

The background of the cover is a photograph of a forest at dawn. The sun is low on the horizon, creating a strong backlight effect that silhouettes the trees and the figures of soldiers. In the foreground, two soldiers are sitting on the ground, looking towards the right. In the mid-ground, another soldier stands, holding a long, thin object, possibly a rifle or a tool. The overall mood is quiet and contemplative.

diologue

Magazine of the Defence Infrastructure Organisation

Issue 6, March 2013

A new dawn...
DIO transformation
special



'Here we go'

Welcome to the online edition of DIO's flagship publication DIologue.

This year will present many challenges for everybody in DIO and I wanted to use this opportunity to outline my four key priorities for the year ahead.

Firstly, rolling out our new organisational design, what we're calling the Enhanced Operating Model (EOM), is the most pressing critical task for all of us. I recognise that of all our priorities, this is the one which will impact the most on DIO staff personally.

Of course it's our role as leaders of people to guide our teams through the coming months and to maintain DIO's performance whilst being sensitive to the uncertainties around staffing. Supporting our people through the establishment of the EOM is, and will continue to be, our most imminent priority.

I'm pleased that we now have the outline of a comprehensive training and engagement plan in place. It is a huge, but critical, undertaking and we're relying on support from right across DIO to help us deliver what is a very ambitious programme. We will be hosting the Phase 2 Training event that will bring together our senior leaders and our volunteers who are responsible for delivering that training to staff. You can read more about the plans for training and engagement on Page 16.

Delivering to our Users - especially our critical outputs such as the support we provide in Afghanistan - remains one of our top priorities. On Page 8 we look at how consultation with our partners in Defence is helping us ensure we can continue to provide them with the infrastructure they need.

A major piece of work that will remain on our radar is the Footprint Strategy. Bringing 20,000 troops and their families home from Germany is no easy undertaking. On Page 18 you'll find out what this means for DIO as we seek to ensure that we adopt a strategically managed, affordable and sustainable infrastructure footprint which supports operational capability and makes best use of our assets.

Finally our work to explore what role a Strategic Business Partner might play in DIO's future continues. You can read about the progress being made in this area on Page 20.

All of this contributes to making 2013 a challenging and exciting year for all of us.

My team and I would welcome any feedback on DIologue so please do get in touch if you have any comments.

Andrew Manley, DIO Chief Executive



Defence
Infrastructure
Organisation

In this issue

DIOlogue is the journal of the Defence Infrastructure Organisation (DIO). It is available in print and electronically on the DIO intranet and on the DIO website.

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- 2 **In brief:** News from across the Defence Infrastructure Organisation
- 4 **News:** DIOlogue meets a soldier who has moved into his first family home on a £46m housing development
- 5 **Transformation:** Discover how a market leading property management system represents a new dawn of technology for DIO
- 6 **Transformation:** DIO Chief Executive Andrew Manley outlines his priorities for the year ahead
- 8 **Transformation:** Ben Glass investigates how MOD estate Users are playing a key role in helping DIO on its journey to becoming a world class infrastructure organisation
- 10 **People:** Four DIO staff share their experiences of working overseas
- 12 **Transformation:** Major General Nick Ashmore explains how the Strategic Asset-Management and Programme Team is transforming the way DIO operates
- 14 **Delivery:** Annabel Hartley investigates how DIO helped make the London Olympic Games a success
- 16 **Transformation:** Rhian Edwards reveals how DIO staff training and user engagement will be vital to ensuring the best outcome for Defence
- 18 **Delivery:** Barry Shaw examines how DIO has been working with stakeholders across MOD and beyond to develop the UK military infrastructure footprint of the future.
- 20 **Transformation:** Emma Sloper looks into innovative work that could see the private sector help run DIO
- 21 **Transformation:** MOD transformation leader Jonathan Slater on the benefits of organisational change, how to manage high stakeholder expectations with less money and the importance of learning from colleagues
- 22 **In pictures:** Discover how you could see your pictures in DIOlogue

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100 per cent recycled paper.*

£15m aircraft hangar for RAF



The new hangar at RAF Brize Norton is capable of housing the new A400M aircraft

Work on a £15m environmentally friendly hangar capable of housing the next generation of large military aircraft is complete.

Since January 2012, DIO and South East Regional Prime Contractor, PriDE, have been constructing a new two-bay hangar at RAF Brize Norton.

Boasting 5,800 square metres of floor space and 16 metre-high doors the structure easily accommodates the C130J Hercules and will also be capable of housing a larger A400M aircraft.

Officer Commanding Forward Engineering Wing Commander Simon Joy says: "The requirement was implemented very quickly by DIO and the liaison with the Users to provide a bespoke solution has been outstanding. It has additional benefit in being capable of housing an A400M aircraft."

More than 1,000 square metres of solar panels, floor-mounted adjacent to the structure provide, power for the hangar and any excess electricity is exported. Light levels adjust automatically and heating is provided by Ambirad gas fired radiant tubes in the roof.

The hangar also accommodates a single-storey office block comprising of two offices, mess rooms and kitchen areas.

Construction of the building is part of Programme Future Brize. This project began in 2009 and has seen the movement of the C130 force – including aircraft, formed units, aircrews, engineers, administrators, suppliers and personnel families – from RAF Lyneham.

Ammunition jetty ready for loading

Construction of a new £18million jetty in Portsmouth Harbour where warships will load up with ammunition is complete.

The new Upper Harbour Ammunitioning Facility (UHAF) will replace the existing jetty which was built in 1929 and is not large enough to accommodate the Royal Navy's new Type 45 destroyers.

The project was delivered by DIO and VolkerStevin Marine has spent the last ten months building the jetty.

Captain RN Iain Greenlees, who has overseen the project, said: "The completion of this vital new facility is another milestone in the history of the naval base.

"Being able to ammunition ships in their base port is a key element in getting them ready for operations around the world. Critically, this facility will be able to load ammunition on the Type 45 destroyers and this significant investment in the base will then go on to support all the Navy's destroyers, frigates and patrol boats for the next 50 years."

Top award for DIO partners

DIO partners delivering an £8billion contract to improve facilities for 18,700 soldiers were presented with a top management award by sports personality Gabby Logan.

Aspire Defence Services, which is providing the Facilities Management (FM) for Project Allenby/Connaught, won the Partners in FM – Secure Facilities Award at the Premises and Facilities Management (PFM) annual awards ceremony.

