

The Defence Estate Strategy 2006

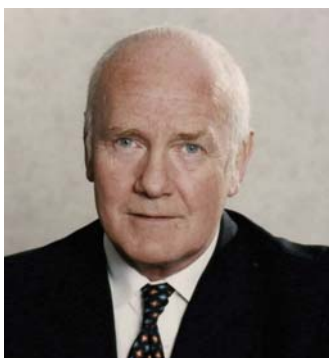
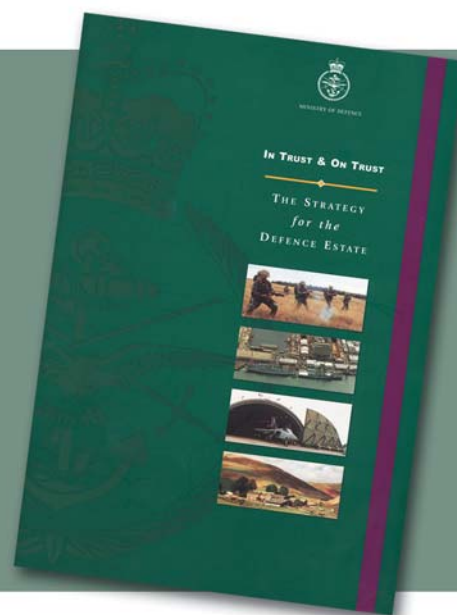
In Trust & On Trust

Secretary of State Foreword

Welcome to the Defence Estate Strategy 2006. In June 2000, we published *'In Trust & On Trust' - the Strategy for the Defence Estate*.

We knew that it heralded a period of considerable change for the defence estate. We set out clear new policies, priorities and performance targets against which the effectiveness of our estate stewardship could be judged.

The Defence Estate Strategy 2006 builds on these robust foundations and on our achievements. It reinforces the importance of providing a good quality estate of the right size that is well looked after and meets the needs of our Armed Forces. The ability to provide effective training, living and working facilities for our service personnel and those who support them is crucial to the successful outcome of our business.



We continue to occupy land and property solely to support the delivery of the Defence Vision so that our Armed Forces are able to defend the UK and its interests, strengthen international peace and stability, and be a force for good in the world. Our primary challenge, delivered through the six strategic aims identified in this document, is to produce an estate that enables the Armed Forces to counter new and existing threats, and respond effectively to the changing demands and requirements placed upon them. At the same time, because it is not only sound sense but also sound business, we have put sustainable development at the heart of all Departmental estate planning and management processes.

I am in no doubt that our servicemen and women, and the civilian staff who support them, deserve the highest praise for the jobs we ask them to do and we should all be proud of the reputation that our Armed Forces enjoy. It is right too, that we seek to give them an estate that helps them maintain that reputation. This Estate Strategy requires that we continue to develop communities and environments where military personnel and their families wish to live and work both now and in the future. We also recognise that we are part of a wider society and need to integrate with other communities, for example to make the most of shared facilities wherever possible. We see this as a significant way in which we might address recruitment and retention challenges and continue to make the Armed Forces an employer of choice.

I am confident this departmental Strategy sets the right course. Its implementation will be overseen by the Under Secretary of State for Defence in his capacity as Minister responsible for the defence estate and for sustainable development.

The Rt Hon John Reid MP
Secretary of State for Defence

Contents

| | | |
|------------|--|--------------|
| 1.0 | Introduction | 4-6 |
| 2.0 | Strategic Framework | 7-10 |
| 3.0 | An Estate of the Right Quality | 11-14 |
| 4.0 | An Estate of the Right Size | 15-19 |
| 5.0 | To Develop Defence Communities | 20-23 |
| 6.0 | An Estate Developed in a Sustainable Way | 24-27 |
| 7.0 | An Exemplar of Best Practice | 28-31 |
| 8.0 | An Estate Founded on Excellent Management | 32-35 |
| <hr/> | | |
| A | The Strategic Aims, Priorities and Measures of Success | 36-38 |
| B | Top Level Structure and Departmental Planning Cycle Diagram | 39-41 |
| C | Glossary | 42-44 |
| D | Further Reading | 45-47 |



PO Dave Coombs

HMS Glasgow,
SE Asia tsunami medical relief



Steve Lewis (RN)

Chinook helicopter en route from Kabul to
Bagram airfield, Afghanistan



Saxon Light Armoured Vehicle, Iraq

1.0

Introduction

1.1 Since *In Trust & On Trust*¹ was launched, there has been considerable change within the Ministry of Defence (MOD), and in the external environment in which Defence operates. Through a number of overseas operations, whether in support of military objectives or to provide peacekeeping or disaster relief, there has also been the starkest set of reminders of the requirement for the defence estate. The provision of a high quality home base from which expeditionary operations can be mounted and on which effective training can be undertaken, remains paramount.



On patrol in the Al Muthanna province, Iraq

©/ Chris Hargreaves

¹ *'In Trust & On Trust'* - The Strategy for the Defence Estate, published June 2000 (hereafter referred to as *In Trust & On Trust*)



Warcop Ranges, Cumbria

J. Kellowski



MOD Main Building

- 1.2 Given its size, diversity, history and use, the development and management of the defence estate represents an enormous challenge. *In Trust & On Trust* gave, for the first time, a single focus for the strategic development of the estate. This document is the next step on from that; a refresh rather than a re-write, which takes into account changes since the previous strategy document was launched. It remains a high-level Departmental document and reflects strategic thinking, rather than strategic planning. But it does set out the course we intend to follow and will be used to guide implementation activity.
- 1.3 Our Stewardship Report on the Defence Estate, published annually since 2002, explains many of our activities, and records progress towards achieving the targets we set out in *In Trust & On Trust*. This new strategy document builds on these foundations.

Building On Success

- 1.4 Since 2000 we have considered all of our sites on the defence estate, gathering information on their existing and potential use. Further work has enabled us to bring forward packages for rationalisation and to improve management arrangements. The complexities of predicting future requirements for particular sites and locations are now better understood. Future operational needs, technological advances and organisational change will be key to our success as we take forward our rationalisation work.
- 1.5 We have made and continue to make major investments to improve estate condition by changing the way we contract for building works and maintenance, and by investing directly in facilities. We have fundamentally changed the nature of contracting, putting in place Prime Contracts which introduce the concept of single point accountability for managing the supply chain. Early results already demonstrate tangible benefits, and as the approach matures these will increase. These benefits have resulted from working in partnership with our suppliers who now share the risks and rewards of our best practice approach.

The MOD Estate and the Defence Vision

The Ministry of Defence has a world-wide estate valued at £15.3 billion and is one of the largest landowners in the United Kingdom with an estate of some 240,000 hectares. This estate consists of a wide range of facilities including barracks, depots, aircraft hangars and naval bases. Our rural estate comprises training areas and ranges on relatively undeveloped rural land that is often of particular environmental significance. Annual expenditure on the estate is in excess of £1 billion. We occupy land and property solely to support the delivery of the Defence Vision.

The Defence Vision

- Defending the UK and its interests.
- Strengthening international peace and stability.

A Force for good in the world.

We achieve this aim by working together on our core task to produce battle-winning people and equipment that are:

- Fit for the challenge of today;
- Ready for the tasks of tomorrow;
- Capable of building for the future.

To achieve this we will base our future direction on:

- Providing strategy that matches new threats and instabilities;
- Maintaining flexible force structures;
- Reaching out into the wider world;
- Leading a high performing organisation;
- Investing in our people.

