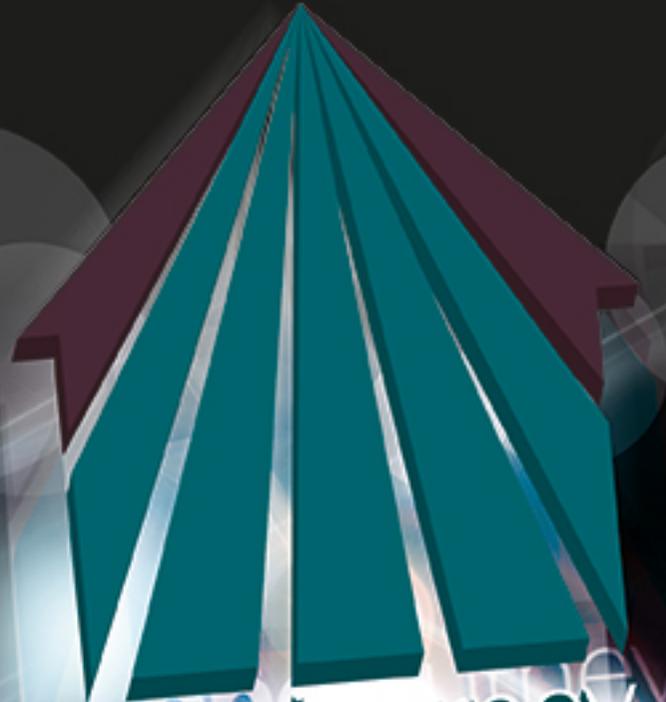


Magazine of the Defence Infrastructure Organisation

  
Defence  
Infrastructure  
Organisation

# diologue

Issue 8, October 2013



onejourney

**World Class** calling



Defence  
Infrastructure  
Organisation



Defence  
Infrastructure  
Organisation

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.

DIologue is structured around the organisation's five strategic goals.

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# Welcome to issue 8 of DIOlogue magazine

Our last issue (Issue 7, June 2013) focussed on the launch of DIO's Enhanced Operating Model. With our new organisation design, processes and technology being rolled out across the organisation, we have spent recent months looking at how we will continue our progress towards becoming a world-class infrastructure organisation.

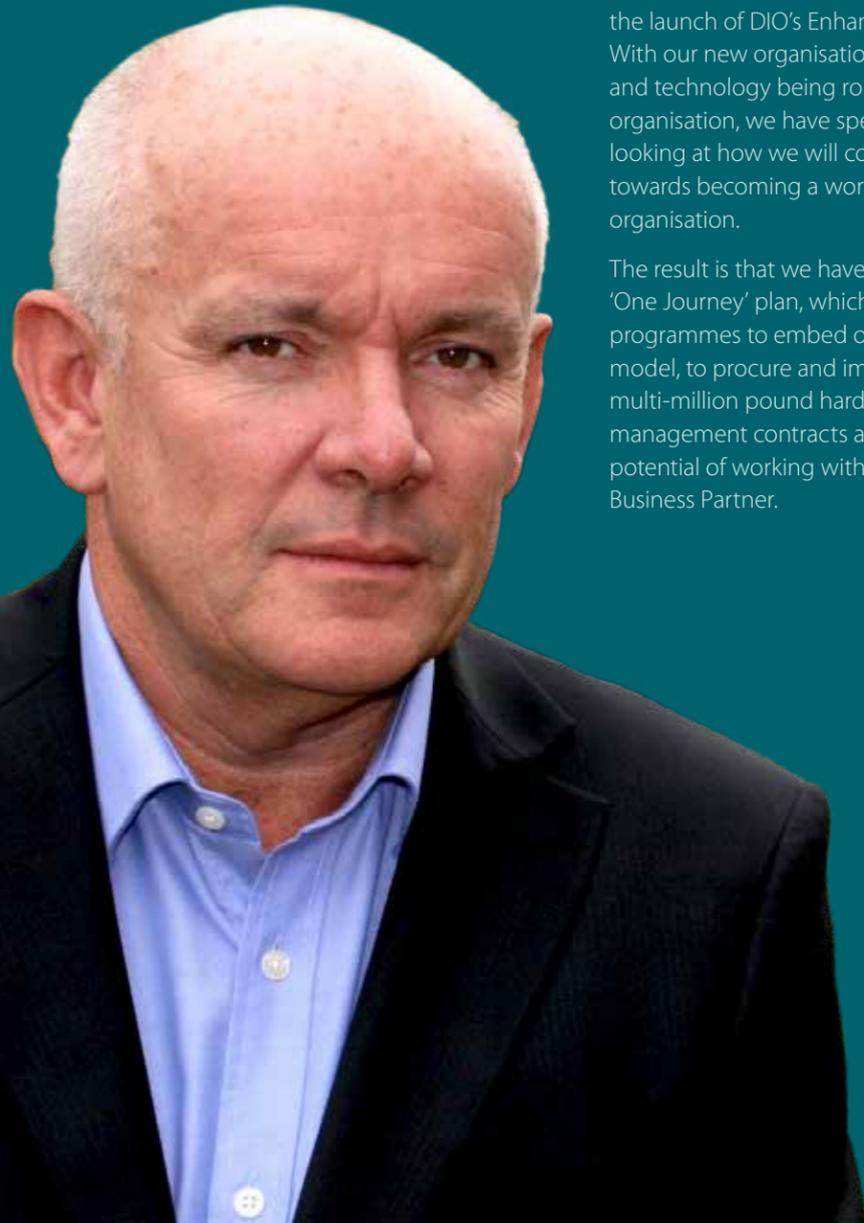
The result is that we have developed our 'One Journey' plan, which brings together our programmes to embed our new operating model, to procure and implement new multi-million pound hard and soft facilities management contracts and to explore the potential of working with a Strategic Business Partner.