Now in their nineteenth year the awards recognise best practice in partnering in facilities management.

DIO becomes air-field trailblazer

Innovative resurfacing techniques used by DIO staff at a Cornish airfield could transform the way all UK military airfields are resurfaced.

Search and rescue helicopters and jet trainers at Royal Naval Air Station Culdrose are set to test the effectiveness of Stone Mastic Asphalt (SMA) which is being laid on two taxiways at the site.

This asphalt contains a special polymer modified bitumen designed to increase runway strength and resist deformation under heavy loads.

New £15m Army HQ building

Work on a new Army headquarters building, one of the largest constructed under DIO's Project Allenby/Connaught (PAC) initiative, is underway at Aldershot.

The Support Command Headquarters will house 300 occupants, boast 20 meeting rooms, eight break-out areas, a café, a graphics office and print shop, plus showers and changing rooms.

General Officer Commanding Headquarters Support Command Major General Colin Boag said: "Investment such as this in the British Army helps to attract people and soldiers can see the improvements being made to their accommodation, leisure and sporting facilities through Project Allenby/Connaught."



Maj Gen Colin Boag plants a tree to mark construction of the new building



Commodore Philip Thicknesse, former Commander British Forces South Atlantic, marks completion of work at Mount Pleasant Airport

DIO lands airfield accolade

An £18million revamp of a Falkland Islands airfield has won an environmental award.

Over nine months, runways were re-surfaced and ground lighting was replaced at Mount Pleasant Airport by contractors Colas under the supervision of consultants Mott MacDonald.

The DIO-led project involved stripping and re-laying runway and taxiway surfaces and replacing lights and cabling. The airfield remained in use while the work was completed.

Environmentally friendly and sustainable elements of Project Shackleton included giving runway scrapings to the local government for resurfacing civilian roads, donating pallets for community projects and using 54,000 tonnes of locally produced coarse aggregate instead of importing from abroad.

This earned the scheme a 'very good' Civil Engineering Environmental Quality Award from CEEQUAL – an awards organisation for civil engineering, infrastructure and landscaping.

New Defence Infrastructure Board members

The Defence Infrastructure Board (DIB) has welcomed two new members to its ranks.

The Adjutant General, Lieutenant General Gerry Berragan and Chief of Naval Personnel and Training and Second Sea Lord, Vice Admiral David Steel join the forum which has collective responsibility for the management of all strategic aspects of Defence infrastructure. Its remit includes Defence infrastructure related strategy, governance, budget and assurance issues.

Their predecessors, Lieutenant General Sir Mark Mans and Vice Admiral Sir Charles Montgomery, have retired.

WW2 bunker saved

A bunker from which the Battle of Britain was coordinated has been saved thanks to the DIO. Number 11 Group Operations Room at RAF Uxbridge had been threatened with closure because it failed to meet fire safety regulations.

DIO worked with South East Regional Prime Contractor, PriDE, to ensure improvements were made.

Bringing housing home



A soldier has moved into his first military family home on a £46million DIO housing development.

Father-of-two Lance Corporal Paul Burgon has taken up residence at one of 260 new homes for soldiers stationed at Tidworth and Bulford Garrisons in Wiltshire.

He said: "I am very excited about moving in, I got married earlier this year and so this will be our first married quarters. I've been living in the barracks at Bulford since I moved here in September so it will be great to move my family into a modern new home."

LCpl Burgon, of 206 Sig Sqn, 3 (UK) Div, has moved into the three-bedroom house with his wife Leanne and children Casie, nine, and Aaron, four.

Homes at the Canadian Estate development have been designed around a boulevard and village green to provide social spaces that create a close-knit community. Properties feature under floor

heating which uses new technology to reduce heat loss. This system is economical for residents and contributes to the government's aim to reduce CO2 emissions.

LCpl Burgon, was presented with keys to his new home by Minister of State for Defence Personnel, Welfare and Veterans Mark Francois.

Mr Francois said: "Defence recognises the importance of providing decent living standards in maintaining morale on the front line and, despite the current financial challenges, continues to invest and target efforts on the most pressing accommodation issues.

"The MOD is committed to providing high quality accommodation for our Armed Forces and their families in line with the principles of the Armed Forces Covenant and the redevelopment of the Canadian Estate demonstrates this commitment."

DIO project manager Phil Eley is equally pleased. He said "These



Defence Personnel Minister Mark Francois presents house keys to LCpl Paul Burgon

properties represent the standard of accommodation which DIO aspires to provide to Forces personnel and we hope that families will enjoy living in such comfortable and energy efficient homes."

The homes were constructed by DIO contractor Lend Lease over the past two years.

Pat Boyle, Executive General Manager, Defence and Justice, Lend Lease, said: "We're delighted to have

completed this key housing project in Bulford on time and to budget. We have been a partner of the Ministry of Defence for a number of years and are extremely pleased to be able to continue to support the armed forces through the delivery of major housing projects such as this."

In addition to construction of the 260 new houses, the MOD has also upgraded a further 220 service homes in the Bulford area over the last two years.

IT's the solution

Investment in a market-leading property management system represents a new dawn of technology for DIO which will have far-reaching benefits, writes Emma Sloper.

In October 2012, DIO awarded a contract to IBM for the implementation and support of the new DIO Infrastructure Management Solution (IMS).

By purchasing one of the most innovative systems in the world – currently used by large organisations including NASA and the US Armed Forces – the aim is to replace out-dated IT systems and enable all staff to work more efficiently and effectively, achieving greater results.

At present the DIO uses data from some 130 separate systems, which makes taking a holistic view of information challenging.

The IMS will bring together a wealth of data from different locations meaning processes can be

streamlined to benefit users and boost performance.

These changes will be felt keenly across all aspects of the business and aim to make a real difference to the work of the DIO and its industrial partners.

"It'll allow us to take a holistic view of data held in different systems and give us, our customers and our partners an accurate view of our estate.

"The key benefit is having information at our fingertips to enable us to make informed decisions."

One example of how the IMS will impact staff is the positive effect it could have on booking Single Living Accommodation (SLA).

At present users do not necessarily have access to information relating to different SLA sites other than their own local system so may opt to place personnel in alternative accommodation if they think SLA accommodation is full.