- 1.6 Defence, by virtue of its size and scale has an inevitable economic, environmental and social impact on society. It also makes a positive contribution to national and international environmental objectives. We have invested substantially in our Sites of Special Scientific Interest (SSSIs), increasing year-on-year the proportion that is assessed as being in 'favourable' or 'unfavourable-recovering' condition. Environmental Management Systems designed to put in place plans to manage the environmental impact of activity on Defence sites are being rolled-out. Each major training area now has an Integrated Land Management Plan or Integrated Rural Management Plan to guide both users and managers.
- 1.7 *In Trust & On Trust* set out our presumption in favour of access to the defence estate and this remains the case. We have created an access website and installed telephone loops for up-to-date information on access to particular sites. The provision of a unique symbol on Ordnance Survey maps² has enabled us to increase access to our land which otherwise would have been excepted under the Countryside and Rights of Way 2000 Act.
- 1.8 In 2003 the Department implemented a new management arrangement for the majority of the estate. This changed the role of Defence Estates (DE) and created six Customer Estate Organisations, responsible for articulating estate requirements to achieve military needs. Implementation of the new arrangements has resulted in clearly defined customer-supplier relationships and the customer being responsible for planning and funding estate requirements. DE is now a cross-Department delivery organisation better able to fulfil its corporate responsibility for the management of the estate.



Salisbury Plain

Stephen Davis - English Nature



Service Family Accommodation, Middle Wallop

ESHA Architects - Capita Percy Thomas Architects

² OS 1:25,000 series

2.0

Strategic Framework

- 2.1 The strategic framework sets out how we will continue to work towards our vision now that many of the enablers identified in *In Trust & On Trust* have been put in place. Our vision for the estate remains:
- To have an estate of the right size and quality to support the delivery of defence capability, that is managed and developed effectively and efficiently in line with acknowledged best practice and is sensitive to social and environmental considerations.**

Strategic Aims

- 2.2 The six strategic aims, derived from our estate vision to guide future use and development of the estate, provide a framework that enables a consistent approach to management and decision making. The individual areas of our strategy should not be seen as stand-alone sections but as part of a greater whole. We aim to be joined-up in all we do.

Our six strategic aims are to:

- a. Have an estate of the right quality that efficiently and effectively meets the military need and raises the quality of life for users. This will be achieved through high standards in design, construction and ongoing maintenance.
- b. Have an estate of the right size to meet the military need. This will be an estate of fewer, larger sites in the UK and overseas, appropriately located and making the best use of available resources while remaining fully capable of meeting military needs.
- c. Develop defence communities where civilian and military personnel and their families wish to live and work both now and in the future. We will recognise also the sustainable development needs of other communities.
- d. Proactively integrate the Government's overarching objectives for sustainable development whilst ensuring the delivery of defence capability.
- e. Be an exemplar of best practice. To manage and develop our estate in line with best practice and foster a culture of continuous development and improvement.
- f. Have an estate underpinned by excellent management with structures, systems and processes enabling us to deliver optimum corporate solutions through collaborative working.



Lynx helicopter on patrol in the Arabian Gulf



Royal Marine Reserves, Dartmoor



Richard Gokett

Martello Tower No 15, Hythe Ranges, under repair



Translocation of heather, Woodbridge Airfield

Priorities and Measuring Success

- 2.3** The six strategic aims are underpinned by a set of priorities and measures to help guide us towards our estate vision. We will assess and report progress against our measures through the annual Stewardship Report. This will enable us to determine whether we are successful in delivering the vision or whether we need to adopt different approaches.
- 2.4** We recognise the importance of developing and capturing robust baseline information. We are introducing a new Estate Performance Measurement System and a methodology for assessing asset condition. This will enable us to better target investment and demonstrate overall improvement in asset condition.
- 2.5 Our priorities for the estate are to:**
- a. Improve the overall condition of the estate to support the military need through strategic partnering and collaborative working.
 - b. Raise the quality of life for estate users, particularly our service personnel, through high standards of construction and design.
 - c. Continue to review our procurement arrangements and have plans in place to implement the next generation of estate procurement contracts.
 - d. Work up a long-term costed programme for the rationalisation and development of the estate.
 - e. Continue to develop partnerships with stakeholder bodies in relation to the size, use and management of the estate.
 - f. Incorporate the Government's Sustainable Communities agenda into Departmental estate planning; and recognise the sustainable development needs of the wider community.
 - g. Incorporate the Government's sustainable development priorities into the management and development of the defence estate in the UK and overseas.
 - h. Deliver the adaptations and efficiencies necessary to address the predicted impacts of climate change.



Patrolling Iraq's oil pipelines

- i. Promote the Department's achievements in contributing to sustainable development.
 - j. Seek, influence, develop and implement best practice and legislation relating to the built and rural estate.
 - k. Introduce a Supplier Management Initiative to improve working relationships.
 - l. Have in place an excellent and comprehensive health and safety regime.
 - m. Measure and report performance in an open and transparent way.
 - n. Foster a culture of continuous development and improvement while building the capacity to support this process.
 - o. Ensure the right structures are in place to deliver corporate solutions through collaborative working.
 - p. Put systems and processes in place to ensure effective corporate management of the estate, generate management data and drive optimum performance.
- 2.6 Details of our strategic aims, priorities and measures of success can be found at Annex A.

Stakeholder Perspectives

2.7 Our strategy is aimed at all estate stakeholders. In constructing the strategy we have listened to the concerns of stakeholders to ensure that, wherever possible, these are addressed. The diagram on page 10 illustrates what the estate strategy will mean for some of our key stakeholders. It is aimed at giving an overview of what the estate strategy will actually mean for people and paint a picture of what the future will look like for estate users. The diagram highlights the complexity of managing the estate consistent with military need, but recognising and endeavouring to meet the expectations of our many stakeholders.

The Estate Vision

Strategic Aims

Right Quality

Right Size

Defence Communities

Sustainable Development

Best Practice Exemplar

Excellent Management

Outcomes for our Stakeholders

Military Commander. An estate that supports the delivery of military capability. An improved quality of estate enhancing fighting power, recruitment and retention. An ability to train realistically with minimal constraint. Improvements on the estate meet requirements and are well designed and value for money. Facilities on the estate are flexible to accommodate changing requirements. Content service families in defence communities leading to good staff morale. Relationships with local communities are excellent and based on common understanding.

Service Personnel. Defence communities where personnel are content to live and work. Better quality of life through better designed and maintained buildings. Greater choice in living arrangements. A good and challenging estate to train on. More location stability and less turnover of staff. Sharing skills and experiences with other branches of the Armed Forces through greater sharing of sites.

Estate Management Practitioner. Structures, systems, processes and estate information allowing better support to military capability. An estate managed more effectively, sustainably and holistically as a corporate whole. More soundly based investment decisions and sustained improvement in construction procurement performance. Working relationships with customers and contractors are effective and excellent. We are exemplars of Health and Safety. A workforce that is skilled, trained, empowered, developed, motivated and recognised as excellent, leading to greater innovation and efficiency. Defence is an employer of choice for estate management and construction professions.

Our Tenants. Tenant farmers' requirements are understood and their crucial role in the sustainable management of the rural estate is fully recognised. Dealings with tenants are prompt and courteous. Rental and fee levels reflect local environmental and other needs and constraints.

Non Governmental Organisations. Open and transparent approach to management of the defence estate. Mutual respect and a sense of working jointly and co-operatively. The Department recognised as leading the way in its work on sustainable development, on conservation and protection of the natural environment and on public access. Defence seen as working hard to build positive and constructive relationships across community boundaries. Proactively working with a range of external stakeholder teams to review and improve estate management. Easier communication through web-based channels and a new mix of external stakeholder forums.

Service Families. Defence communities that are a good place in which to live and which are integrated with the wider community. Well maintained facilities with more choice in living arrangements. Greater location stability providing better employment prospects, access to education and relationships within the wider community.

Overseas. An overseas estate managed in line with the rest of the defence estate, delivering similar efficiencies. A good working environment and living accommodation with sustained long-term improvement. An estate capability that can effectively and efficiently support operations in overseas theatres. Excellent relations and co-operation with local government and local neighbours and authorities.

Industry. Defence seen as a good, effective partner and client. Industry and the Department are sharing benefits, sharing risk and working collaboratively. Better definition and planning of estate requirements is allowing industry to conduct its own planning more efficiently. Greater value for money achieved on construction projects, including those involving maintenance and refurbishment. The Department is recognised as an exemplar of Health and Safety best practice and in sustainable development, promoting that best practice in industry. Contractual arrangements provide for more innovation and best practice to be leveraged from industry. Industry is proactively incorporating measures into building designs that will cope with the predicted impact of climate change. Contracts are based on functional or common geographical boundaries.

