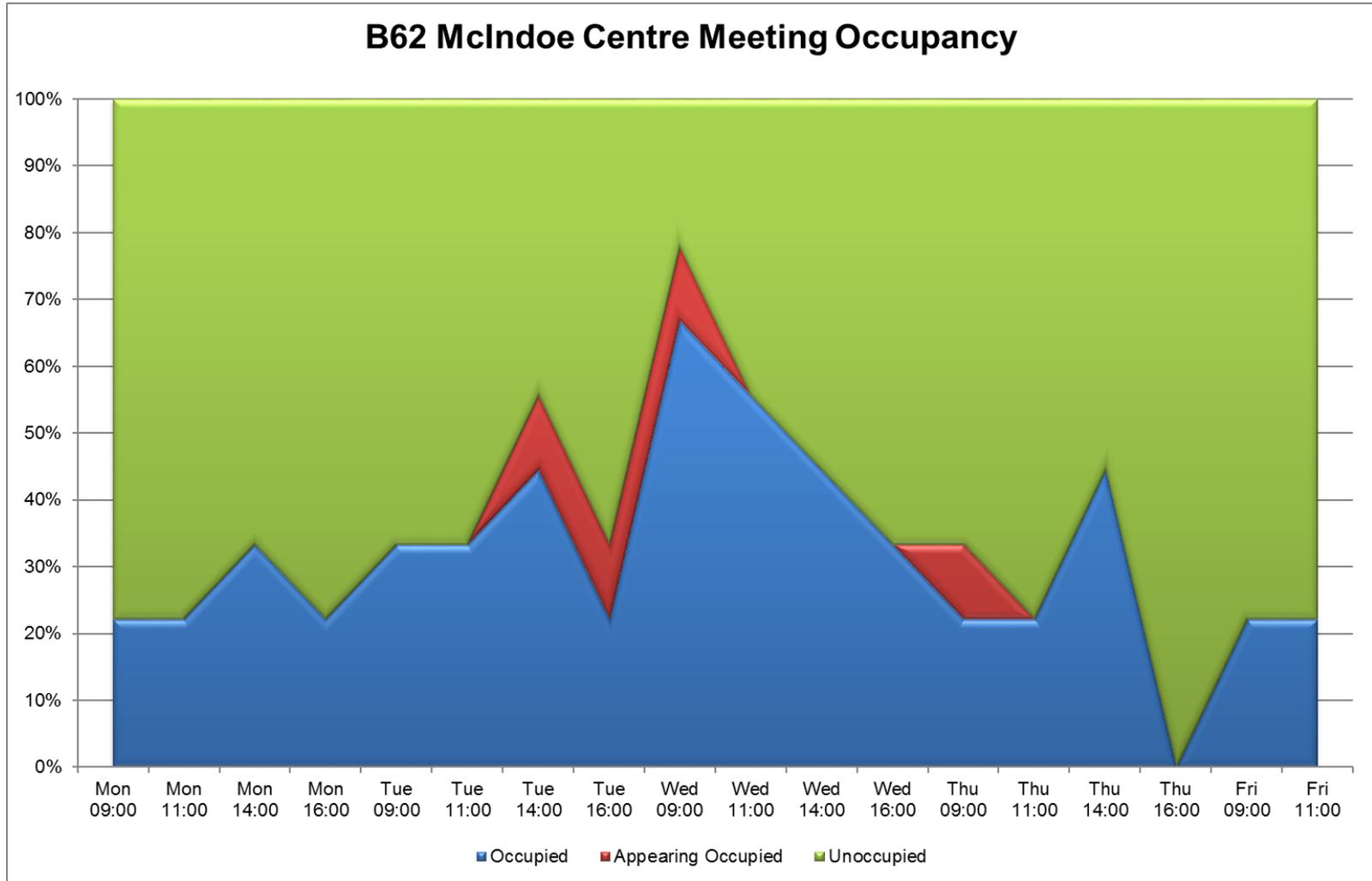
B52 Coltman House – Meeting



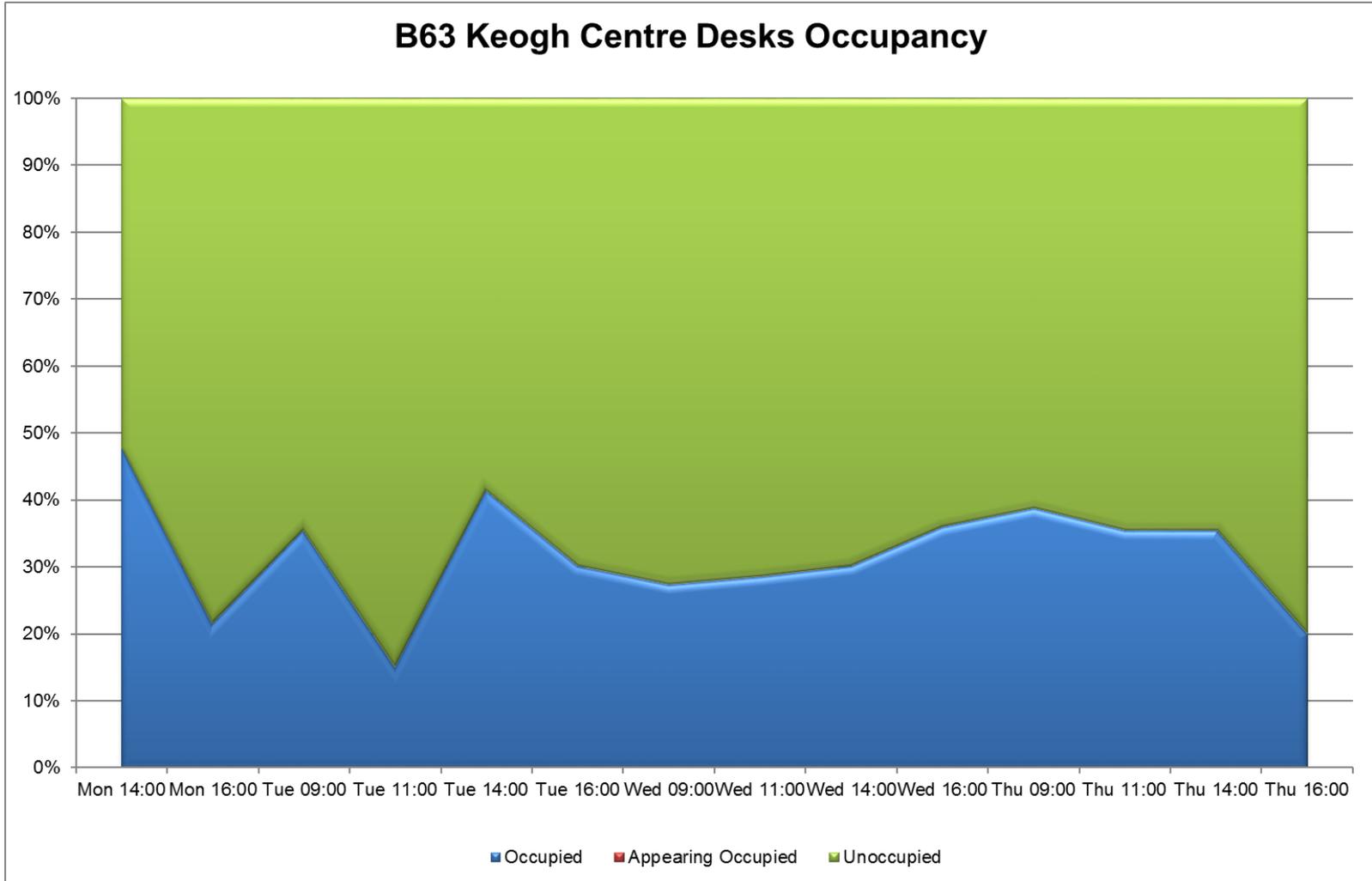
B62 McIndoe Centre – 43 Desks



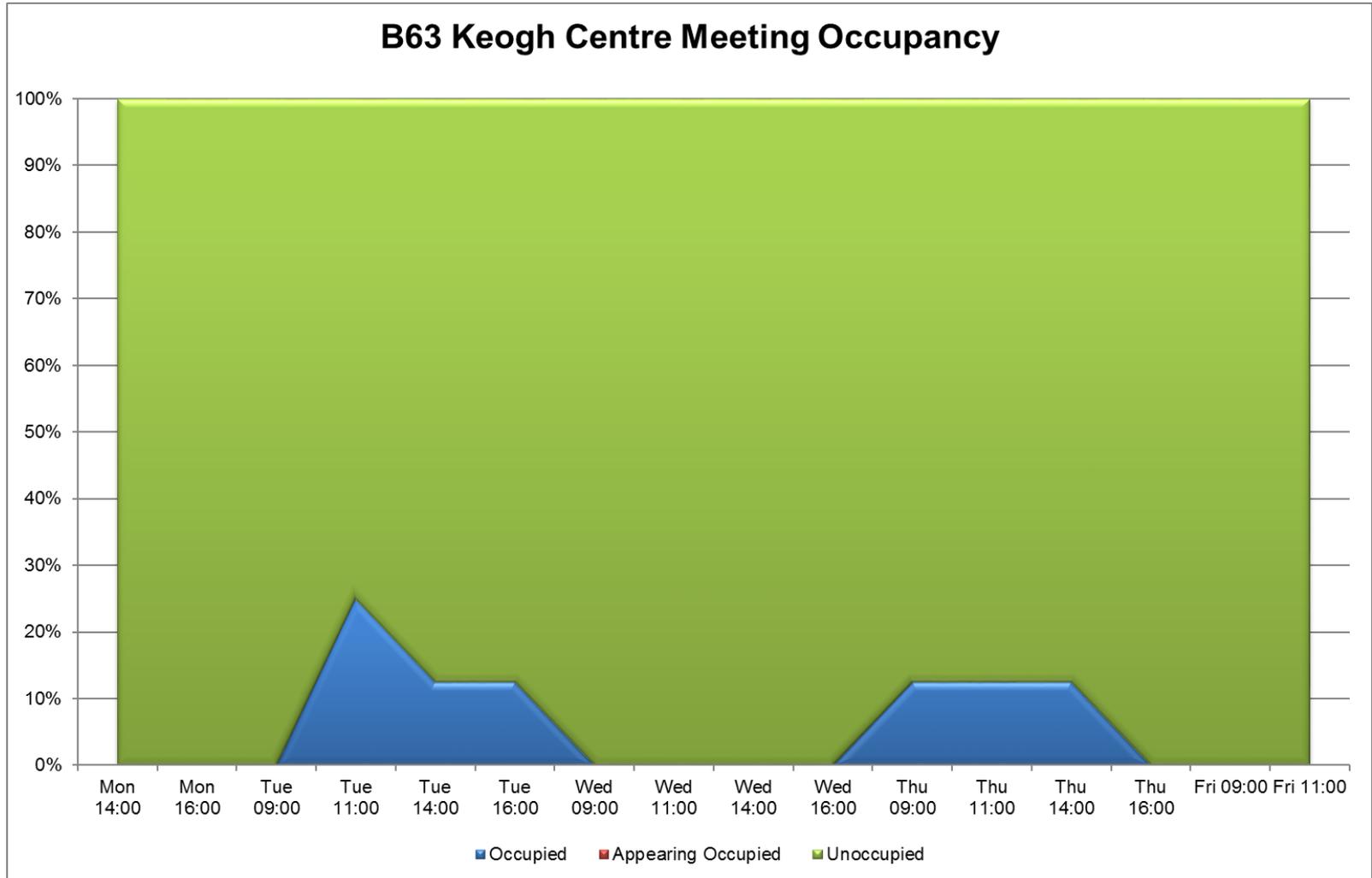
B62 McIndoe Centre – Meeting



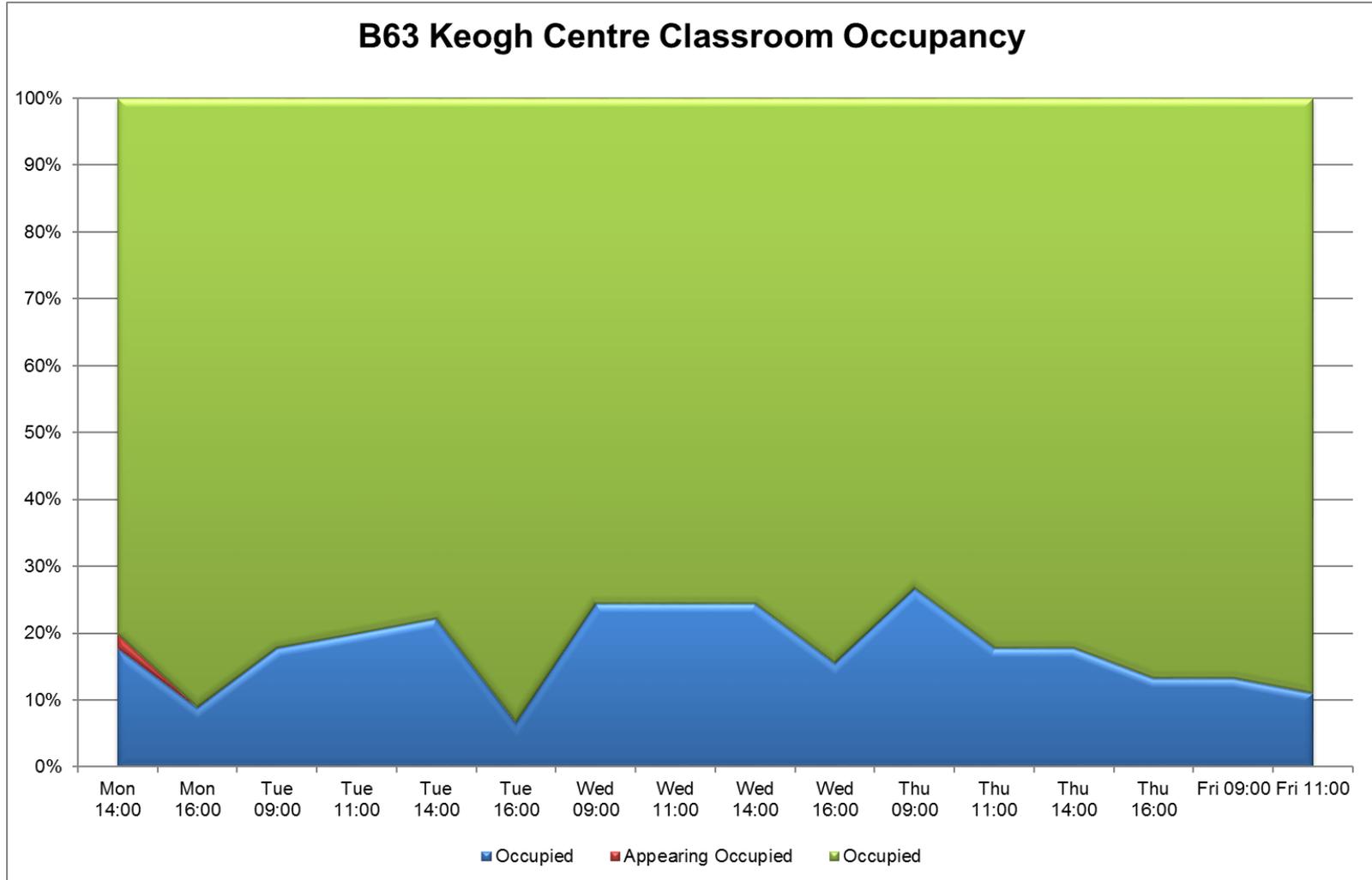