Bringing together booking information from different sites will allow users to determine whether alternative SLA is available nearby, thereby avoiding the expense of substitute accommodation such as private rentals or booking hotels.



The programme is set to be delivered on time and to budget and is expected to 'go live' in April in support of the DIO's Enhanced Operating Model.

A series of three further 'capability releases' will then be run and it is anticipated the system will be working at full operating capability by April 2014.

Staff will be trained in the new system through a series of computer-based training, webinars and 'train the trainers' sessions.



Peter Lemon

Technology Solution lead Peter Lemon explained the new system would offer a number of benefits to staff.

"We bought an independently assessed market leading property management solution used by some of the largest portfolio management companies across the globe," he says.



Getting our priorities right

The Defence Infrastructure Organisation is going through one of the most far-reaching transformations Defence has seen. Chief Executive Andrew Manley outlines his priorities for the year ahead.

People

Post Mapping our existing staff into the organisational design of the Enhanced Operating Model (EOM) is the first step in getting right one of the most important priorities for 2013 – our people.

Beyond that we will be actively recruiting to complete the organisation before embarking on a major programme of training for all staff this year.

I regret that over the past few years our collective attention to people matters has been poor so I am setting a core objective for 2013 to make sure that we do the people basics correctly: staffing up, setting individual objectives, completing mid-year and end-of-year reviews, working up a skills plan and resuming graduate level recruitment.

We will plan our staff communications to ensure that we engage staff fully in all of this. My objective is to make DIO an organisation we are proud to work for.

Service delivery

If there's one priority that must take precedence it is this: we must continue to deliver to our Users, especially our critical outputs such as the support we provide in Afghanistan.

We had a good year providing property and services to the rest of the MOD last year and this must continue. It's what we're here to do and it's something we should always excel at.

When a military partner hears a request for a service is approved, they should automatically know they're in safe hands. We should be a trusted partner who delivers military capability for the long-term benefit of our Users, Defence, wider government and society at large. We should also collaborate with Users to agree affordable standards for DIO's services and deliver them within available resources.

Every Serviceman and woman is inextricably linked to DIO. Where they live, sleep, eat, train, work, land their aircraft, store their equipment... most of it is provided by the organisation.

And if we fail to deliver great services to these people we are not simply failing a shareholder or a customer, we are failing people who are putting their lives on the line for us.

Footprint strategy

A major piece of work that should remain on our radar is the Footprint Strategy.

We had a good year with this in 2012 but the next phase will be much more complicated. Details of the return of more troops from

Germany will emerge in the future and we must ensure we adopt a strategically managed, affordable and sustainable infrastructure footprint which supports operational capability and makes best use of all of our assets.

Everything we do is geared towards satisfying the strategic, long-term goal of making sure the UK's Armed Forces are fit and ready for any challenges they may face in the future.

That means we must make the best use of the infrastructure and estate assets we have, ensuring the Armed Forces have the facilities they need when they need them and in the right locations. DIO is central to leading the MOD's drive to use Defence infrastructure efficiently.

Implicit in this is the need to optimise where we can and dispose of land and property we no longer need. This approach will ensure that we balance Defence requirements with ensuring the taxpayer is not short-changed.

The EOM

From April 1 DIO will change what it looks like and how it does things as we adopt our Enhanced Operating Model.

Over the last year we've been developing the EOM to ensure it's fit to deliver what our Users need. The process team has engaged with more than 500 business representatives across DIO as well as Users and industry partners, and held over 80 development workshops. This has resulted in a process framework which will support service delivery and centre on customer requirement.

Our new organisation design was completed last Autumn and we have a comprehensive resourcing strategy that will ensure we get our people into roles that suit their skills and experience. We've just completed a large and complex Post Mapping exercise and will soon launch a recruitment exercise to fill the vacant posts. We've also been investing in a new technology system that will enable staff to work more effectively and in accordance with new processes.

It's essential we throw all our weight behind the new organisation.

The next year will be a challenging time for all of us at DIO but we need to ensure we adapt and perform at the height of our ability to ensure the best outputs for Defence.

The SBP

Over the next year we'll continue to investigate whether we should seek help from the private sector to run DIO by teaming up with a Strategic Business Partner (SBP).

David Marsh, our Director of Business Partnering, is leading this cutting-edge work and the result could have a significant impact on the way DIO operates.

There are three options on the table.

The first is the adoption of an "incorporated model", that would see the MOD creating a separate legal entity. It would be managed by the SBP, under contract to the SBP. The MOD would oversee the activities and performance of the new entity.

The second option is taking on an "unincorporated model". This would involve an SBP being embedded, through an executive management team, into the existing DIO. The SBP management team would bring expertise and resources as needed.

The third option is for the organisation not to appoint an SBP but to continue to improve performance through the new organisation design, processes, technology, and behaviours embodied in the Enhanced Operating Model.

Speaking with a single voice

Ben Glass investigates how MOD estate Users are playing a key role in helping DIO on its journey to becoming a world class infrastructure organisation.

Few successful business owners will dispute that giving customers what they want is a key to success.

Many will do e-mail surveys, some will hold focus groups and others will carry out one-to-one interviews.

But DIO has gone one better - not only ensuring Users reveal what they want but also seeking their help in shaping how the organisation functions.

Over the last year representatives from the Army, Royal Navy, Royal Air Force, Joint Forces Command and Defence Equipment & Support have assisted in DIO's transformation.

Former Director of Infrastructure in Army HQ Brigadier John Wootton is one.

He says: "Senior infrastructure representatives from all Top Level Budget holders [TLBs] have been closely involved with the formation of the DIO and subsequent transformation activity and have made, I think, a critical contribution.

"The key role has been to ensure that the DIO transformation team has remained focused on the need for the

new processes and structures to deliver the infrastructure service required to support military capability.

"There is also considerable infrastructure knowledge and experience embedded in the Army which I have sought to contribute to the transformation process.

"I and colleagues from the other TLBs have been able to give an essential User perspective on emerging ideas and proposals. I think being a critical friend, to challenge and develop emerging work, has been very important and I believe the inputs made have generally been accepted in the same positive manner in which they were intended."

And the benefits?

Brigadier Wootton says: "The reasons for the formation of DIO are well rehearsed - management of the estate as a Defence asset, greater efficiency, economies of scale, greater control.