Wider Government. Defence is an active participant in cross-government objectives and targets. Defence is recognised as leading the way on the introduction of new procurement practices, improved construction design, on sustainable development, environmental management and on health and safety. Openness and transparency in the reporting of performance and seen as achieving value for money. Liaison with regional planning authorities contributes to wider economic development of the regions. Significant support of the Government's efficiency agenda.

Members of the Public. Defence Vision met. Recreational enjoyment of the defence estate is encouraged and significant areas of the defence estate are accessible. Defence working well with local communities; spending wisely; and looking after the nation's estate (including heritage). Where possible, facilities are available for public use. Open and transparent reporting and consultation. Dealing with the Department is easy and straightforward. The size of the defence estate is perceived to be appropriate for its needs and contributes to economic development.

3.0

An Estate of the Right Quality

We will continue to seek innovative solutions to raise the quality of the estate and to provide value for money. Incorporating high standards of construction and design into our projects will have a beneficial impact on recruitment and retention and a consequent enhancement in operational effectiveness.

Our priorities will be to:

- Improve the overall condition of the estate to support the military need through strategic partnering and collaborative working.
- Raise the quality of life for estate users, particularly our service personnel, through high standards of construction and design.
- Continue to review our procurement arrangements and have plans in place to implement the next generation of estate procurement contracts.



MOD Main Building, Interior

HOK International Architects



Single Living Accommodation, Lucknow Barracks, Tidworth

Tony Whitehead

Condition of the Estate

- 3.1 It remains our policy to consider Private Finance Initiatives (PFI) for every investment decision. Where PFI is not appropriate, our strategy is to continue to employ prime contracting methods for procurement of all construction and maintenance services. It is our target by 2010 to deliver 30% through-life value for money efficiencies in Prime Contracts against the 2004/05 baseline.
- 3.2 We look not just at financial issues to establish value for money but also at estate condition, programme effectiveness, delivery efficiency, customer satisfaction, safety and sustainability. We intend to develop a Department-wide plan for the realisation of operational and financial benefits from our contracting and management arrangements. So that expenditure is targeted appropriately, we will establish for each of our sites an Integrated Estate Management Plan (IEMP) which will clearly define a target condition for our assets. We will also baseline performance from legacy procurement methods to ensure a robust approach to performance measurement and allow benchmarking, and introduce an estate performance measurement system to assess improvements made.

Prime Contracting

Over the last five years we have changed the nature of contracting for construction and maintenance through the development and implementation of Prime Contracting. We have in place fewer, larger contracts than before, employing principal contractors to manage the whole supply chain. Client project teams have brought together end-user, relevant commercial and professional expertise through collaborative working. Emphasis is now placed on minimising whole-life rather than just construction costs. We have, for example, delivered some 9,000 new 'bed spaces' of single living accommodation that are of a consistently good quality and that attract high levels of user satisfaction. We have realised substantial benefits by working in partnership with our suppliers who now share the risks and rewards of our best practice approach.

Raising the Quality of Life for Estate Users

- 3.3** The quality of the estate significantly affects recruitment and retention. Improvements to living accommodation will remain a key component of our strategy to improve the overall quality of the estate. We will continue to upgrade our Single Living Accommodation and Service Families Accommodation for both our UK and overseas estate.
- 3.4** We will involve users in the design process and incorporate best practice into workplace design and promote a good working environment. Well-planned buildings act as a catalyst for change and business improvement. Better buildings, better equipped, with better processes and working practices result in improved and faster decision-making. As a major construction client we will provide clear strategic direction to our partners. We seek to provide flexible facilities that can meet future requirements through achieving high standards of construction and design. The Department is unique amongst Government clients in commissioning a wide variety of building types that encompass virtually every type of equivalent civilian building as well as specialised military installations. We aim, in collaboration with our partners, to integrate the Office of Government Commerce Common Minimum Standards fully into our ways of working in order that we may continue to further improve the procurement and delivery of our construction projects.
- 3.5** The Department owns many older buildings and fully recognises the importance of heritage for the nation and how the historic environment can enhance the working environment. We will endeavour to be imaginative in examining the options for the reuse of historic buildings when set against operational priorities and other alternatives.



Temporary Field Accommodation, Iraq



Sergeants Mess, Andover

Estate Performance Measurement System

To capture performance on the defence estate and to demonstrate the delivery of through-life value for money efficiencies from the introduction of Prime Contracting, the Estate Performance Measurement System (EPMS) is being developed. This work will introduce a unified set of metrics for measuring estate performance, a single condition survey methodology and link directly to our IEMPs for estate assets. Further work is planned to align the metrics contained within the EPMS with our other performance balanced scorecards to create for the first time, a single performance regime for the defence estate. An Estate Planning and Reporting System will support the EPMS and make estate condition and planning information visible to all involved in estate matters.

Planning for the Next Generation of Estate Contracts

3.6 We will aim to develop options for the continued improvement and maintenance of the estate beyond the current contractual arrangements. Our procurement methods will continue to be reviewed in the light of lessons learned and emerging best practice. Specifically we will ensure that maximum knowledge, not just asset information, is transferred when our contracts end.

How we will Measure Success

- 3.7 The proportion of built estate assets at target condition by 2010 (to be determined by IEMPs for all sites); the delivery of upgraded Single Living Accommodation; the delivery of upgraded Service Families Accommodation.
- 3.8 Increased levels of satisfaction with the quality of our Service Families Accommodation; and increased levels of satisfaction with the management and maintenance of our Service Families Accommodation.
- 3.9 Demonstrating 30% through-life value for money in Prime Contracts against 2004/2005 baseline, by 2010.
- 3.10 Reviewing our procurement arrangements and having plans in place to implement next step developments alongside emerging best practices by 2009.



RAF search and rescue training

Ministry of Defence Estate in London - Project MoDEL

Under Project MoDEL we intend to consolidate our Greater London facilities onto fit for purpose sites, thereby reducing running costs, improving efficiency and consolidating resources. To optimise the benefits of the Project we are developing the concept of prime contracting into Prime Plus contracting. This will allow new and refurbished buildings to be funded through the expected disposal proceeds of the released sites.

The anticipated benefits of using the Prime Plus contracting procurement method are: maximising value for money through a single contractual relationship with both the contractors and our interests aligned; accelerated delivery of the project using a single initial procurement; a mechanism for attracting competitive private finance and reducing our exposure to risk.

Sgt Jack Pritchard RAF

4.0

An Estate of the Right Size

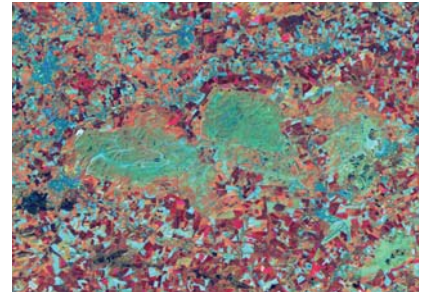
If we are to deliver military capability effectively and efficiently and for investment to be targeted, the estate needs to be the 'right' size. It is our strategic aim to have an estate of fewer, larger sites in the UK and overseas, appropriately located, taking into account resource constraints and the need to deliver military capability and support the Defence Vision. To achieve this we will develop a clear and coherent plan for the long-term consolidation and development of the estate, providing economies of scale and better value for money.

Our priorities will be to:

- Work up a long-term costed programme for the rationalisation and development of the estate.
- Continue to develop partnerships with stakeholder bodies in relation to the size, use and management of the estate.