This sets out a single pathway that will pave the way towards our goal of becoming world-class. One Journey is an ambitious plan that will impact on everyone in DIO. It won't be easy to deliver, but it is full of great opportunities for our organisation and our staff. You can read more about the plan on page 6.

Against the background of our journey to becoming world class, every day DIO staff are getting on with the job of providing the infrastructure required for Defence personnel to live, work, train and deploy. You can read about the breadth of infrastructure activities that take place across Defence sites in the South East on page 16, as well as the challenges involved in supporting the withdrawal of troops from Germany on page 20.

I hope that you enjoy the magazine. As always, my team and I welcome feedback, so please do get in touch if you have any comments.

**Andrew Manley, DIO Chief Executive**



## The RAF's first female Air Vice-Marshal

DIO's Elaine West CBE becomes first ever female two-star officer

Elaine West has become the first ever female two-star officer after being promoted to the rank of Air Vice-Marshal to take up the role of Director of Projects and Programme Delivery at the Defence Infrastructure Organisation.

AVM Elaine West will lead the way in programming and delivering multi-million pound infrastructure projects to support military training, improve defence capability and oversee the draw-down of Army units from Germany.

AVM West joined the RAF in 1978 and has climbed through the ranks over her 34-year career. She has served in locations across the world. She has worked in a number of MOD infrastructure roles. Most recently she occupied the post of DIO Director, Project Delivery (PD) in DIO's Strategic Asset Management and Programming Team.

Speaking about her appointment, AVM West said: "I'm delighted to be moving into DIO's Projects and Programme Delivery business area to oversee the Projects portfolio, encompassing Army Rebasing. Many in DIO will know that I've had a long association with Projects delivery over the years, so I'm thrilled to be able to make a contribution to such a key area of the organisation. I don't underestimate the challenges, but I'm looking forward to working with colleagues during a period of immense change. And to be the first female military 2-Star is an added bonus!"

Chief of the Air Staff Air Chief Marshal Sir Andrew Pulford said: "Elaine West's promotion to the rank of Air Vice-Marshal is thoroughly well deserved and I wish her every success in her challenging role within the Defence Infrastructure Organisation. The Royal Air Force is proud of its record as an equal opportunities employer, we were recognised most recently by the Times as one of the UK's top 50 female employers, and it is fantastic to see more female officers reaching top positions within the Service. The vast majority of roles in the Armed Forces are open to women and I would encourage everyone, regardless of gender, to take full advantage of the opportunities available to them within the military."





## HRH Prince Harry opens new Landing Craft facilities at Devonport

A £30m Royal Marines base provided by DIO has been officially declared open by His Royal Highness Prince Harry.

The project to build the new Devonport Naval Base at Tamar was delivered by DIO via the South West Regional Prime Contractor (RPC) Debut, which undertook the contract with other RPC supply chain partners.

The base, which will be a centre of specialisation for amphibiousness, comprises a new jetty, landing craft hoist, marina, slipway, boat park, boat workshops, training classrooms and office accommodation.

It will be the new home for 1 Assault Group Royal Marines (AGRM) bringing them together with 539 Assault Squadron, which vacated its previous base at Turnchapel, and 10 Training Squadron which moved from Poole in Dorset.

DIO project manager Jonathan Hart said: "It has been an honour to be involved with this project over a number of years and to see the original aspiration come to fruition. I am confident that the new facilities will provide an excellent base for the RM for many years to come."

## 10,000 soldiers sleep more soundly thanks to DIO

DIO's Project Allenby/Connaught - the MOD's biggest building and refurbishment project - has marked a milestone with the completion of its 10,000th bed space.

The 10,000th bed space was provided in Mooltan Barracks, Tidworth, where multi-occupancy rooms have been replaced with state-of-the-art single en-suite bedrooms for soldiers from 1st Battalion The Royal Regiment of Fusiliers.

DIO project manager Lt Col (Retd) Nigel Lewis said: "The 10,000th bed space is a fantastic achievement and a clear demonstration of the commitment by DIO and Aspire to improve soldiers' lives. This building programme is nearing completion two years ahead of schedule, providing recreational and training facilities, technical work areas, office accommodation and bedrooms."

Lance Corporal Densley Chambers, from X Coy 1 RRF said: "This is a huge improvement on the shared rooms. I really enjoy the privacy that having your own bedroom brings and having the en-suite as well is great."

## Old War Office goes on the market

It has been announced that the MOD's Old War Office building in Whitehall is now surplus to requirements and is to be sold. The building will go on open market sale shortly after the appointment of suitable professional agents and is expected to attract considerable interest from developers.

In 2014 MOD staff will move out of the Old War Office and all operations will transfer into MOD's Main Building. This is part of the MOD-led drive to operate a more efficient estate. This will save the taxpayer around £8 million a year in running costs and will also enable closer working and collaboration within the department.

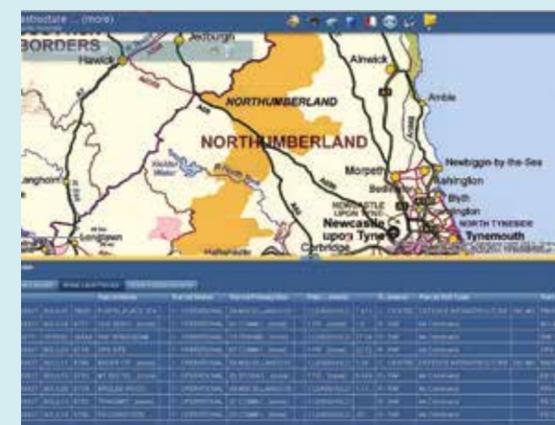
The Old War Office was built in 1902 for the Imperial General Staff and was central to military planning throughout the major conflicts of the 20th century, housing numerous secretaries of state, including Sir Winston Churchill.