"From a Single Service or TLB holder perspective we will see greater uniformity across Defence in terms of what is provided and all requirements will be assessed and prioritised on a single Defence basis. So we should see, for example, a common approach to accommodation standards or the provision of soft facilities management across the estate.

"There will be cases where variations are justifiable and we must retain the ability to deal with this, but there is clear scope to tidy up our requirements across Defence.

"I think all this will lead to better requirements management by the Army and ensure that when

we manage and cost the capability changes under the new delegations to the Army - another of Lord Levene's recommendations - we will consider infrastructure requirements and costs."

Peter Jaynes, Head of Navy Infrastructure, agrees the advantages of a transformed DIO are significant.

He says: "Firstly there will be a better strategic handle on infrastructure requirements to support Naval outputs and this will not be constrained by the limits of the single service budgets. In turn, this requires us to articulate the capability requirements with the provider organisation in a clear manner and to test and tune them to get optimum value for money for Defence.

"At site level I see the growth of localism as a key improvement with greater transparency and dialogue between the site command and the industry provider - this generates a collaborative way of working and minimises bureaucracy."

But this is not to say DIO transformation has not faced challenges.

Peter, who is also coordinator for the Users across the Commands during the transformation activity, says: "I believe that at the outset the complexity of the transformation requirements was not fully appreciated across MOD.

"Dealing with the short term imperatives and ongoing delivery needs, including support to operations, was essential but it created resource pressure against the need to deliver



Peter Jaynes



Brig John Wootton

an innovative and strategic view of how best to deliver the right sized infrastructure for the future. In turn this led to a lack of clarity for those not engaged in the transformation process and I suspect reinforced any reluctance to embrace change.

“However, the transformation team maintained its focus on building an enduring organisation, underpinned by a thorough analysis of the processes needed to be a first class infrastructure deliverer and with strong engagement from the User community. As the MOD usually defines an organisation structure and then massages the processes to fit, this was a bold step.”

And it appears the challenges are not over yet.

Brigadier Wootton says: “One, there’s a need to maintain current service delivery to retain User confidence. Two, implementing the Enhanced Operating Model and delivering the considerable training bill – both for DIO staff and also

infrastructure staff in the TLBs. Three, the commitment of staff must be maintained. And four, there’s the challenge of creating an effective relationship between the DIO and the Users and establishing the trust that is essential for success.

“The financial situation drives us to deliver Defence infrastructure for less and this has to include lower staff overheads, meeting disposal targets, and managing infrastructure more efficiently.

“The formation of the DIO is an opportunity for a complete paradigm shift in the delivery of infrastructure - we need to grasp it enthusiastically as the alternative is a long, slow

and painful process of incremental change which will not deliver the big savings and efficiencies required by Defence.”

Peter adds: “The challenge is to make the concept work. Training and education across the infrastructure enterprise - User, DIO, industry - is essential but we also need to recognise the cultural and behavioural challenges.

“Fundamentally the test will be to establish transparent and effective ways of working that do not allow a blame culture to get hold but rather we all work together for the good of Defence.”





Lt Col Nick Sealy-Thompson (right) and Maj Paul McKnight discuss a new complex in Canada

Lieutenant Colonel Nick Sealy-Thompson assumed command of Defence Training Estates Canada in March 2012.

"We look after almost 300 pieces of property, a training area nine times larger than Salisbury Plain, the second largest plant fleet in the Royal Engineers and the most advanced targetry system in service. During the training season we routinely have a throughput of up to 3000 soldiers at any one time, while in the winter we face the challenges of maintaining an estate where temperatures frequently drop below -20°C.

"Fortunately, I have a hugely experienced and dedicated team. They are on call 24 hours a day, seven days a week during the exercise season and routinely work extended hours and seven-day weeks. This includes deploying onto the training area in support of exercising units. They are supported by almost 100 Canadian civilian staff.

"Ultimately, this is a Canadian training area, so we have to work to Canadian legislation and codes of practice. We therefore have a very close relationship with our Canadian hosts.

"Most people here fully embrace the Canadian way of life - whether it's camping, hiking and barbecues in the summer or skiing and ice hockey in the winter. The close family friendly environment associated with the military life-style is very prevalent here and is another factor that makes a posting to Canada a popular and attractive proposition."



Sqdn Ldr Ruary Edmond with his family on Pebble Island

Squadron Leader Ruary Edmond works in Plans and Requirements for DIO in the Falkland Islands. This is his second tour of the Falklands.

"The key elements of my role are to interface with end Users and progress estate requirements. As we're responsible for a very diverse estate and have to contend with a challenging 8,000 mile supply chain and often extremely harsh weather conditions, this is only possible if we work in a truly collaborative manner.

"There's no room for barriers, be they cultural or physical. To improve the infrastructure we must work as an integrated team of military personnel, civil servants and contractors in one open plan office, all bringing our own experience and specialist skills.

"Whilst the job is interesting and challenging, I'd be lying if I said it was work that brought us back to the Falklands. As an active family who love wildlife, the Falklands are hard to beat. The chance to return to beautiful sandy beaches and walk amongst penguins and elephant seals whilst watching dolphins playing in the surf was what drew us back. We try to get out as much as possible - via a good four-by-four or a helicopter no farm or island is too remote.

"Our kids also love their primary school and make good use of the 33 metre pool, bowling alley and gym. Each week seems to bring another new adventure and we'll be very sad to leave the Falklands in the summer."

DIO worldwide



*Simon
Biddick at the
British Forces
Headquarters
in Gibraltar*

Simon Biddick is Deputy Facilities Manager in Gibraltar.

"As part of the Facility Maintenance Team we have a diverse estate to maintain and enhance which entails working alongside the Royal Navy, Army, Royal Air Force and the Royal Gibraltar Regiment.

"This means there is a military as well as a multi-cultural workforce which includes Gibraltarians, Spanish and Moroccans when dealing with day-to-day activities.

"My primary role is to ensure maintenance is carried out to the correct standard. I am also part of the process which receives the requirements for the estate and ensures the delivery of works is to standard and within budget.

"One of my most demanding roles is to look after the Service Family Accommodation. This needs tact and diplomacy to cater for the needs of the tenant when constrained by funds and contract terms and conditions.

"Every working day has the opportunity to test or enhance your competency levels in a broad spectrum of ways.

"Although the MOD footprint is shrinking it still means we look after and maintain a Royal Naval Base, International Airfield, the Army Training Facility and Ammunition Depot within the Rock."