An Estate of Fewer, Larger Sites

- 4.1 Changes in operational requirements, military doctrine, force structures, organisation, management and technology lead to a constant requirement for changes in the configuration of the estate. Such changes can only take place over time. Planning and programming remains a major challenge.
- 4.2 The National Audit Office³ (NAO) recommended utilising the Defence Non-Equipment Investment Plan (DNEIP) to draw together a longer-term coherent funded programme for the rationalisation and development of the estate and an indicative timetable to enable this to happen. Accordingly we aim to put in place by the end of 2007 a longer-term, costed programme for the estate, which through the DNEIP, will enable us to coherently match our plans for the rationalisation of the estate with available funding. It will also provide a firm planning basis on which to seek additional funding, subject to other Defence priorities, for estate rationalisation where this represents value for money. The aim would be to ensure funds are directed to where the Department can gain the greatest benefit. The plan will assist us in co-ordinating and focusing our use of, and future investment on, sites that have an enduring future while recognising that investment in those elements of the estate which do not have a long-term future should be kept to a minimum.
- 4.3 In building our plan, we shall:
- Identify anchor locations in the UK and overseas which will be the main target for future investment. Such locations will often consist of a concentration of sites that have an indefinite operational future and which may have the potential for future development; examples include: Aldershot, Colchester, Portsmouth, Catterick, Salisbury Plain, Brize Norton and other Royal Air Force (RAF) Main Operating Bases, along with Abbey Wood in Bristol.
 - Recognise that in concentrating in Portsmouth, Plymouth, and on the Clyde, the Royal Navy has already migrated towards this position. The Royal Marines remain dispersed over a number of sites, and this will remain the position for the foreseeable future. The RAF has large concentrations on its Main Operating Bases and firm plans to reinforce this position, although the increased capabilities of future aircraft may well allow a reduction in the future number of operating bases overall.



Salisbury Plain, satellite image

CEH Centre of Earth Observation



HM Naval Base Portsmouth

Geoff Pringle MOD



Abbey Wood, Bristol

³ Ministry of Defence Managing the Defence Estate HC 25 Session 2005-2006 25 May 2005

- c. Recognise the Army's desire to achieve coherence across the formations in which the Army deploys; permit economies of scale in the provision of specialist training and maintenance facilities; and, offer the potential for increased family stability. The Army is the most dispersed service, with many units based in single unit barracks of Victorian or earlier origin, not well configured for modern Defence needs. The Army seeks to consolidate dispersed units onto its existing garrisons such as Catterick and Colchester, and then to migrate others into new garrisons in major recruiting areas such as the Midlands, Scotland and the North West. This development will achieve two key aims. Firstly, the provision of a firm base where expeditionary forces can be suitably quartered and trained and from which they can readily be detached and supported. Secondly, offer an attractive lifestyle for soldiers and families, which will also help attract and retain new recruits to a Service career. By integrating appropriately within the civil community, we will engender stability and strengthen our position in society.
- d. Reflect the findings of the Lyons⁴ and the Gershon Reviews⁵. We contributed fully in the work of Professor Lyons and have a strong track record of relocating away from London and South East, and our management of the estate will continue to reflect a presumption against Greater South East locations. However, many military activities and estate requirements do not conform to the simple office block model, presenting unique complexities that need to be addressed in business cases. Consequently, significant up-front expenditure may be required as part of any relocation which would potentially be set against other Defence objectives.
- e. Ensure that our requirements are fed into regional plans as part of ongoing work with government offices and planning authorities. Our work will take into account Planning Policies which require that regional spatial plans are prepared to bring together and integrate policies for the development and use of land.
- f. Continue to review the need for our overseas estate and ensure it is capable of meeting current and future requirements while remaining sensitive to the host nation and local communities. For example, our approach to the disposal of estate in Gibraltar has been sensitive to the needs for sustainable future civilian development. In recent years we have also handed back to the German Authorities around 100 significant military sites, including 26 major barracks and airfields and 2,750 federally owned Service Families Accommodation.

⁴Sir Michael Lyons' independent review of public sector relocation: 'Well Placed to Deliver? – Shaping the Pattern of Government Service' (March 2004)

⁵Sir Peter Gershon's independent review of efficiency in the public sector: 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' (July 2004)

Stakeholder Engagement

- 4.4 The defence estate, and the use we make of it, creates a large number of stakeholders, particularly ones external to the Department. Satisfying all their aspirations and concerns may not be achievable, but we do seek, wherever possible, to develop partnerships that further mutual understanding and co-operation.
- 4.5 On our rural estate, we will continue to work closely with stakeholders to mitigate, where possible, the impact of Defence activity and ensure the protection of all areas of scientific and environmental interest. The capability of our Armed Forces to undertake operations effectively is critically dependent on their ability to train. The ability to replicate, as far as possible, the environment that our forces may encounter on operations, is crucial. This requires us to maintain a diverse rural estate. The need for rural estate also includes areas for testing and research and buffer land surrounding storage sites for ammunition and hazardous materials. Our challenge is to ensure that the training estate is efficiently managed and, especially, maintained in a sustainable manner. The size of the training estate, including areas within the boundaries of the National Parks and in Areas of Outstanding Natural Beauty, is not expected to reduce significantly in the foreseeable future.
- 4.6 We will continue to develop our relationships with our neighbours and landowners to balance, so far as is possible, the maintenance of training facilities while ensuring that our neighbours are treated fairly. Training on Private Land provides an essential variety of training terrain which contributes directly to operational capability. We value immensely the opportunities it offers and will work with landowners who provide facilities for that purpose.
- 4.7 Working closely with Local Authorities, Statutory Bodies and, where appropriate, English Partnerships, we will continue to seek the most beneficial and sustainable planning solutions to meet our disposal programme and Government objectives. We have sold a number of sites for brownfield redevelopment in areas such as Aldershot and Cambridge, where there is highest demand for affordable housing. Innovative solutions to the disposal and management of sites while in disposal will continue to be developed, including the use of joint ventures. We will ensure that when we are planning to sell land that is predominantly rural, it is disposed of in line with our agreements with Statutory Bodies⁶. We also follow the Department of Culture, Media and Sport's Guidance on the Disposal of Historic Buildings⁷.

⁶ English Nature, Scottish Natural Heritage and the Countryside Council for Wales

⁷ DCMS Disposal of Historic Buildings 27 July 1999

How we will Measure Success

- 4.8 Identifying our anchor locations.
- 4.9 Having a long-term strategic plan for the development and rationalisation of the estate in place by the end of 2007.
- 4.10 Reporting against Lyons, Gershon and progress against rationalisation plans in the annual Stewardship Report.
- 4.11 Maintaining our relationships with stakeholder bodies to build confidence and trust.



Sea Kings flying over the south west of Cornwall

CPOA Bernie Patterson

5.0

To Develop Defence Communities

We aim to develop communities and environments where civilian and military personnel and their families wish to live and work both now and in the future, while recognising the sustainable development needs of other communities. As a result, we seek to ensure that we are an economic and social force creating and achieving productive relationships across community boundaries, while meeting the military need.

In developing defence communities our priorities will be to:

- Incorporate the Government's Sustainable Communities agenda into Departmental estate planning; and in doing so
- Recognise the sustainable development needs of the wider community.

Sustainable Communities Agenda and Estate Planning

- 5.1 We face personnel recruitment and retention challenges, both from a competitive labour market and the demands placed on individuals and their families. The Defence Housing Strategy provides a context within which we can develop defence communities to meet the requirements of the Armed Forces and enable improvements to the work-life balance of service personnel. As a result more service personnel and their families will be able to put down roots in the community within which they are based. Career opportunities for service spouses will increase and the continuity of education and healthcare will be better enabled. We will therefore develop cohesive defence communities that are active, inclusive and safe; well run; environmentally sensitive; well designed and built; well connected; thriving; well served and fair for everyone. We are assessing how we take account of the economic, social and environmental impacts in the way we operate. Caring for all of those who live and work on the estate is a major component of our responsibility.
- 5.2 Identifying what matters to local communities and why, is key to establishing a good relationship between any of our sites and its local community. Recognising those areas of our military presence and activity that may positively and negatively affect the lives of local people is therefore important. Consequently, we will set out to identify those specific features and facilities that are of benefit to the local communities and establish how local communities either already do, or can benefit in the future from them.
- 5.3 We will continue to foster good relationships with local communities. This will be achieved firstly through good community relations programmes and by maintaining close liaison with all relevant individuals and bodies, and secondly, through the use of effective public relations activity at all levels.