B63 Keogh Centre – 186 Desks



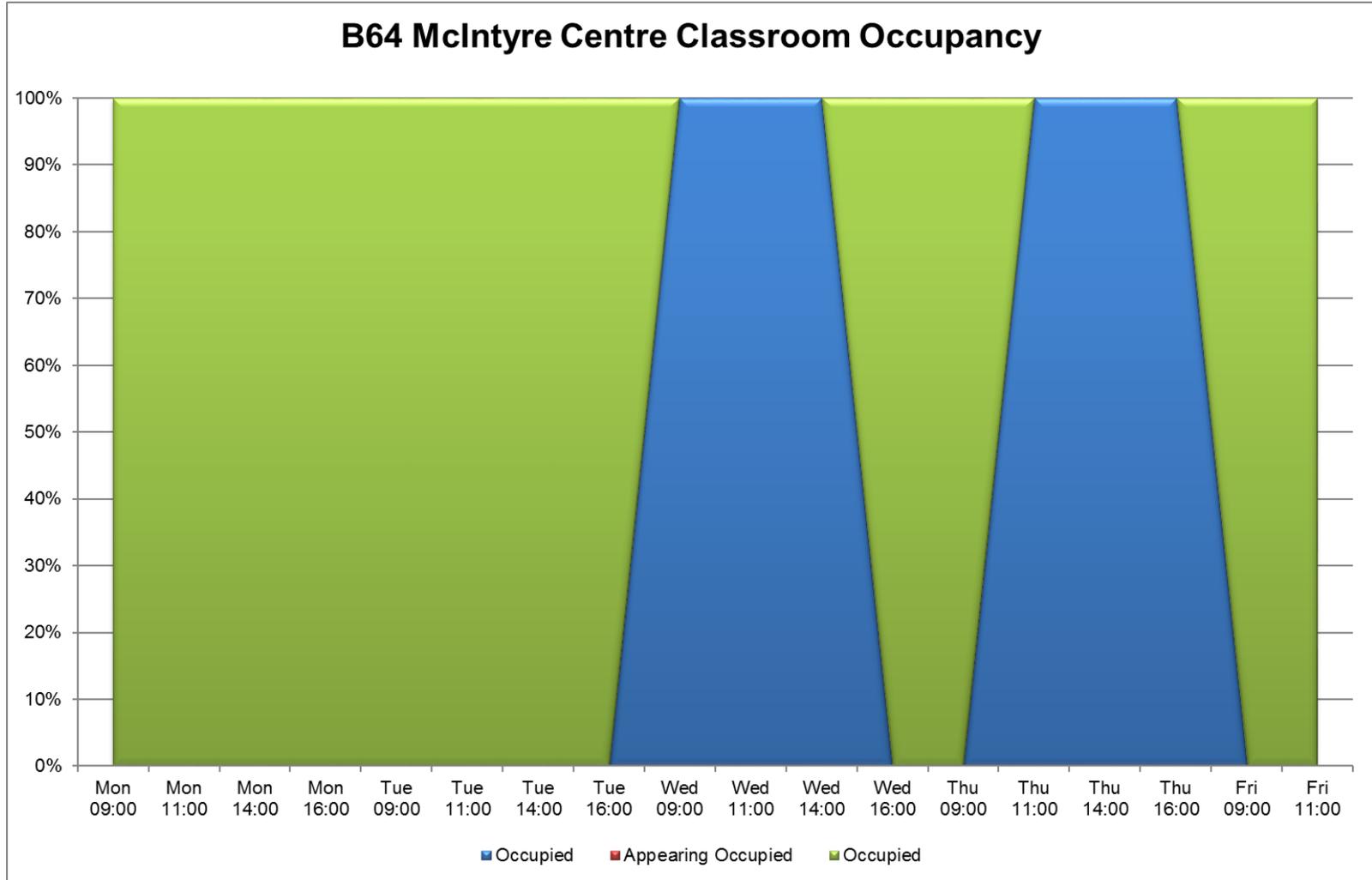
B63 Keogh Centre – Meeting



B63 Keogh Centre – Classroom



B64 McIntyre Centre - Classroom



Survey Findings and Opportunity

	Number of Desks	Average Utilisation Survey Mar 2018	Peak Utilisation Survey Mar 2018	