*Maj Gary Fletcher in front of a new operations
building for 7 Flight Army Air Corps*

Major Gary Fletcher works in Hard FM in Brunei.

"Brunei Darussalam, which translates as the Abode of Peace, is located on the North coast of Borneo, has a population 410,000 and is home to the second largest overseas British forces garrison. With a land mass equivalent to the county of Devon, Brunei is 80 per cent dense jungle crossed by rivers, making it ideal for jungle warfare training.

"The garrison is located in Seria in the west, the main oil production region along the South China Sea coastline. The low lying coastline, tropical conditions, frequent floods, high heat and humidity make Brunei an austere place to live, work and train.

"British forces have been resident in Brunei since 1962, comprising an infantry battalion, currently 2 Royal Gurkha Rifles, supported by 7 Flight Army Air Corps, Training Team Brunei and Garrison Support Troops.

"The DIO team in Brunei comprises five military and 26 locally employed civilians, managing delivery of new works, planned and reactive maintenance of 1,100 built assets, including all service families' accommodation.

"Up to 40 per cent of works are delivered in-house by a dedicated team of directly employed labour, the remaining 60 per cent delivered via measured term contracts using local contractors. This provides exceptional value for money to the Brunei Ministry of Defence who fund the Garrison."

Belize, Brunei, Kenya, Nepal, Canada, Ascension Island, Cyprus, Falkland Islands, Gibraltar... the MOD estate stretches across the globe.

Here, in the first of a two part series, four staff share their experiences of working overseas for the Defence Infrastructure Organisation.

Striking a balance

In the past, Major General Nick Ashmore has led soldiers on operations across the globe. Now he is playing a key role in planning the infrastructure required to sustain the operational capability of the Armed Forces, as well as providing infrastructure and basing planning which will have an impact on the lives of many Service personnel for years to come. Here, General Ashmore talks about how the Strategic Asset-Management and Programme Team (SAPT) is transforming the way DIO operates.



In layman's terms, what is the SAPT?

It's a mixed military and civilian team within DIO which does two things: first, the strategic asset management of the Defence estate, taking a Defence-wide perspective on the estate; and second, developing a Defence Infrastructure Programme (DIP).

In simple terms, we're the strategic infrastructure planners for Defence. A key role for the SAPT is to understand the capability requirements of the Armed Forces – the Front Line Command TLBs – and those which enable Future Force 2020 in particular, and prioritise them accordingly, so that funding is spent in the most effective and efficient way.

But not all infrastructure requirements come from the Front Line Command TLBs. DIO Ops generates requirements which maintain and sustain the estate, including life-cycle replacements, and these are also being routed through the SAPT, for prioritisation and an assessment of the strategic 'fit' with the rest of the estate.

"We now take a Defence-wide perspective of infrastructure priorities to ensure that infrastructure funding is spent in the most effective way"

What is the SAPT doing at the moment?

Two key things.

Firstly, we're developing the DIP to better articulate where the DIO spends its available funding in support of military capability and to understand what outputs the DIO delivers for its available funding.

We've been working closely with both the Users and DIO Ops to develop the DIP but it remains a work in progress. A key enabler will be the

new DIO Technology Solution and enabling the DIP will be one of the first priorities for the roll-out of the first technology drops.

Ultimately, we want to be able to provide

full transparency and choice in the DIP, to all the Defence Infrastructure Board, and ultimately the Defence Board - it's a strategic balance of investment options as to where the available funding would have best effect.

The SAPT, through the DIP, will also be equipped to take a much longer term view of infrastructure provision; this will extend our focus beyond

the current Planning Round to the 25 to 30 year horizon, which is a much more sensible timeframe for making decisions on infrastructure.

And secondly, we've embarked upon the development of a Footprint Strategy with the aim of identifying the right-sized and affordable estate for Future Force 2020.

Amongst other things, the strategy is intended to address some of the criticisms of the past, including those in the NAO Report of 2010, A Defence Estate of the Right Size, which highlighted that Defence did not know the minimal and optimal Defence estate required for its future forces.

I see the Footprint Strategy as strategic asset management in action, developing plans in alignment with the Strategy which optimise the utilisation of the estate, while meeting military capability requirements. A series of basing plans are under development as part of the Strategy, which will bring a degree of rationalisation and optimisation of the estate, where it proves to be value for money to do so.

What are the benefits?

There are tangible benefits to be derived from strategic asset management of the estate through the Footprint Strategy. While some disposal receipts will accrue as a result of our rationalisation and optimisation plans, the real prize is reduced operating costs for both DIO and the affected TLB.

The vast majority of our Hard and Soft Facilities Management operating costs are volumetrically driven; it's self-evident therefore that if the volume of the estate can be reduced, operating costs will also reduce. But this is not straight forward as every element of our estate is currently in use – but not in an optimal way and optimising the utilisation of the estate requires upfront

capital investment. Therefore, there is both an affordability and value for money debate to be had.

But, by viewing infrastructure across the whole of Defence and understanding better the linkages between infrastructure and the delivery of military capability, we should be able to make informed decisions on when and where to invest in the estate. This will allow us to get more effect from the limited funding we have.

The SAPT will also be able to better represent

infrastructure within the Centre of the Department, to ensure that infrastructure requirements within major change programmes elsewhere in the MOD are coherent with the estate as a whole, and also to ensure that the risks associated with infrastructure provision are more clearly communicated to the Centre as part of their decision-making process.

How will you balance the demands of all the TLBs?

The SAPT has been created to ensure Defence



makes better decisions on infrastructure as a whole. The issue is not so much about whether we treat each TLB equally, but more about how we best understand what the TLBs really need in terms of infrastructure to deliver their military outputs, and how this is captured and programmed in a way that makes the most sense across Defence.

Can you give an example of how the SAPT is an improvement on the way things were done before?

Aggregating all the single-service capital works programmes allows us to invest in some major Defence Change Programmes, which will generate benefits for the whole of Defence.

Going for gold

A composite image featuring a helicopter in flight in the upper right quadrant, set against a background of a cityscape with a large stadium (the London Olympic Stadium) in the foreground. The stadium's distinctive white, lattice-like structure is prominent. The overall scene is captured from an elevated perspective, showing the stadium, surrounding urban areas, and green spaces under a clear sky.