Children's recreational area, Middle Wallop

ESFA Architects - Capita Peacy Thomas Architects

Recognising the Sustainable Development Needs of the Wider Community

- 5.4 National planning policies are also important when considering relationships with local communities. Planning Policy Statement 1⁸ and Planning Policy Wales⁹ identify the key role planning has in the creation of sustainable communities. Regional and local authorities play a prominent role in the governing of the UK and it is essential we work in partnership with such authorities. We review all of our estate plans and other projects and initiatives with estate implications in relation to regional and local issues and liaise with local and regional authorities in seeking optimum solutions. We will also contribute to the development of Regional Spatial Strategies, which will be produced to guide and to co-ordinate development and infrastructure in individual regions.
- 5.5 We will work in partnership with all tiers of the planning system to realise the estate vision of sustainable communities in both urban and rural areas. We recognise the importance of positive relationships across community boundaries. Our presence in an area can offer clear benefits to the community, indeed we complement rather than compete with local communities and provide substantial investment in areas which are often remote.
- 5.6 As part of our impact assessments, which are a mandatory element of estate policy making, we ensure that decisions take account of likely effects of our operations on the countryside and on rural communities. This activity specifically includes local communities and agricultural tenants; public access and recreation; landscape; conservation of the natural and historic environment and local communities. We will continue to develop our approach as part of the continuous improvement process of our Sustainability Appraisal Handbook.
- 5.7 We will continue our presumption in favour of public access wherever this is compatible with operational and military training uses, public safety, security, conservation and the interests of our tenants. We will also continue to work with Local Authorities, Statutory Bodies, local and national access fora and other relevant stakeholders to understand the public's wishes for access to our estate.
- 5.8 We recognise the role that Reserve Forces and the Army, Air and Sea Cadets have within their local communities. Their estate comprises principally Territorial Army centres, Army Cadet Force weekend training centres and cadet huts, which are usually located within the local community. We will continue to build on links between Reserve Forces and Cadets and local communities to support the Government's Sustainable Communities agenda.

Sustainable Communities

The new UK Sustainable Development Strategy: 'Securing the Future'¹⁰ published in March 2005, identifies the creation of sustainable communities as one of its priorities. It sets out a vision of local communities where people want to live and work, now and in the future. Its long-term programme is intended to bring together work across government to create prosperous, inclusive and sustainable communities in both urban and rural areas by putting into practice the Government's principles of sustainable development at local level. It addresses a broad range of issues from protecting the countryside, tackling deprivation and social exclusion, to improving life in urban areas. We will play a full role in this process and ensure our defence communities embody the principles of sustainable development.

⁸ Planning Policy Statement 1 - 'Delivering Sustainable Development' (February 2005)

⁹ Planning Policy Wales (March 2002)

¹⁰ ISBN 0-10-164672-0

How we will Measure Success

- 5.9 Having defence communities recognised as being active, inclusive and safe; well run; environmentally sensitive; well designed and built; well connected; thriving; well served and fair for everyone.



Allen House MOD

Local school children at the MOD Biodiversity day, Hythe Ranges, Kent, 2005



Cpl Dove Staunton-Lambert (Army)

Reserve Forces

Reserve Forces and Cadets

The UK Reserve Forces' and Cadets' Association estate comprises of facilities for the Royal Naval Reserve, the Royal Marines Reserves, the Territorial Army and the Royal Auxiliary Air Force. In addition, this part of the estate encompasses facilities used by the Army Cadet Force, the Air Cadet Organisation and the Sea Cadets. These are distributed throughout the UK broadly in accordance with population density.

6.0

An Estate Developed in a Sustainable Way

The defence estate is a unique asset encompassing sites of significant environmental value and a rich cultural heritage that is recognised to be of national and international importance. We need to manage the estate sensitively and also highlight the opportunities we have to contribute to the Government's wider sustainable development priorities. Our strategic aim is to manage and develop the defence estate in a manner that proactively integrates the Government's overarching objectives for sustainable development whilst ensuring the delivery of defence capability in support of the Defence Vision.

We will continue to develop our position as an exemplar in the sustainable management of the Government estate and to work openly and transparently with our stakeholders.

Our priorities will be to:

- Incorporate the Government's sustainable development priorities into the management and development of the defence estate in the UK and overseas.
- Deliver the adaptations and efficiencies necessary to address the predicted impacts of climate change.
- Promote the Department's achievements in contributing to sustainable development.

Sustainable Development and the Management and Development of the Defence Estate

- 6.1 Our ongoing strategy is to continue to drive sustainable development requirements into our core business processes. We will develop our approach in accordance with the Department's Sustainable Development Action Plan. This work includes the production of strategies to address the targets set out in the 'Framework for Sustainable Development on the Government Estate'.
- 6.2 To build sustainable development requirements into our main decision making stages, we will develop and maintain an integrated suite of appraisal and assessment tools that support the planning and development aspects of our business. Specifically, we will update our Sustainability Appraisal Handbook to take into account new legislative requirements, develop our defence-specific environmental assessment methodology for construction and continue to roll out environmental management systems across the built and rural estate.
- 6.3 We are committed to continuing our work on improving the stewardship of the estate and to do our part in promoting an economically vibrant and socially inclusive countryside. We have adopted national targets for biodiversity and to improve the condition of our SSSIs across our varied inland and coastal sites. To achieve our aims we will continue to develop our partnership approach with the relevant statutory bodies and agencies in order to produce cost-effective plans for delivering improvements.
- 6.4 We recognise the integral role our farm tenants have in the management of the rural estate, and in creating and maintaining a working landscape. They are important in providing a realistic environment for military training and supporting conservation objectives. Our estate consequently supports a range of agricultural activities and substantial areas of forestry, and we have been successful at integrating military training with agricultural and forestry practices. We will continue to ensure that agricultural practices make a positive contribution to the conservation and enhancement of the landscape, cultural heritage and biodiversity of the rural defence estate.

Sustainable Development

We have been working progressively towards making a real difference to the delivery of sustainable development goals. We have developed strategies for key issues such as energy management and biodiversity, and we are continuing to apply the principles within our best practice Sustainability Appraisal Handbook across the estate in association with our industry partners. Our emphasis now is on completing our remaining strategic approaches and plans and proceeding to implementation in order to deliver our targets. In key areas such as the management of SSSIs we have already shown significant improvement. For example, our SSSI improvement project has delivered over £2.5M worth of improvement works that will contribute towards the attainment of our Public Service Agreement target of 95% 'recovering' or 'unfavourable recovering' condition by 2010. We have achieved this by working closely with our key stakeholders and we recognise that all our future successes across the full range of sustainable issues will be predicated on a partnership approach.

- 6.5 We will continue to manage our estate in a sustainable way, noting this is particularly important where we make use of land of high landscape or environmental quality, such as in National Parks. We seek to safeguard and improve valued landscapes on our estate through careful design of facilities and the removal of redundant structures. The estate contains important wildlife habitats, species and geological features that are often present because of the low environmental impact of our activities, the long history of occupation and benign agricultural practices. We will maintain and, where possible, enhance this natural heritage.
- 6.6 We have put in place a carefully managed programme aimed at the expansion of tree cover to achieve operational and training requirements. Our future approach involves planning and managing both new and existing woodland schemes sensitively in accordance with plans agreed with the relevant stakeholders and statutory authorities. We are continuing the sustainable management of the wild deer population in accordance with the recent Department of the Environment, Food and Rural Affairs guidance and are recognised as exemplars of best practice in this field.

Addressing the Predicted Impacts of Climate Change

- 6.7 There is now a widely acknowledged scientific consensus that the world is beginning to experience, and will continue to be subject to, the effects of climate change. We recognise that we have two clear aspects to deal with. The first is preparing for and planning to deal with the likely impacts of climate change on the defence estate. We are committed to building climate change considerations into future planning at every level. Specifically, we are developing our strategic approach to climate change that will result in the identification of the potential impacts and key risks of climate change so that we can prioritise and develop a measured response.
- 6.8 The second is playing our part in helping to limit the emissions that are a major contributing factor to climate change. We are working progressively to meet existing emission reduction targets and have consolidated this approach in our energy strategy. The strategy addresses how we will reduce energy consumption and contains our plans for meeting targets relating to the use of renewable energy sources. We will build energy consumption reduction measures into our future planning, design and procurement.