Desk Requirement Based on 80% Utilisation*	Potential Available Desks @ 80% Occupancy	Peak Utilisation Desks	Available Desks @ Peak Utilisation
B09 Dee House	29	57%	74%	23	6	21	8
B12 Tamar House	22	57%	74%	18	4	16	6
B13 Quartermaster	5	47%	87%	4	1	4	1
B14 Jenkins Centre	2	14%	50%	2	0	1	1
B15A Lester House	8	0%	0%	6	2	0	8
B23 Beale Centre	1	17%	100%	1	0	1	0
B25 Welfare Centre	0	0%	0%	0	0	0	0
B31 Recruitment Centre	33	44%	70%	26	7	23	10
B35 The Keep	26	37%	55%	21	5	14	12
B36 Cochrane House	17	25%	49%	14	3	8	9
B38 Rhine House	32	43%	60%	26	6	19	13
B47 MT	27	22%	36%	22	5	10	17
B52 Coltman House	231	60%	71%	185	46	164	67
B62 McIndoe Centre	43	33%	40%	34	9	17	26
B63 Keogh Centre	186	31%	44%	149	37	81	105
B64 McIntyre Centre	0	0%	0%	0	0	0	0
TOTAL	662	44%	58%	530	132	381	281
* Use Actual Utilisation if above 80%							