## New GeoViewer application set for launch

A major enhancement to DIO's Infrastructure Management System (IMS) is being launched in the form of a new web-based "GeoViewer", which will replace the current GEODE solution.

Providing access to 180,000 "land parcels" - discreet areas of land of interest to the MOD - the new application is built on the latest versions of the mapping software. It has a similar look and feel to other GeoViewer applications used by the MOD, which means that users should be able to familiarise themselves with it quickly.

Martin Meggs, DIO's National Geospatial Services Delivery Officer, said: "This is an exciting development of our IMS and we want to encourage DIO staff to take advantage of its new functionality when they gain access to it."



## Body-worn cameras set to reduce crime on Salisbury Plain

Body-worn cameras have been launched on the military training estate on Salisbury Plain and in other parts of the South West to help reduce crime. The cameras will be worn by Training Area Marshals and Range Wardens who patrol Salisbury Plain, West Devon and Wyke Regis to help them gather evidence of wrongdoing.

The number of large scale unauthorised incursions onto Salisbury Plain Training Area has risen substantially in recent years and there has also been a marked increase in the number of large off-road convoys on the Plain.

It is hoped that the cameras will help DIO Service Delivery Training staff and industry partners to feel more comfortable and safe when challenging people regarding their use of the Plain.

Tom Greely, a Training Area Marshal who uses a body-worn camera, said: "The camera has been an extremely useful addition to the training of Safety Marshals and has come into service just at the right time. With more units using the training areas and more urban expansion around the boundary of the military training estate it is more than possible that confrontation with the public will occur. The cameras are a great help."

## DIO secures hat-trick of major planning successes

DIO has secured planning approvals that will enable the sale of surplus military facilities - which in turn will release land in the south of England for over 5,000 much-needed civilian homes.

DIO required just four weeks to pull together the result of many months of hard work and gain the planning approvals for the three sites - Worthy Down, in Hampshire, Princess Royal Barracks (PRB) at Deepcut, and land in Aldershot known as the Aldershot Urban Extension.

This planning success allows DIO to release obsolete areas for housing development and contributes to the Government's Plan for Growth national housing strategy.

Martin Lloyd, DIO Head of Disposals South, said: "Securing three major approvals close together represents an enormous effort by our staff and their advisors. I am delighted with our success in moving these projects forward. The Deepcut and Worthy Down approvals will enable bidders to submit better bids whilst the Aldershot approval takes this project to the next phase which will deliver housing in accordance with the Government's Housing Agenda."



## New bee colonies create media buzz

A DIO Training Safety Officer has been the focus of media attention after being granted special permission by the MOD to introduce colonies of a rare native bee species at a training village on Salisbury Plain.

Major (Ret'd) Chris Wilkes, who is a bee-keeper in his spare time, has set up 14 colonies of bees at Imber village in an attempt to breed the endangered native black bee species. Around 95 per cent of bees in the UK are non-native and were introduced here in the 1920s after a disease virtually wiped out the indigenous honey bee.

The project has been featured in the Times, Daily Telegraph, and Daily Mail newspapers, as well as on local news programmes broadcast on BBC1 and ITV.

Speaking about the project, Chris said: "Imber is a very isolated area with very few feral bee colonies about; in fact there are none in a four or five mile radius. There is also no interference from the public. It is very difficult to breed pure lines of bees because it only takes a few feral ones to give you a mongrel breed, but Imber gives us a great chance to breed a pure strain of British black bees."

# World Class Calling

Since its formation in April 2011, DIO has been driving forward three ground-breaking pillars of change; designing and embedding a radical new operating model, the procurement and implementation of multi-million pound hard and soft facilities management contracts and a complex venture to explore the potential of working with a Strategic Business Partner.

The organisation is now bringing these three key programmes together onto a single pathway that will pave the way to DIO reaching its goal of becoming world class. Here, DIO Chief Executive Andrew Manley explains what the road ahead has in store.

"We are in the middle of a huge amount of very important activity," says Andrew. "We are running an organisation that provides critical support to our Armed Forces, we are fundamentally changing how that organisation operates and contracts with industry, and we are testing how a Strategic Business Partner may be able to help us operate more effectively in the future."

Bringing three major change programmes into a single framework is something that Andrew recognises is a major undertaking. "What we are doing here is very ambitious but it is also leading-edge. It requires us to finalise and then implement a clear, credible and consistent plan that maps our journey to becoming world class. We are being realistic about what we can deliver and when, and that means some of our programme milestones may well change."

DIO has aptly branded the programme 'One Journey' and Andrew is clear that DIO staff are a critical success factor. "One Journey is about how we in DIO work together to deliver. DIO has fragmented origins and so we are not used to working across the organisation to deliver products and services to our estate users. Collaboration is key to our success, and our new operating model means this will be how things will get done around here from now."

Andrew is determined that One Journey will put an end to 'siloed' ways of working. "Everyone in DIO will be required to support One Journey and actively contribute to making it a success," he explains. And he is very serious about making sure that happens. Between now and April 2015 all DIO staff will be working to personal objectives that are aligned to the One Journey programme.