At the closing ceremony of last Summer's Olympic Games, International Olympic Committee President Jacques Rogge described the London-based event as 'happy and glorious'. Here Annabel Hartley investigates how the Defence Infrastructure Organisation helped ensure the historic sporting event was a success.

The unforgettable moment when Jessica Ennis won the 100m hurdles in the Heptathlon was the most thrilling 12.45 seconds of my life. The roar of the 80,000-strong crowd was deafening, helicopters hovered overhead and I felt like I was watching history in the making.

When Ennis crossed that line I felt an overwhelming sense of pride. But what made it even more special was that I knew that behind

the scenes colleagues at DIO had helped make all of this possible.

On May 18, the eyes of the world turned to the UK as the Olympic Flame touched down at RNAS Culdrose in Cornwall. HRH The Princess Royal, David Beckham, Sebastian Coe, the Minister for Sport and the Olympics Hugh Robertson and Boris Johnson accompanied the flame after receiving it at a handover ceremony in Athens.

Were it not for the efforts of colleagues however the event may not have gone so smoothly.

Just two weeks prior to touchdown organisers asked DIO and Debut Services to provide electrical support for the welcoming ceremony. Staff rose to the challenge and despite adverse weather set up a back-up generator and cabling for a number of media and VIP areas.

DIO Site Estate Team Leader Kevin Rothwell says: "I was really impressed with Debut Services and the site team for the dedication and professionalism they displayed in the preparation and delivery in support of the Olympic torch arrival at Culdrose.

"The project changed by the hour and the team's ability to adapt ensured the evening proceedings passed off without a hitch."

In London DIO provided accommodation, cleaning and washing facilities at 42 sites for 12,000 troops providing security. Colleagues also arranged six sites to temporarily home surface-to-air-missiles.

A notable feat was the provision of accommodation for 2,200 soldiers at the Tobacco Dock – a former shopping centre in the East End of the city. DIO staff managed to secure and equip the site within five days of being charged with finding temporary lodgings for the troops.

Paul Howarth, Land Management Services, was in charge of the DIO's Olympic efforts in London.

He says: "It went really, really well. It was a great example of working very closely with our MOD colleagues and succeeding. Everybody went that extra mile. We did all this at very short notice and at a reasonable cost."

At RAF Northolt DIO staff carried out significant work so that the historic airfield could accommodate four Typhoon jets and three Sea King helicopters – all there to defend London from terrorist threats from the air during the Olympic Games.

Interestingly, the Sea King which carried the stunt doubles for The Queen and James Bond to the Stadium for the Olympic Opening Ceremony had taken off from RAF Northolt.



Service Personnel were accommodated at Tobacco Dock in East London during the Olympics

In Dorset, where the sailing events took place, Defence Training Estate (DTE) colleagues also supported the Olympics.

In Wyke Regis they supplied a storage facility to store a fleet of safety boats as well as a vehicle search facility to boost security. At nearby Chickerell Camp DTE colleagues provided accommodation and catering for the South West Ambulance Trust and the Venue Security Force (VSF).

Over at Longmoor Camp, Bordon, DTE provided accommodation, catering and classrooms for the VSF to run training courses – quite a feat considering each course catered for up to 500 military personnel.

Colonel Christopher Sloane, Commander DTE, is delighted with his team's efforts.

He says: "My thanks go to all those DTE staff who supported the Olympic effort. Their dedication and determination ensured that the facilities, accommodation and catering were available to all those Olympic staff that required them.

"Much of the DTE work in support of the Olympics was carried out quietly and without a big fanfare, yet all the behind the scenes work was essential to ensure that the Olympics and Paralympics ran smoothly. A job well done by everybody."



David Beckham at RNAS Culdrose

Building people power

In April DIO will change the way it functions with the adoption of an Enhanced Operating Model. Here, Rhian Edwards reveals how staff training and User engagement will be vital to ensuring the best outcome for Defence.



As DIO approaches its second anniversary, it is about to adopt a new Enhanced Operating Model (EOM) which will be the next step on its journey to becoming a leading-edge infrastructure delivery organisation.

The EOM is the sum of a number of parts such as common processes, a single management information system, a cohesive organisational design, and a set of common values and behaviours.

DIO's aim is to deliver world-class infrastructure services and outputs from day one of the EOM, and in order to achieve this, all staff will have the opportunity to take part in training so that they are ready to play their part.

An engagement and training strategy has been designed to prepare staff for new processes and technology and for new ways of working with colleagues, Users, and industry partners.

The training, which began in October 2012, is being delivered in a phased approach with each phase building on the learning of the previous one.

DIO started its engagement and training journey with EOM Conversations - a series of full day events hosted by senior staff at more than 40 locations across the globe.

This was the first time people from across business areas had come together as one team to discuss the EOM and the organisation's

"We're striving to create a high-performing and innovative enterprise staffed by talented professionals working as one team to deliver great results"

"DIO's people are critical to its success, and this significant investment in their future is testament to that"

future as a key player in Defence.

The training, which will continue throughout 2013, will move people from being aware of and understanding DIO's transformation, through to learning how to use new tools and methods, and eventually to a place of personal and professional development.

When DIO was created in April 2011, it was clear that the information systems, processes, and behaviours in place resulted in some inconsistency, duplication, and inefficiency. And while DIO employs people with specialist skills and market-

leading expertise, Users and industry partners were not always guaranteed a great experience every time.

DIO Chief Executive Andrew Manley says: "We're striving to create a high-performing and innovative enterprise, staffed by talented professionals working as one team to deliver great results. We want to be known as an organisation

which delivers and one which makes the best possible use of resources.

"Rolling out training with real breadth and depth to all members of staff and ensuring all our people have the right skills and knowledge is fundamental to achieving this".

The training has been designed to be a very involving experience, with DIO senior leaders hosting training events and each event having an interactive format, so the learning experience

is an engaging one.

At each phase of training staff are asked to give feedback on content and format, so that the Engagement and Training Team is given the opportunity to improve future phases of staff development.

Users and industry partners will also receive a tailored version of DIO's training package, so that they can use any new technology and processes and adopt DIO's new ways of working.

Pamela Roberts, DIO's Training Lead, says: "All parties, including staff, Users, and industry partners, are set to benefit from a best-in-class engagement and training programme, which has been designed to prepare and engage people for being part of the EOM.

"DIO's people are critical to its success, and this significant investment in their future is testament to that".