Promoting the Department's Achievements in Contributing Towards Sustainable Development

- 6.9 Promoting our progress and achievements is central to ensuring that we continue to inform our varied stakeholder community. The Department's corporate annual Sustainable Development Report will capture our progress against headline indicators and we will continue to publish our progress against specific commitments in the annual Stewardship Report on the Defence Estate.

Sustainability appraisal toolkits

One of the Government's three themes of the Sustainable Development in Government initiative is... *"To produce and deliver an integrated system of impact and appraisal tools in support of sustainable development covering impacts on business, the environment, health and the needs of particular groups in society"*.

Appraisal tools are key to the integration of sustainable development within decision-making and managing the effects of estate change. We have developed and applied a range of tools such as: environmental impact assessment; the Building Research Establishment Environmental Assessment Method; the Defence Related Environmental Assessment Methodology; and appropriate assessment and sustainability appraisal.

The Sustainability Appraisal Handbook for the Defence Estate contains the main policy and guidance material adopted to achieve this aim.

Defence Related Environmental Assessment Methodology (DREAM)

DREAM is a web-based environmental assessment tool for defence construction projects. Its aim is to reduce environmental impacts, by encouraging holistic thinking, innovation and best practice.

The environmental assessment criteria are focused on the building envelope with specific measurement at the survey, design, construction and operation stages.

- 6.10 We are clear that partnership working is essential to achieving our sustainable development goals for the defence estate. Engaging with our stakeholders requires a tailored approach and we will achieve this by listening and being responsive to the views of others. We will continue to run our established conference forums and network of committees working on the natural environment, historic estate and community based issues.



Military training, Dalbeattie, Scotland

Mark Owens Army

Defence and the Environment

The development, occupation and use of the defence estate can have a significant impact on the natural and social environment. However, we have built on our reputation as a good steward by developing strategic approaches, procedures and processes to identify and manage our full range of sustainable development impacts in support of Government policies and targets. These management approaches are being integrated into the contractual arrangements for our private partners to ensure that the Department's best practice requirements are supported through our procurement activities.

We have fully supported the development and implementation of the 'Framework for Sustainable Development on the Government Estate', the main vehicle for improving, assessing and managing the performance of the Government estate, which covers all the key environmental and social impacts and sets challenging targets. This includes the production of seven strategies – water, energy, biodiversity, estate management, procurement, climate change and the Department's wider impact on society (which includes access and recreation).

Integrated Land Management Plans / Integrated Rural Management Plans

Integrated Land Management Plans are used to assess and manage impacts at all principal training areas. These 5-year rolling plans ensure that defence-related activities at the site take account of the requirement for nature conservation, woodland management, landscape and heritage management and public access. Smaller sites are adopting less detailed plans known as Integrated Rural Management Plans.

How we will Measure Success

- 6.11 Delivering and implementing strategies to meet all targets within the Framework for Sustainable Development on the Government Estate; all estate-related plans, programmes and projects demonstrating that sustainable development effects have been addressed through the application of the appraisal tool suite; achieving Environmental Management System coverage in line with Government targets; consideration of factors affecting sustainable development becoming routine in decision-making.
- 6.12 Developing a strategic approach which prioritises how we will address climate change impacts; reducing our energy consumption, improving our energy efficiency and increasing our sourcing of energy from renewable sources in line with Government targets.
- 6.13 Ensuring that our communication and reporting on sustainable development issues is independently recognised as open and honest; seeking stakeholder satisfaction with the type and frequency of our engagement on sustainable development.

7.0

An Exemplar of Best Practice

Our strategic aim is to have an estate that is managed and developed in line with best practice and legislative requirements. We will ensure that best practice underpins all our procurement, policy making and other decision making processes and that it is supported by a culture of continuous development and improvement.

Our priorities will be to:

- Seek, influence, develop and implement best practice and legislation relating to the built and rural estate.
- Introduce a Supplier Management Initiative to improve working relationships.
- Have in place an excellent and comprehensive health and safety regime.
- Measure and report performance in an open and transparent way.
- Foster a culture of continuous development and improvement while building the capacity to support this process.

Best Practice and Legislation

- 7.1 We will work with Government, industry and other estate stakeholders to identify, develop and ensure utilisation of best practice across all areas of estate management. We will continuously benchmark our activities and processes with Other Government Departments (OGDs) and the private sector to measure our performance as estate managers. We will also continue to participate in concordat agreements, partnerships and working groups with organisations in the UK and overseas in developing estate management policy.
- 7.2 We will continue to use our influence with industry, OGDs and other bodies in the development of design and construction policies and we will participate in policy development forums and mechanisms including planned and future legislation. We will drive reform and be at the leading edge of best practice in design and construction.

Supplier Management Initiative

- 7.3 We are introducing a Supplier Management Initiative to improve working relationships with our industry partners and to help all parties better understand each others' businesses and common objectives. As a first step we are developing processes to capture and share best practice; improving lines of communication; establishing work groups to develop common understanding; identifying common processes and defining the culture underpinning collaborative working. We aim to position ourselves as a construction industry client of choice and to influence and to be part of the Government's wider reform programmes.

A Comprehensive Health and Safety Regime

- 7.4 We will be an exemplar of Health and Safety best practice. Effective Health and Safety management not only protects people and complies with the law, it is also good business practice. We aim to be proactive in 'designing-out' health and safety issues before they occur. We will, of course, seek to achieve statutory compliance but as a major construction client we will also drive improvements in health and safety performance throughout the construction supply chain. In addition, through the integration of health and safety within our management processes we aim to ensure that health and safety is not just about construction but is a part of everyday life for those who live or work upon the defence estate.



Joint Services Command and Staff College, Shrivenham

HLM Architects

Measuring and Reporting Performance in an Open and Transparent Way

- 7.5** For *In Trust & On Trust* we established a set of indicators to monitor progress. Some of these remain valid while others have been newly developed, such as the Estate Performance Measurement System¹¹ and Sustainable Development in Government target performance indicators. We will continue to report our performance in the annual Stewardship Report and the Sustainable Development Report; and in our input to the biennial report of the Committee of Public Accounts.
- 7.6** The National Audit Office (NAO)¹² stated that the management of risk with respect to the estate remains disjointed. We will implement a consistent performance and risk management regime across the defence estate, by ensuring that all estate risk strategies are linked into the Departmental planning process.

A Culture of Continuous Improvement and Development

- 7.7** Success cannot be achieved without change. As recognised by the NAO more needs to be done to ensure the improvements that have been made are taken forward. Accordingly, through the right training and development of our people, we will continue our measures to deliver cultural change across all areas engaged in estate business, ensuring that management at all levels and practitioners, including industry, are embracing new arrangements for estate management.
- 7.8** A workforce that is appropriately skilled, flexible and motivated to meet customer needs is essential for the effective management of the estate. Our objective is to equip our people with the right skills and training, benchmarked to the highest industry standards, to ensure best management practices are deployed and recognised throughout the Department. While we have made significant strides in improving the training available to staff we will regularly review our skills base and ensure that training packages are relevant and reflect requirements.
- 7.9** We will continue to develop our relationship with the property industry and have already entered into a partnering arrangement for the provision of estate surveying services. The aim is to achieve specific objectives such as generating disposal receipts, by maximising the effectiveness and efficiency of each participant's resources. The partnering approach is based on mutual objectives, an agreed method of problem resolution and continuous measurable improvements.