The One Journey programme will impact on everyone working in DIO. Andrew sets out what it means for staff. "Everyone needs to understand the plan, what they need to do to support it, and why. We must all be able to explain our role, commit to doing our bit and hold colleagues and other stakeholders to account for doing what they say they will."

One Journey sets DIO's workforce a significant challenge. "It won't be easy to deliver," says Andrew, "but the programme is exciting and full of great opportunities for both our organisation and our staff."

There will also be plenty of support to help DIO's staff meet the programme's milestones. A series of Building Capability modules have been designed to bring them together to do critical work while experimenting with the new ways of working that DIO needs to embrace in order to meet its world class aspiration.

The modules are made up of workshops, team engagement events, planning sessions and review points. They involve all DIO staff. The first module, 'Building our Team', is already underway and will be followed by 'Customer Delivery' and 'Accelerating Performance' modules, between now and Spring 2014.

Andrew explains why so much is being invested in the One Journey programme and the supporting Building Capability modules. "Our customers [estate users] have the right to expect that DIO delivers its products and services to an agreed and consistent quality, and to know who, how and to what time frame, these will be delivered. That is what all world-class organisations do and I don't see why DIO should be any different. One Journey is going to make sure we get there."

## A programme of programmes

The One Journey plan encompasses the following key DIO priorities:

### Service Delivery

Delivering infrastructure activities to sustain and maintain the MOD estate, ensuring that Defence personnel have the infrastructure they need to live, work, train and deploy.

### Transforming DIO's Operating Model

Implementing the new operating model that has brought radical changes to its organisational structure, processes, technology and ways of working.

### Next Generation Estates Contracts

DIO's programme to develop the most cost-effective mix of estate contract models to meet the future needs of Defence, spanning UK facilities management, housing, the training estate and new-build construction projects.

### Strategic Business Model

A procurement exercise that will be used to test whether bringing a Strategic Business Partner into DIO offers the best value for money solution for Defence. It will also help determine how we may be able to partner with industry.

# In the **hot** seat

The introduction of a new 'Site Chair' role in DIO has seen a member of staff appointed at each Service Delivery Area to lead on building a strong local community, as well as acting as a point of contact for matters such as branding and health and safety.

DIOlogue spoke to Gary Brownlee, who was instrumental in designing the role, and is site chair for Lisburn, and Chris Radburn, who is site chair at Sutton Coldfield, one of DIO's biggest sites, to find out what they think about being in the local 'hot seat'.

**Q Gary, what did you base the initial design of the Site Chair role on?**

**A** I thought about some of the important questions that might need answers. For example, who do you go to when you want things done within the office? Why are things so different in the working environment in Region X to what I am used to in Region Y? If a piece of equipment looks unsafe, who do I report that to? Why, with the advantage of a strong corporate brand and identity, does DIO have some locations still showing assets belonging PSA, DEO, DE, etc?

In very simple terms, the vision was for a single point of contact within a Hub/SDA that would support Transition and beyond as we strive to be a 'world-class infrastructure organisation'. However, it was important to have clearly defined roles and responsibilities in order to de-conflict with other roles such as Transition Managers, etc.

We brought proposed Site Chairs together in late April to develop the role. The broad definition that resulted was that the site chair would 'Co-ordinate non-operational (delivery) activities specific to DIO'. The group identified the main areas of responsibility centring on the 7C's of Communications, Co-ordination, Collaboration, Coherence, Co-operation, Consistency and Continuity.

**Q How do you think the Site Chair role will be most valuable?**

**A** In general terms, I think the role will help to engender a sense of community and corporate identity during the current movement of staff between locations, particularly useful for those new to that location or function. I'm already aware of an increase in networking activity amongst the Site Chair community and their regular dial-in sessions have opened up a channel to resolve the issues that they have already started to face.

**Q What do you think is the biggest challenge for the Site Chairs?**

**A** While the intent of the role is clear, the actual scope of responsibility and range of activity may vary significantly as the SDA's vary widely in size, geographical location and format. This is where the support network amongst the Site Chair community will be invaluable.

In the immediate term, there is no doubt that implementing the proposed floorplans for each location to cover both this interim phase and be relatively future-proof will be extremely challenging. The Site Chair role will be critical to the success of this but it is extremely important to emphasise the supporting nature of the role - it must not be seen in any way as undermining or bypassing general managerial responsibility, or indeed assume responsibility for Health and Safety or Head of Establishment related appointments.

**Q Chris, what are you looking forward to most about carrying out the Site Chair role?**

**A** I'm really looking forward to doing something positive about supporting colleagues. During the recent engagement events, I was genuinely shocked by the amount of good feeling and positivity that is still evident in the organisation. I think that the Site Chair role - with the potential for all of its subtle influences - has come just at the right time.

**Q What do you think will be your biggest challenge in the role?**

**A** Currently, sorting out the floorplan design at Sutton Coldfield. While there are some fairly simple options available to us for ensuring we have enough space for everyone to work, the difficulty comes in sequencing moves. We have staff leaving Sutton, staff transferring in, and several unknowns given the ongoing recruitment activity.

**Q How do you think the Site Chair role will be valuable?**

**A** Personally, I feel the most valuable part will be the role that I can play in helping to modify some simple behaviours. I and a good number of our colleagues have felt a bit beaten up over the last few years, with spending cuts, pay freezes and other issues. The end result appears to be that now we just come here to do our work, and a lot of the human interaction and enjoyment has been lost. Along with a small but growing band of individuals, I want to change that by taking ownership of problems and doing something about them. I do get a bit evangelical about the subject because I believe it - we can change some of the bad behaviours we all witness by living the good behaviours. I hope that this will 'rub off' on others and become infectious. I know that may sound a little far fetched to some but I'm going to put my money where my mouth is and do it. If it works, then great.