The next instalment of engagement

and training will be in February and March, 2013, when staff will attend a two-day event involving workshops hosted by DIO's senior leaders and supported by volunteers from across the business.

The workshops will introduce staff to the EOM's processes, organisation design, technology, and ways of working, while remaining steadfastly focused on the reason DIO exists - to ensure the UK's Armed Forces are the best in the world.

Putting our best foot forward

For the past 18 months the Defence Infrastructure Organisation (DIO) has been working with stakeholders across MOD and beyond to develop the UK military infrastructure footprint of the future. DIO Chief Executive Andrew Manley explains what this means to the soldiers, sailors and airmen of today and the future. Report by Barry Shaw.

In July 2011 the Ministry of Defence confirmed plans to return the remaining 20,000 troops from Germany to the UK by 2020 alongside proposals that will see the RAF operating from fewer fast-jet bases

and a more consolidated Navy estate footprint.

An ambitious programme of estate rationalisation, geared to ensuring the department can meet challenging Government land and property disposal targets, completed what was a major Defence Transformation announcement borne out of the 2010 Strategic Defence and Security Review.

Fast forward to today and the work to support those rebasing plans is gathering pace.

The emerging MOD Footprint Strategy, led by DIO's Strategic Asset Management and Programming Team, and the publication in July 2012 of the Army restructuring report, which envisages a rebalancing of regular and reserve forces, is moving the department closer to an estate

that will meet the requirements of today and tomorrow.

DIO Chief Executive Andrew Manley explains what is driving the largest infrastructure change in a generation:

"Everything we do is geared towards satisfying the strategic, long-term goal of making sure the UK's Armed Forces are fit and ready for any challenges they may face in the future.

"That means we must make the best use of the infrastructure and estate assets we have, ensuring the Armed Forces have the facilities they require when they need them and in the locations they need to be. DIO is central to leading the MOD's drive to efficient use of the infrastructure.

"Implicit in that is the need to optimise where

"This is up there with projects such as the Olympics and Crossrail and represents an opportunity to make a once in a lifetime difference for people all over MOD."

we can and dispose of land and property we no longer require. This approach will ensure that we balance defence needs with ensuring the taxpayer is not disadvantaged.”

Progress has already been made towards meeting the aspiration of bringing the remaining troops home from Germany while at the same time reconfiguring former flying stations no longer being used by the RAF. Under the Basing Optimisation Programme (BOP) a series of Defence preliminary moves were announced in November 2011.

Some of these were completed last

summer, which include the move of 2 Royal Anglian Regiment from Cyprus to Kendrew Barracks (formerly RAF Cottesmore), 39 Engineer Regiment from Waterbeach to Kinloss (formerly RAF Kinloss) and 43 Close Support Squadron (RLC) to Abingdon.

It is expected that 7 Theatre Logistics Regiment (RLC) will move from Bielefeld in Germany, also to Kendrew Barracks in Summer 2013, and 2nd Battalion The Yorkshire Regiment will move from Cyprus to be absorbed into the rest of The Yorkshire Regiment in the Autumn.

Understanding the size and scope of the military estate has been an important element of the BOP work. In February 2012 a series of capacity studies began at a range of defence sites across the UK, the aim being to have a better understanding of which sites could be used and what the development and disposal potential might be. The data gathered from the 56 sites has given the department a clear picture of how best the estate can be configured to support current and future military requirements.

Extensive engagement and consultation with

devolved administrations, local authorities and statutory and regulatory bodies supported this study work. According to Andrew these conversations proved invaluable in keeping a wide range of stakeholders informed of, and engaged in, the programme’s progress:

“Stakeholder engagement has been key to ensuring we get as clear a picture as possible of sites, which in turn has given us the information we need to be able to develop options,” he said.

“It’s also enabled us to ask questions, raise issues and explore options in a collaborative way, all of which has fostered goodwill and built

understanding of our requirements amongst those affected communities.”

So what happens next?

Work is continuing which, once complete, will provide more details of where the remaining units will be located as they return from

Germany. It will also reveal where infrastructure investment is likely to be spent, with a programme of construction projects which will make basing decisions a reality.

The scale of the work required in the years ahead bears comparison to other major infrastructure projects.

Andrew says: “Nobody should underestimate the scale of the task we’re facing here if we’re to achieve a strategically managed, affordable and sustainable infrastructure footprint which supports operational capability now and in the future and makes best use of the assets we have.”

“This is up there with projects such as the Olympics and Crossrail and represents an opportunity to make a once in a lifetime difference for people all over MOD.

“Yes this is difficult and has required some challenging conversations, and ultimately compromise. But the ultimate aim – to deliver, support and sustain world class military capability now and in the future – surely has to be an objective worth striving for.”

“Everything we do is geared towards satisfying the strategic, long-term goal of making sure the UK’s Armed Forces are fit and ready for any challenges they may face in the future.”



Lieutenant Colonel Andy Sturrock, the Commanding Officer of 39 Engineer Regiment, takes the salute from the outgoing RAF Kinloss personnel, on the handover of the station to the Army’s Royal Engineers, after 73 years as an operational air base.

Partnership potential

Innovative work that could see the private sector help run DIO continues apace. Here Emma Sloper speaks to Director of Business Partnering David Marsh about the possibility of teaming up with a Strategic Business Partner (SBP).

Three main options for the future shape of DIO remain on the table - each bringing its own benefits and challenges, and each impacting on DIO's staff in a different way.

The two options for partnering with industry being considered are the creation of an incorporated business model or the adoption of an unincorporated business model.

An incorporated model would see the MOD creating a separate legal entity, owned by the Secretary of State, out of DIO. It would be managed by the SBP under contract. The MOD would oversee the activities and performance of the new entity.

An unincorporated model would involve an SBP being embedded, through an executive management team, into the existing DIO. The SBP management team would bring expertise and resources as needed.

The third option is not to appoint an SBP and continue with the new business processes, technology, organisation and behaviours embodied in the Enhanced Operating Model (EOM).

Dr David Marsh, Director of Business Partnering, says the process to create an incorporated model was the first of its kind.

"The concept of creating an incorporated model managed by a partner is breaking new ground," he says.

"We're asking questions that haven't been asked in terms of policy and arrangements, there's no precedent for this and it's a complex process."