¹¹ As discussed in the Stewardship Report 2004

¹² Ministry of Defence Managing the Defence Estate HC 25 Session 2005-2006 25 May 2005

How we will Measure Success

- 7.10 Implementing a programme of benchmarking exchanges with OGDs and others.
- 7.11 Implementing measures to improve working relationships between Defence Estates (DE) and its suppliers.
- 7.12 Improving the implementation of the Department's systems and processes for managing safety and environmental protection; implementing a more robust safety culture in which safety and environmental risks are identified and appropriate action taken to manage them.
- 7.13 Reporting our performance in the annual publication of the Stewardship Report and the Sustainable Development Report; having a comprehensive estate performance and risk management regime in place and incorporated into Departmental business planning by 2008.
- 7.14 Having training available to meet our requirements.



New College refurbishment, RMA Sandhurst

Stonevest

Health and Safety Policy statement¹³

The Secretary of State has issued a revised and restructured safety, health and environmental protection policy statement to:

- make it more relevant and accessible;
- explain to all personnel, both Service and civilian, what is required of them to ensure health and safety and environmental protection obligations are recognised, understood and properly discharged at all levels;
- make corporate governance arrangements clearer.

The statement reflects the importance we attach to the health, safety and welfare of all members of the Armed Forces, civilian employees, contractors and the general public, consistent with protecting the environment through the implementation of sustainable development policies. Comprehensive performance data is reported in the Defence Environment and Safety Board Annual Report on Safety and Environmental Performance.

¹³ Secretary of State's Policy Statement on Safety, Health and Environmental Protection 2005

8.0

An Estate Founded on Excellent Management

Achieving our vision for the estate is dependent on improving every aspect of how we do our business. Following the launch of *In Trust & On Trust*, work began on taking forward organisational change and also to provide the business processes and operating procedures necessary to support effective estate management. While much has been achieved, this work will continue. Our strategic aim is to have an estate underpinned by excellent management with structures, systems and processes enabling us to deliver optimum corporate solutions through collaborative working.

We will continue to examine how day-to-day excellent management of the estate can be achieved.

Our priorities will be to:

- Ensure the right structures are in place to deliver corporate solutions through collaborative working; and
- Put systems and processes in place to ensure effective corporate management of the estate, generate management data and drive optimum performance.

Ensuring the Right Structures

- 8.1 Building on the work we have begun to improve corporate management of the estate, we will transfer all defence estate assets to DE. We will ensure that benefits are realised from co-ordinated planning and understanding of requirements across estate customer functions and seek to ensure that the geographical areas used to define regions within procurement activities are consistent both with each other and with regional defence boundaries. Specifically, we will critically examine the management overhead involved in delivering estate-related activities.
- 8.2 In order for the defence training estate to be managed as a strategic asset we will separate the supply and demand functions and place the supply side within DE in 2006. Working in partnership, the supply and demand organisations will plan and deliver a training estate of the right size and quality to meet the military need.
- 8.3 The use and nature of the Reserve Forces' and Cadets' Association (RFCA) estate is very different from the regular estate. There is, however, scope for the RFCA estate to be managed more efficiently and effectively in line with the Project Alexander principles (see page 35). We will put in place new arrangements for the management and maintenance of the RFCA estate by April 2007.
- 8.4 The overseas estate supports forces that are either permanently stationed at our overseas garrisons or deployed on operations. There is the need for flexibility in terms of its management in order to take into account the very different local circumstances, individual challenges and diversity that characterises our overseas estate. It is important, however, that this estate is managed efficiently and effectively and, wherever practicable, we will apply the same principles of management and best practice that the strategy proposes for the UK estate. We are working towards an estate capability that can efficiently and effectively support operations in overseas operational theatres.



Project Allenby/Connaught design meeting

Systems and Processes to Improve Effective Corporate Management

- 8.5** The systems, processes and corporate management information that allow us to do our work are fundamental to effective management. A Departmental estate information portal was launched in June 2005 providing access to corporate estate-related data delivered on a swift, user-friendly and attractive web interface. We will continue to develop and populate the portal. Part of this task comprises the identification and capture of quality information for the built and rural components of the estate including the identification of assets, their condition and a definitive list of our land and buildings. We are putting in place a comprehensive set of estate data that is compliant with national and international information standards and managed to best practice. Further work will be undertaken to identify additional data requirements.
- 8.6** It is also essential to improve the efficiency of day-to-day working and ensure a consistent approach to estate management by all staff. To achieve this we will continue to develop and update all of our operating procedures relating to estate management and make them available on a single integrated Business Management System, ensuring comprehensive and user-friendly estate management processes are available to all.



Single Living Accommodation construction, RNAS Culdrose

Debut Consortium

How we will Measure Success

- 8.7** As part of the Department's efficiency drive, continue to examine the management overhead involved in delivering estate-related activities, reviewing the estate customer/supplier arrangements, and put recommendations in place by 2009; review the geographical boundaries used to define procurement regions to ensure they are consistent with each other and with regional defence boundaries; split supply and demand requirements for the training estate with responsibility for the supply resting within DE in 2006; put in place new RFCA estate management arrangements by 2007; put in place an improved capability to conduct estate business in support of operations in operational theatres by 2008; implement new management arrangements for the overseas estate by 2010.
- 8.8** Establish a corporate data set of core estate information; continue to develop and populate the estate information portal; have all estate-related processes on the Departmental Business Management System by 2007.

Project Alexander

In June 2001, the Defence Management Board initiated Project Alexander to design and implement a new organisation to deliver estate management to meet military needs. It was also intended to provide the necessary supporting business processes and operating procedures. The supply role is now undertaken by a single organisation, DE, managing the estate as a corporate asset and responsible for all aspects of estate management. Over the last three years DE has assumed responsibility for the GB mainland estate, the overseas estate (including Europe), the Defence Housing Executive and Northern Ireland. The demand role is fulfilled by six Customer Estate Organisations (see glossary). They are responsible for articulating estate requirements to achieve military needs.



FOA Phot. Gary Dawkes

Submarine escape training tank, Gosport



Jack Pritchard RAF

Tornado GR4

Annex A

The Strategic Aims, Priorities and Measures of Success

| Strategic Aim | Priority | We will measure success by |
|---|--|---|
| <p>To have an estate of the right quality that efficiently and effectively meets the military need and raises the quality of life for users. This will be achieved through high standards in design, construction and ongoing maintenance.</p> | <p>Improve the overall condition of the estate to support the military need through strategic partnering and collaborative working.</p> <p>Raise the quality of life for estate users, particularly our service personnel, through high standards of construction and design.</p> <p>Continue to review our procurement arrangements and have plans in place to implement the next generation of estate procurement contracts.</p> | <p>The proportion of built estate assets at target condition by 2010 (to be determined by IEMPs for all sites); the delivery of upgraded Single Living Accommodation; the delivery of upgraded Service Families Accommodation.</p> <p>Increasing levels of satisfaction with the quality of our Service Families Accommodation; and increased levels of satisfaction with the management and maintenance of our Service Families Accommodation.</p> <p>Demonstrating 30% through-life value for money in Prime Contracts against 2004/2005 baseline, by 2010.</p> <p>Reviewing our procurement arrangements and having plans in place to implement next step developments alongside emerging best practices by 2009.</p> |
| <p>To have an estate of the right size to meet the military need. This will be an estate of fewer, larger sites in the UK and overseas, appropriately located and making the best use of available resources while remaining fully capable of meeting military needs.</p> | <p>Work up a long-term costed programme for the rationalisation and development of the estate.</p> <p>Continue to develop partnerships with stakeholder bodies in relation to the size, use and management of the estate.</p> | <p>Identifying our anchor locations.</p> <p>Having a long-term strategic plan for the development and rationalisation of the estate in place by the end of 2007.</p> <p>Reporting against Lyons, Gershon and progress against rationalisation plans in the annual Stewardship Report.</p> <p>Maintaining our relationships with stakeholder bodies to build confidence and trust.</p> |
| <p>To develop defence communities where civilian and military personnel and their families wish to live and work both now and in the future. We will recognise also the sustainable development needs of other communities.</p> | <p>Incorporate the Government's Sustainable Communities agenda into Departmental estate planning; and in doing so recognise the sustainable development needs of the wider community.</p> | <p>Having defence communities recognised as being active, inclusive and safe; well run; environmentally sensitive; well designed and built; well connected; thriving; well served and fair for everyone.</p> |
| <p>To proactively integrate the Government's overarching objectives for sustainable development whilst ensuring the delivery of defence capability.</p> | <p>Incorporate the Government's sustainable development priorities into the management and development of the defence estate in the UK and overseas.</p> <p>Deliver the adaptations and efficiencies necessary to address the predicted impacts of climate change.</p> <p>Promote the Department's achievements in contributing to sustainable development.</p> | <p>Delivering and implementing strategies to meet all targets within the Framework for Sustainable Development on the Government Estate.</p> <p>All estate-related plans, programmes and projects demonstrating that sustainable development effects have been addressed through the application of the appraisal tool suite.</p> <p>Achieving Environmental Management System coverage in line with Government targets.</p> <p>Consideration of factors affecting sustainable development becoming routine in decision-making.</p> <p>Developing a strategic approach which prioritises how we will address climate change impacts.</p> <p>Reducing our energy consumption, improving our energy efficiency and increasing our sourcing of energy from renewable sources in line with Government targets.</p> <p>Ensuring that our communication and reporting on sustainable development issues is independently recognised as open and honest.</p> <p>Seeking stakeholder satisfaction with the type and frequency of our engagement on sustainable development.</p> |