**Q How do you think the new role has been received by staff in your Service Delivery Area?**

**A** My guess is that the answer is - OK. 200 people came along to the Site Chair conversations, half of those events went on for longer than planned - I assume because people were getting engaged with the subjects on discussion. At every event, three or four people offered up things they wanted to do to make this a better place to work - all of which are simple and achievable. I will do what I can to help make them happen. As an example, we discussed why conference rooms at Sutton are left locked when not in use. There are some valid reasons why but generally, everyone recognised that if we could rely on our colleagues behaving in a common, decent manner - like clearing up when they leave, leaving the room layout in a sensible state, vacating the room on time if booked - then we could dispense with some of the hard rules we have put in place and leave the rooms unlocked. That way, if we need to pop into a meeting room and it's empty, we can. Simple, but hopefully effective.



Gary Brownlee



Chris Radburn

# Creating Contracts

For two of DIO's major project teams, the organisation's arrangements with industry partners are the focus of everything they do.

DIOlogue takes a closer look at the faces behind DIO's Business Partnering and Next Generation Estate Contracts programme team to find out more.

## The Next Generation Estate Contracts team

Over the coming months the first of a new suite of DIO contracts will be awarded under the Next Generation Estate Contracts (NGEC) programme. Worth more than £6billion (excluding construction work) over 10 years, the programme is bringing together disparate contracts into coherent arrangements, and potentially outsourcing a number of in-house services.

Walter Scott introduces some of the 80-strong NGEC team working to deliver the programme.

Procurement of products and services with public money is governed by a complex mix of legal requirements, statutory processes and guidelines, ensuring transparency, fairness and value for money. **Stephen Ashdown** works in the NGEC Capital Works Frameworks team, using his commercial experience from DE&S and the former Permanent Joint Headquarters to ensure that project procurement methods are fully compliant with the MOD, UK and EU rules and regulations.



Stephen Ashdown

Major Government procurement programmes are required to undergo a series of stringent 'Gateway Reviews', following a process established by the former Office of Government Commerce (OGC) to provide assurance of future success. With a background in project management and prime contracting, **Roger Freeman** leads NGEC projects through the OGC process, which scrutinises contract costs and other evidence of project 'health' such as future benefits, risks identified and managed, defined service requirements, and a 'through-life' contract management plan.



Roger Freeman

What exactly does DIO want from its future contractors? And how will they be expected to provide it? With health and safety experience at organisations such as Shell UK and Derby City Council, **Mike Gould** is one of six technical staff picked for specific infrastructure experience and knowledge to develop the 'service information' that sits within each contract. This spans everything the contractor will be asked to provide, from frequency of grass-cutting and energy efficiency targets to health & safety and airfield maintenance.



Mike Gould

How much will each new contract cost the taxpayer over its lifetime? And how is this consideration affected by the different bids under evaluation? Chartered accountant **Maryam Dyson** is responsible for helping to answer some of these questions. Maryam develops models to evaluate the costs of each NGEC contract, working with MOD scrutiny bodies to ensure the data meets Government standards. She has previously worked at Reed Elsevier, Jaguar Cars and Allied Carpets, and was responsible for appraising capital investment applications at Advantage West Midlands.



Maryam Dyson

The new DIO 'TRIRIGA' Infrastructure Management System (IMS) will only be as good as the data that future contractors (and DIO staff) feed into it. With a background in software development and data migration, **Martin Clayton** works with shortlisted bidders on development of their information systems (IS) proposals, to ensure that they meet the wider MOD requirements for data management. He also leads on evaluating the IS elements of the tenders.



Martin Clayton

due diligence project-level User Requirement Initial Gate bidders Vesting Day assigned solution in-service negotiated Framework should-cost occupants benefits award MEAT stakeholder FVM Category

Delivery Committee would-cost affected SRO Day assigned solution in-service negotiated Framework should-cost occupants benefits award MEAT stakeholder FVM Category

shortlist PRINCE2 customers tenderer collaborative

Gateway

Procurement of 14 separate contracts under a single programme with limited resources is complex; a change to one project will probably impact on the others. Using her experience of the PRINCE2 ('projects in controlled environments') process, **Dawn Evans** works with NGEC project teams to track their progress against procurement schedules and review their requirements for resources to identify pinch-points and interdependencies.



Dawn Evans

While each NGEC prime contract is composed of standardised service 'modules' for consistency, it must be finessed to the specific facilities and establishments it will serve, to ensure satisfied estate users. With an eye on military families' needs, former London area housing manager **Monica Ford** applies her technical knowledge of 'occupancy management' to the National Housing Prime, refining service information and evaluating tenders, in addition to work on bidder events and possible 'TUPE' outsourcing plans.



Monica Ford

Under cross-Government procurement standards, major programmes and projects must identify a set of measurable benefits well in advance of coming into effect. With knowledge from more than 20 years' Defence estate experience, **Neil Hatfield** works with each project team to ensure that the new contracts will 'do exactly what it says on the tin' by identifying a formal set of benefits, and developing a methodology for their measurement through the life of the contract.



Neil Hatfield

When you are procuring services worth £billions for a Government department, what could possibly go wrong? **Jim Caunce**'s role is to assess every possible risk to the procurement of NGEC projects to schedule and within budget. He has spent 20+ years as a cost engineer, managing risk in tenders from businesses such as BAE, the General Electric Company, and British Nuclear Fuels Ltd. His work enables project managers to demonstrate robust risk management measures.