Survey Findings and Opportunity

	Meeting	Average Utilisation	Peak Utilisation	Breakout	Average Utilisation	Peak Utilisation	Exam/Class	Average Utilisation	Peak Utilisation	Group	Average Utilisation	Peak Utilisation
B9 Dee House	17	6%	15%	2	17%	50%	0	0%	0%	0	0%	0%
B12 Tamar House	7	6%	19%	0	0%	0%	0	0%	0%	0	0%	0%
B13 QM	3	9%	33%	0	0%	0%	0	0%	0%	0	0%	0%
B14 Jenkins Centre	8	10%	25%	1	67%	100%	6	20%	50%	8	30%	71%
B15A Lester House	0	0%	0%	1	0%	0%	0	0%	0%	0	0%	0%
B23 Beale Centre	0	0%	0%	0	0%	0%	4	35%	92%	0	0%	0%
B25 Welfare Centre	11	27%	49%	5	9%	40%	0	0%	0%	0	0%	0%
B31 Recruitment Centre	5	3%	13%	3	31%	67%	2	19%	67%	0	0%	0%
B35 The Keep	6	5%	14%	1	28%	100%	0	0%	0%	0	0%	0%
B36 Cochrane House	4	3%	17%	0	0%	0%	0	0%	0%	0	0%	0%
B38 Rhine House	2	11%	50%	2	17%	67%	0	0%	0%	0	0%	0%
B47 MT	7	2%	10%	2	25%	50%	0	0%	0%	0	0%	0%
B52 Coltman House	16	27%	50%	10	17%	33%	0	0%	0%	0	0%	0%
B62 McIndoe Centre	9	34%	63%	9	19%	41%	0	0%	0%	0	0%	0%
B63 Keogh Centre	8	5%	17%	9	16%	37%	45	18%	25%	0	0%	0%
B64 McIntyre Centre	0	0%	0%	0	0%	0%	1	0%	0%	0	0%	0%
Total	103	14%	30%	45	18%	44%	58	19%	33%	8	30%	71%

Findings

- **Cabinet Office Government Property Unit (GPU) target is 8 desks for 10 people (80% occupancy).**
- **Average Utilisation for Lichfield Desks = 44% (this is MOD Average)**
- **Peak Utilisation for Lichfield Desks = 58% (this is below MOD Average)**
- **At 80% occupancy, Lichfield could release circa 132 Desks**