Invitations to Negotiate were issued to the three bidding consortia at the

end of last year and the next step is to hold a series of clarification meetings before final bids are submitted.

David says: "Spring will see the start of careful evaluation of bids in order to prepare and submit the main gate business case, at which point the Department will decide which option is preferred.

"This is absolutely not a done deal. The bids will be carefully, independently evaluated and an overall value for money winner will emerge. We will recommend which we think is the best option, that might be incorporated, unincorporated or none at all.

"If the decision is made to bring in a SBP it'll mean great change for the organisation but also fresh opportunities for staff and industrial partners."

It is expected that if DIO adopted the unincorporated model the SBP would provide support with aspects of the business through a

private sector executive management team.

In this scenario staff would retain their civil service status and terms and conditions of employment would not change.

"The SBP would be incentivised to deliver savings and increase efficiency," David says.

"They would help support our vision to be a world-class infrastructure organisation and help us to go that extra step by bringing best practice from industry."

The incorporated model would mean DIO becoming a government company owned by the Secretary of State with current employees probably moving into the new organisation – although the detail of this is still being considered.

David says: "We would evolve into something that looks and feels much more like a commercial company that can change the way it does things. The amount of change would be governed by the constitution of the new company and this would be set out in the contract."

It is important for colleagues to remember the SBP process is happening in tandem to the implementation of the EOM, according to David.

He says: "The starting point for all this is the EOM. The partner will inherit the EOM so getting staff into the EOM and getting it up and running is really important."

Ringging the changes

MOD transformation leader Jonathan Slater talks to Ben Glass about the benefits of organisational change to DIO staff, how to manage high stakeholder expectations with less money and the importance of learning from colleagues.

In his best-seller 'The Tipping Point: How little things can make a big difference' Malcolm Gladwell argues that there are three main agents of change.

One of those is the 'stickiness factor' – the ability of a message to stick in people's heads. Another is the 'power of content' which states that changing human behaviour is acutely related to the environment.

And the third is the 'law of the few'. This says there are a small number of people who have an unusual amount of influence on whether change will occur or not.

In terms of Defence reform there are few who have had the opportunity to wield as much power as Jonathan Slater.

For the past 18 months Jonathan has been Director General, Transformation and Corporate Strategy. Among other duties he is responsible for implementing the radical reform of the MOD, and managing the portfolio of programmes arising from the 2010 Strategic Defence and Security Review – ranging from downsizing to rebasing to decommissioning.

Obviously saving money and efficiency are major considerations - the 2010 Grimstone Report examined ways to reduce MOD running costs by 25 per cent by 2015. But what about DIO staff? How will they benefit from the transformation?

"They should have access to better IT, better processes, greater clarity and more collaboration," he says. "And of course the pride that comes from providing vital services to the Armed Forces and MOD."

And the stakeholders? How will DIO manage their high expectations with less money?

He says: "By agreeing clear plans with its customers about the most efficient and effective ways of spending the money which is available, by being honest and open about the choices that have to be made in consultation with customers, and by delivering what you say you will."

The former Chief Executive of the Office for Criminal Justice Reform says DIO could learn lessons from other Top Level Budget Holders as it goes through the transformation process.

He says: "I see lots of best practice dotted around Defence. For example, I've been impressed by the use of Lean techniques in parts of the RAF to empower front-line staff to

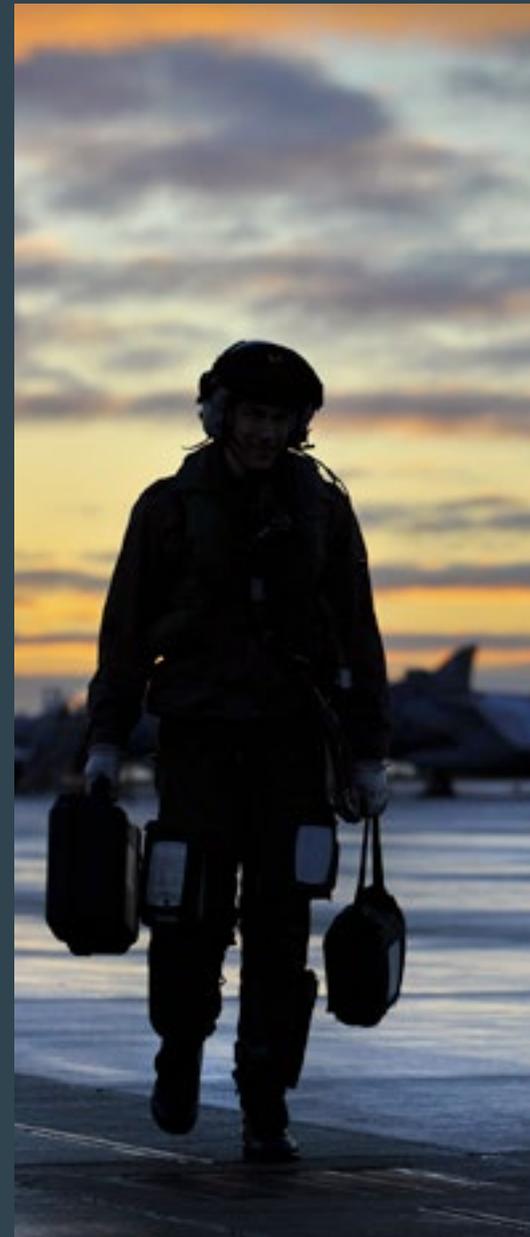
improve the way they service their planes.

"I think that the work which the Army has done to develop Army 2020 itself, going back to first principles to design army structures fit for the next decade, has been powerful. And the new partnership between Defence Business Services and Serco, enabling the in-house team to benefit from private sector expertise, is also very promising. There are many more examples right across the organisation."

So after the dust has settled and the restructure is complete, what will DIO look like?

Jonathan is clear and precise: "Positive, modern and professional'.





Defence
Infrastructure
Organisation

From left: Engineers from 39 Armoured Engineer Squadron in Afghanistan, HMS Dauntless arrives in Portsmouth and a Harrier pilot at RAF Cottesmore.

Calling all amateur photographers...

We're on the lookout for striking images of the Defence estate. They can feature anything from a frog bathing in the shallows of a Salisbury Plain pool to a daring Tornado flypast at RAF Marham.

For the chance to see your name immortalised in the pages of DIologue please email your picture to DIOSec-SecComms1a1@mod.uk