Jim Caunce

What would each bidder's solution cost if it came into service? And how does that figure compare to what DIO envisages as 'affordable' across thousands of estate assets? With quantity surveying experience at organisations such as Worcestershire Royal Hospital and Westfield Merry Hill shopping centre, **Sarah Williams** works in a small team developing 'should-cost' estimates for each contract, developing vast and complex spreadsheets in which bidders are asked to price their work. She also evaluates cost elements of the submitted tenders.



Sarah Williams

Behind each contract is a small project team of technical and commercial staff who are driving its procurement. Former DIO area manager **Duncan Stock** leads the Regional Prime South East team, currently managing the tendering process with the bidder shortlist comprising Babcock, Carillion, KBR and joint venture PriDE. He is responsible for ensuring they understand the service information and ultimately for a punctual contract award.



Duncan Stock

As a fluid and fast-moving programme, NGEC generates an enormous volume of information, meetings, travel and stationery requirements. **George Ford** works in a four-strong team, mainly as assistant to programme head Matt Foley, but also providing vital administrative services that ensure smooth-running of the wider NGEC team.



George Ford



Responsible for project management **Tony Friday** is based in London and Abbey Wood. A naval architect by profession, Tony brings project, programme and portfolio management skills to the team. He delivers a complex outcome while keeping an eye on longer-term milestones – working to ensure that priorities are adjusted appropriately.

Based in Sutton Coldfield, **John Oliver** is responsible for process and transition. As the link to business areas across DIO, John's extensive corporate knowledge helps connect the team to the right people – ensuring that they have access to the key specialists needed to move the project forward. Originally a forester by profession, he has a wealth of experience in estate strategy and change management.



**Deborah Bradley** is responsible for evaluating the bidders' track record on employee engagement and management. Based in London, she brings a wealth of experience in managing the people impacts of major change programmes, including two years seconded to the Cabinet Office on the 'My Civil Service Pension' transformation programme.



Commercial officer **Suanne Harding** is the bidders' first point of contact, responsible for clarifying questions, organising negotiation sessions and co-ordinating evaluation. She came from DIO's Next Generation Estate Contracts (NGEC) team. Suanne ensures there is complete fairness across all bidders so that procurement is transparent.

**Bryan Golton** is responsible for managing the project's Data Room – a key online source of verified DIO information for bidders. During the project, monthly data updates have given way to weekly and then daily refreshes as the businesses put the finishing touches to their bids. To manage this, Bryan brings considerable 'e-tendering' expertise, having set up a similar system for DIO's NGEC programme.



The Business Partnering team was set up in late 2011 to examine whether working with a Strategic Business Partner (SBP, a single private sector organisation) could help transform DIO into a **world-class infrastructure organisation**.

With the three bidding consortia having submitted their final proposals for working with DIO as a SBP, Tony Moran spoke to members of the Business Partnering team, to find out what part they play in the work.

# DIO Business Partnering Team

# AT THE SHARP END

Supporting the London 2012 Olympics, carrying out repairs to runways and ensuring that every building on the Defence estate has a well maintained heating system – these are just some examples of the work done by DIO's Service Delivery UK Facilities Management arm. **Andy Hopkirk**, DIO's Head of Facilities Management for the South East, spoke to DIologue about life at the sharp end of providing these services to DIO's customers.

"Service Delivery UK Facilities Management is responsible for maintaining, sustaining and, when necessary, changing the estate to meet the requirements of the users," Andy Hopkirk explains. "As well as ensuring the estate is safe and compliant in both statutory and mandatory terms, we are very much at the front line in terms of our relationship with the customer community and dealing with their comments and concerns."

"I'm responsible to each MOD Head of Establishment in the South East for delivering works to ensure that the estate meets their needs," he continues, "and importantly also to ensure the estate is statutorily and mandatorily compliant – for example with laws relating to safety and sustainability."

Andy came to his role with something of a facilities management pedigree, having previously spent 20 years working in 'hard' facilities management – maintenance of the built estates and assets. "Getting my head around soft facilities management, such as catering and cleaning, has been a challenge to say the least," Andy says, "but overseeing both together ensures that we provide a joined-up service to our customers."

While it is possible to sum up Andy's remit in a couple of sentences, this doesn't reflect the variety of work that he oversees. "Last year was driven by supporting the Olympic effort," he says, "while this year we're focusing on carrying out lifecycle replacements to major components of the estate such as heating and hot water systems, roofs and possibly a runway."

To be successful in managing this varied workload, Andy maintains a regular dialogue with estate users in the south east - alongside the industry partners he works with - to understand what is required. "I have a good relationship with all my stakeholders," he says. "I take the time to understand their requirements, discuss any particular issues and either provide a solution or point them towards one. I have been honest and open by keeping them up to date with the current DIO changes and financial position to help them understand how it might affect them. The building of these relationships has paid off as, when necessary, the stakeholders have given me the space and time to resolve things."

"I also ensure that I hold regular meetings with my team, despite the fact that they are spread across the estate. This means that we all know what we are doing, which is critical given that our work involves every step of a project, from developing programmes to bid for funding for works, planning for and delivering works to carrying out assurance checks to confirm the works were undertaken correctly, providing value for money. We also ensure that we learn any lessons which we can feed into future works or programmes."

So what does the future look like for facilities management on the Defence estate?

"Over the next seven to ten years we are on a journey, via Next Generation Estates Contracts and HESTIA, towards a total facilities management solution with just one industry partner delivering all facilities management services in a geographical area. In the short term, by forming the new teams and working together, we have an opportunity to break down historical stove pipes, provide the users an improved level of service and build our reputation within the estate user community."