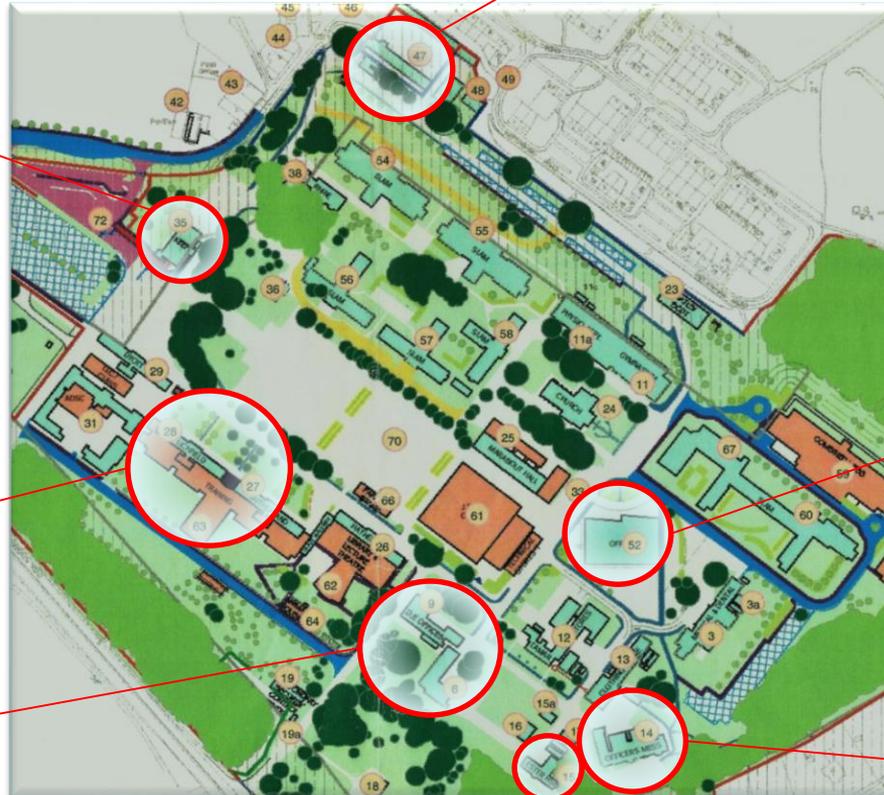
Findings

- **Average Utilisation for Lichfield Meeting Areas = 14%**
- **Peak Utilisation for Lichfield Meeting Areas = 30%**
- **Average Utilisation for Lichfield Breakout Areas = 18%**
- **Peak Utilisation for Lichfield Breakout Areas = 44%**
- **Average Utilisation for Lichfield Classrooms = 19%**
- **Peak Utilisation for Lichfield Classrooms = 33%**
- **Average Utilisation for Lichfield Group Rooms = 30%**
- **Peak Utilisation for Lichfield Group Rooms = 71%**

Consolidation Opportunities

The Keep is currently only 50% occupied. Floor loading issues. Potential to relocate staff to space in Grade 2 listed building if upgraded.

MT some office accommodation is in a relatively poor state. Need to upgrade infrastructure or look at potential relocation to other better office accommodation



Keogh Centre optimisation to release 37 desks

Coltman House optimisation to release 46 desks

Jenkins Centre potential reuse for Armed Forces Chaplaincy. Floor loading issues

Lester House potential reuse for Armed Forces Chaplaincy, currently unoccupied due to water ingress

Buildings 6 & 9 demolition. Potential DIO HO. Relocate 23 desks

Consolidation Opportunities

Space Utilisation Study has demonstrated that Coltman House and Keogh Centre have the potential opportunity to release 46 and 37 desks respectively.

The Keep is only 50% occupied due to floor loading issues

Three Peak Average the desk occupancy of Coltman House is 60% and Keogh Centre is 31%.

Two options can show the differences between what can potentially be achieved with minimum intervention to the existing environment, and maximising the opportunity with investment to create a more efficient work space.

Consolidation Opportunities

Option 1 Basic restack - Coltman House, Keogh Centre, The Keep

Each Department/Team/Zone is reduced to provide actual desks required, leaving pockets of vacant space within their original zones. All areas to adopt desk sharing ratios in accordance with GPU targets.

No alterations to current working environments.

Undertake no works to M&E services, assume buildings can support occupancy it is currently designed for, at a higher level of occupation.

Advantages

- **Increased occupancy of building**
- **Short implementation period**

Disadvantages

- **Existing furniture and work settings cannot support smarter working**
- **Areas of surplus workstations not in contiguous space**

Consolidation Opportunities

Option 2 Smarter Working restack - Coltman House, Keogh Centre, The Keep

Consolidation restack with space efficient desking, test smarter working principles, options to demonstrate that with different size efficient desking and soft areas, larger pockets of space can be achieved releasing, potentially, entire zones for occupation by other Departments, Teams or Groups e.g. personnel from Dee House, MT and the opportunity to create better optimisation adjacencies between Departments and Buildings.

Alterations to current working environments.

Undertake works to Infrastructure, M&E services, for a potential higher level of occupation.

Advantages

- **Maximise potential of office footprints**
- **Increased occupancy of buildings**
- **Installation of appropriate variety of work settings to create Smarter Working**

Disadvantages

- **Capital expenditure for changes to infrastructure, M&E and new furniture**

Consolidation Opportunities

[REDACTED]

Relocation of existing staff from Building 9 Dee House to Coltman, Keogh or The Keep within the restack optimisation options, detailed above, enables a solution for the DIO HO relocation from Sutton Coldfield to Lichfield.

[REDACTED]

Potential for relocation of Armed Forces Chaplaincy from Ampert House.

Site-wide Capacity Assessment to be undertaken to verify the impact of increased headcount from DIO HO circa 300FTE and Armed Forces Chaplaincy on other facilities e.g. Infrastructure, welfare, accommodation, car parking, etc.