"The future in DIO excites me," Andy adds. "I can see plenty of opportunities for both myself and colleagues and I'm looking forward to understanding the new facilities management processes and really getting to grips with our new Infrastructure Management System, towards the end of the year."

"I'm particularly keen to learn more about how these innovations will enable me to deliver an even better service to my customers."

*This year we're focusing on carrying out lifecycle replacements to major components of the estate such as heating and hot water systems, roofs and possibly a runway.*

Andy Hopkirk (right)



# SOMEWHERE

Many Service personnel relocate every two to three years. Ensuring that they always have a suitable place to live can be a complex process. DIologue spoke to **Mandie Thorpe** who leads DIO's Housing Allocations Service Centre at Thetford, to hear about how she helps our Armed Forces and their families find somewhere to call home.



"Service families take a keen interest in the allocation of Service Family Accommodation (SFA) and for some customers it can be an emotive issue," says Mandie Thorpe, who manages the Thetford Housing Allocations Service Centre (HASC), responsible for the allocations of SFA in Wales, Central and Northern England, East Anglia and the East Midlands, Scotland and Northern Ireland.

"We deal with every aspect of the allocation process and all related housing enquiries, including helping bereaved spouses through the process when they have to change their living arrangements, so we have a wide range of incoming queries and requirements from our customers."

Together with the HASC at Aldershot, which covers the remaining parts of the UK, the Thetford office forms a central part of the service that DIO Service Delivery Accommodation provides to Service families. The HASC replaced seven regional offices last year, during what was a challenging time for Mandie and her team:

"The closure of the regional offices has been beneficial to customers by making the service more consistent and effective. During the transition however, we took on work from the closing offices earlier than we had anticipated, and then encountered problems with the recruitment that we were undertaking to ensure we were fully staffed for the increased workload.

# TO CALL HOME



"So, there was a big challenge for us in maintaining the best levels of customer service possible during this time. Fortunately, once the new systems and processes were in place, we could concentrate our efforts on quickly re-establishing the service levels that our customers expect."

As well as establishing the HASCs, an equally crucial part of the planned improvement was the introduction of an enhanced system that enables Service personnel to apply for their new family home online. "The introduction of the new online self preference system is undoubtedly one of the biggest steps forward we have taken in recent years," says Mandie. "We should be rightly proud of this achievement.

"From a customer point of view the benefits are many: it's paperless and time saving, and they have visibility of all of the available properties that match their entitlement. And, for the first time ever, customers have access to the same information that we do. This has helped to manage people's expectations, because they get to see first hand if their choice is limited because they are moving to an area of high demand."

The change has improved things for the HASC staff too: "Now we can review the application on screen and make an informed judgement about the allocation before pressing a few buttons, which enable the offer and licence to be sent electronically, rather than waiting to receive reams of paperwork. This has been warmly welcomed by those of us in the HASC!"

Throughout all the changes, keeping the HASC's various stakeholders informed has been a major priority. "Communication was key during this period," she explains. "SD Accommodation held weekly stakeholder teleconferences, where issues and trends were discussed, together with performance statistics. At a more local level we have made efforts to engage with Units who we hadn't managed allocation services for before.



"We've found that being up front and discussing issues as soon as possible means that military Units and individual Service personnel know where they stand, even if the news is not what they want to hear. They know that we will do our very best to resolve an issue to achieve a satisfactory outcome."

With the HASC going from 'stand-up' to operating at full capacity in just seven months, Mandie is justifiably proud of what has been achieved. "I cannot over-state how satisfying it is to see how far we have come in a relatively short space of time," she says. "We've built on our early success, and the HASC now outperforms the service that was previously provided."

# Flying High

**Members of DIO's airfield pavements team have used their expertise to keep the Red Arrows flying, with the resurfacing of the runway at the aerobatic team's Lincolnshire home.**

DIO manages more than 40 military airfields in the UK and abroad and its dedicated airfield pavements team, led by John Cook, is at the forefront of technology in its field, and is constantly looking at new and innovative ways to improve surfacing performance.

The surface materials used for military runways have to cope with a wide range of stresses and strains with surface integrity for fast jets being especially critical. Some fast jet military aircraft have a wake velocity that exceeds 2,000 mph and the temperature coming out of the back of planes can be over 1,000 °C which can damage unsuitable surfacing. This compares to a civilian aircraft's jet wake velocity of around 300 mph and a temperature of around 100 °C.

With this in mind, the team is committed to developing long-lasting maintenance and restoration solutions which offer both performance and value for money. John is an enthusiastic advocate of new technology and is keen to try new materials to prolong the life of facilities, but approval of new processes can take a long time – and with good reason.

"Airfields and particularly runways have to be maintained to a very high standard," he explains. "Relatively minor degradation of an airfield pavement surface has the potential to cause serious damage to aircraft. I would say we are forward thinking in our approach to new techniques but we also have to be extremely wary and have a lot of safeguards in place to make sure materials we specify are fit for purpose."

The project at the Red Arrows' home base, RAF Scampton in Lincolnshire, was particularly challenging due to the site's unusually wide 60m runway which allows the acrobatic aircraft to take off in the famous Red Arrows echelon formation.

Surfacing materials specified on military runways need to safeguard against the risk of damage from foreign objects, especially when aircraft conduct take-offs and landings in formation. The team conducts thorough research and development which includes laboratory work, consultation with industry materials specialists and site trials on various resurfacing projects.

At RAF Scampton, DIO's pavements team had to take into account a variety of factors including the need to extend the runway's life, the frequency of its use and the need to comply with friction characteristics when planning the restoration project. It came up with the unusual choice of using Stone Mastic Asphalt enhanced with polymer modified bitumen, which was the first time the material had been used on a military runway renewal. The net gain of this novel solution was a halving of pavement costs – saving millions of pounds – and a much-reduced construction timescale to meet command needs.

Wing Commander Neil Fraser, officer commanding the Royal Air Force Aerobatic Team, the Red Arrows, said: "With up to nine Red Arrows aircraft taking off and landing simultaneously on the runway at Royal Air Force Scampton, it's paramount for safety that we have a good surface from which to operate.

"The work to upgrade the runway was carried out mostly while the Team was away in Cyprus, which we were very grateful for as it minimised the impact on our training programme and preparations for the 2013 display season."

Resurfacing of military airfields is typically carried out every 15 to 17 years and future work is planned up to five years in advance. The airfield pavements team has recently looked closely at developing a better model for predicting what is likely to happen to each of the surfaces in future. The result is a pavement management system that helps to prioritise airfield maintenance.

The system involves recording various types of pavement distress at each airfield on a database and rating them in terms of their severity. A colour coded map provides an overview of each asset and highlights the areas in most need of attention. This helps experienced engineers make assessments on the need in the medium and long term for major restoration works and determine maintenance requirements.

"This gives us a more consistent approach to annual maintenance and means we know where best to allocate the budget," John concludes.

*It minimised the impact on our training programme and preparations for the 2013 display season*



## The 'Dambusters'

Bomber aircraft from 617 Squadron flew from RAF Scampton during the Second World War to deploy the Barnes Wallis bouncing bomb in order to breach dams in the Ruhr Valley in Germany.

Seventy years on, the efforts of brave airmen 'Dambusters' were commemorated at the airbase in May at a special 'sunset ceremony' with veterans and the Battle of Britain Memorial Flight.

During the war there were over 400 military airfields in the UK, but only nine of them had paved runways. Concrete surfaces were swiftly constructed to support the defence effort but many runways failed prematurely and were overlaid with tarmacadam – then a cheap by-product of gas production – or in more recent decades bituminous asphalt material.

# On the move

**In Germany, preparations have started in earnest for the departure of fourteen thousand personnel - and over twenty thousand of their family members - but that's only half the story. DIOLogue caught up with Major General John Henderson of Headquarters British Forces Germany to hear how he is working with the DIO to make these massive troop moves happen.**

## How would you sum up your role?

I have three priorities; re-basing, providing the Local Authority support services across British Forces Germany (BFG) and engaging with our German hosts. All to ensure we are supporting operations as effectively as possible, as well as meeting Defence's international engagement priorities.

## How long have you been in Germany?

I arrived as Second Lieutenant Henderson in the Royal Electrical and Mechanical Engineers detachment of 3rd Royal Tank Regiment in Paderborn 30 years ago and I have served in Germany at every rank since. I'm delighted to be back here for two reasons. Firstly, I care deeply about the quality of service we provide our soldiers and their families and secondly, because Germany is one of our most important European allies. What we do here, and how we go about it, is important not just for supporting operations, but supporting a broader government priority to build and maintain close relations with one of the most powerful nations in Europe.

## How are you working with DIO on the re-basing plans?

We're very much one team here. The senior DIO officer in Germany, Jack Lawlor, sits on our Board and his staff attend working groups all the way down to Garrison level, ensuring we deliver a joined-up re-basing plan.

On the handover of facilities, my planning teams are working very closely with DIO Land Management Services, who lead on the actual handover to the German authorities. We've agreed the condition that we must achieve before the estate, including 29 barracks, can be released. Estate remediation costs in Germany will be more than offset by credits due to the British Government from the German Government. Our close co-operation is vital to getting a good deal for the British taxpayer and I was delighted to be able to host Andrew Manley, DIO's Chief Executive, on his visit earlier in the year in his crucial role as Senior Responsible Owner for the re-basing.

## How important is DIO's role in Germany in terms of supporting BFG units when they deploy on operations?

Crucial. When we have units deployed on operations they need to be focused on their jobs and that means having confidence that, for the family they leave behind, they have access to quality services including, fundamentally, the provision of infrastructure services. DIO is directly supporting operations here by making sure our soldiers can focus on soldiering and enabling the rest to live, work and train as efficiently as possible.

## What are the next steps for BFG in terms of the re-basing plan?

I'm confident that we now have a fully developed plan for the re-basing of British Forces out to 2016, and an outline plan for the remaining British bases to be released to the authorities by the end of the decade. Throughout this plan though, we need to maintain high quality standards in how we look after our 35,000

*I'm confident that we now have a fully developed plan for the re-basing of British Forces*

personnel, 12,000 vehicles, 23 schools and 12,000 Service Family Accommodation homes. We need to ensure that the delivery of infrastructure to the British Forces population in Germany, including the Soft and Hard Facilities Management services delivered by DIO, is maintained at a high level all the way to the end - although I'm also keen on continuously improving it if we can. We're going to need to be innovative and daring to do that, and I feel I have the best people Defence can offer to make it happen.

## Meanwhile, is it still business as usual in Germany?

Very much so. Across the BFG community we're preparing for, or supporting, operations in Afghanistan with all three of the deployable brigades, 7 and 20 Armoured, and 102 Logistic, due to deploy over the next two years. 1 UK Division are based here and they're busy getting ready to become the Divisional HQ of the Adaptable Force as part of Army 2020. At the same time we're all conducting re-basing activity in Germany as well as preparing for the eventual return to the UK. So it's a busy, vibrant community with plenty of challenges up until 2018, for the full range of civil servants, soldiers and their families.



Major General John Henderson



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