| Strategic Aim | Priority | We will measure success by |
|---|--|--|
| <p>To be an exemplar of best practice. To manage and develop our estate in line with best practice and foster a culture of continuous development and improvement.</p> | <p>Seek, influence, develop and implement best practice and legislation relating to the built and rural estate.</p> <p>Introduce a Supplier Management Initiative to improve working relationships.</p> <p>Have in place an excellent and comprehensive health and safety regime.</p> <p>Measure and report performance in an open and transparent way.</p> <p>Foster a culture of continuous development and improvement while building the capacity to support this process.</p> | <p>Implementing a programme of benchmarking exchanges with Other Government Departments and others.</p> <p>Implementing measures to improve working relationships between DE and its suppliers.</p> <p>Improving the implementation of the Department's systems and processes for managing safety and environmental protection.</p> <p>Implementing a more robust safety culture in which safety and environmental risks are identified and appropriate action taken to manage them.</p> <p>Reporting our performance in the annual publication of the Stewardship Report and the Sustainable Development Report.</p> <p>Having a comprehensive estate performance and risk management regime in place and incorporated into Departmental business planning by 2008.</p> <p>Having training available to meet our requirements.</p> |
| <p>To have an estate underpinned by excellent management with structures, systems and processes enabling us to deliver optimum corporate solutions through collaborative working.</p> | <p>Ensure the right structures are in place to deliver corporate solutions through collaborative working.</p> <p>Put systems and processes in place to ensure effective corporate management of the estate, generate management data and drive optimum performance.</p> | <p>Continuing to examine the management overhead involved in delivering estate-related activities, reviewing the estate customer/supplier arrangements, and put recommendations in place by 2009.</p> <p>Reviewing the geographical boundaries used to define procurement regions to ensure they are consistent with each other and with regional defence boundaries.</p> <p>Splitting supply and demand requirements for the training estate with responsibility for the supply resting within DE in 2006.</p> <p>Put in place new RFCA estate management arrangements by 2007.</p> <p>Put in place an improved capability to conduct estate business in support of operations in operational theatres by 2008.</p> <p>Implementing new management arrangements for the overseas estate by 2010.</p> <p>Establishing a corporate data set of core estate information.</p> <p>Continuing to develop and populate the estate information portal.</p> <p>Having all estate-related processes on the Departmental Business Management System by 2007.</p> |

Annex B

Top Level Structure and Departmental Planning Cycle Diagram

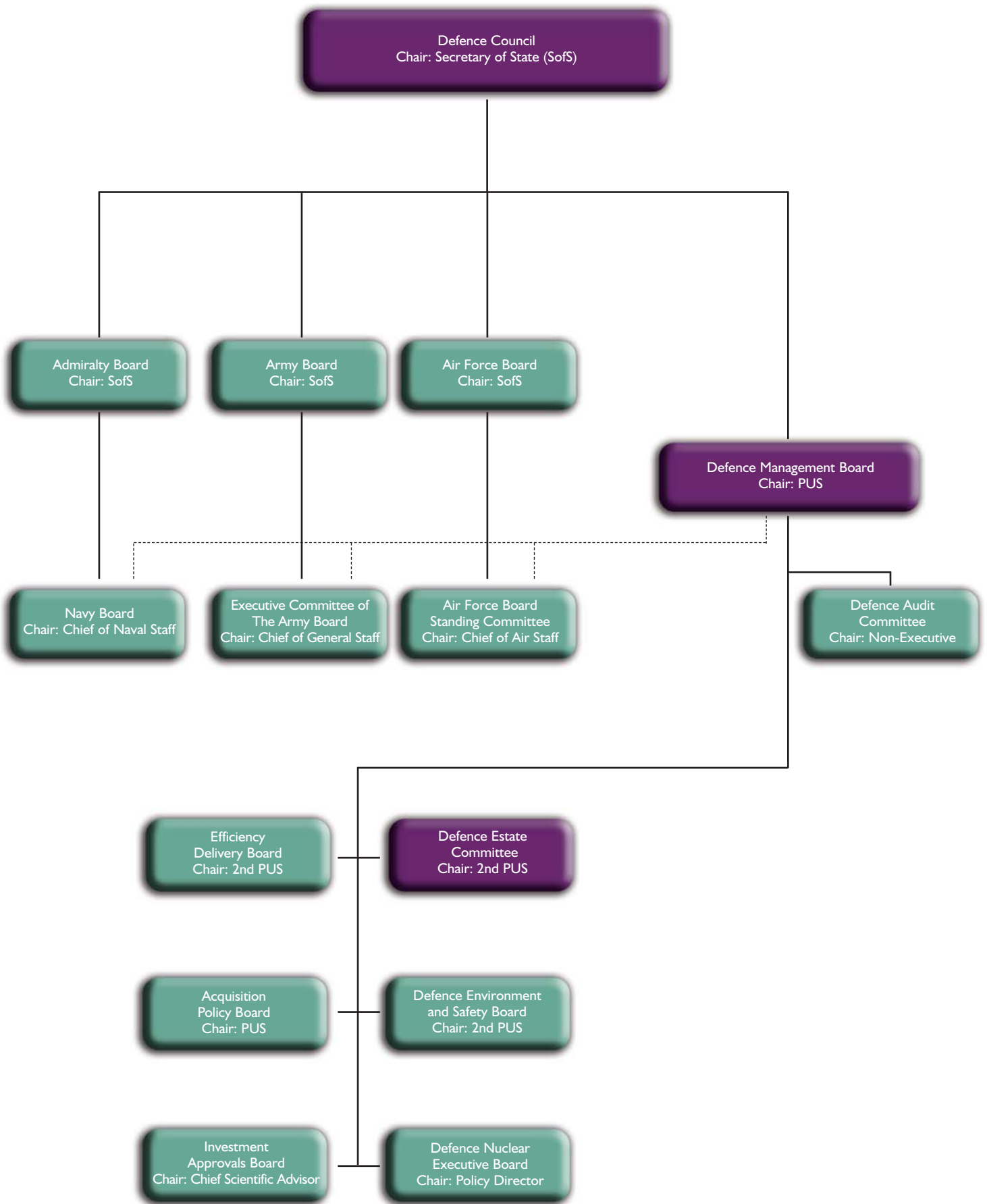
The Defence Management Board (DMB) is the Department's executive management board, chaired by the Permanent Under Secretary (PUS), and provides senior level leadership and top-level management of Defence. Below the DMB there is a range of boards and committees responsible for day-to-day oversight of specific elements of the Department's business on behalf of Ministers, the Accounting Officer and the Chief of Defence Staff. The Defence Estate Committee, chaired by the Second Permanent Under Secretary (2nd PUS), acts on behalf of the DMB to oversee:

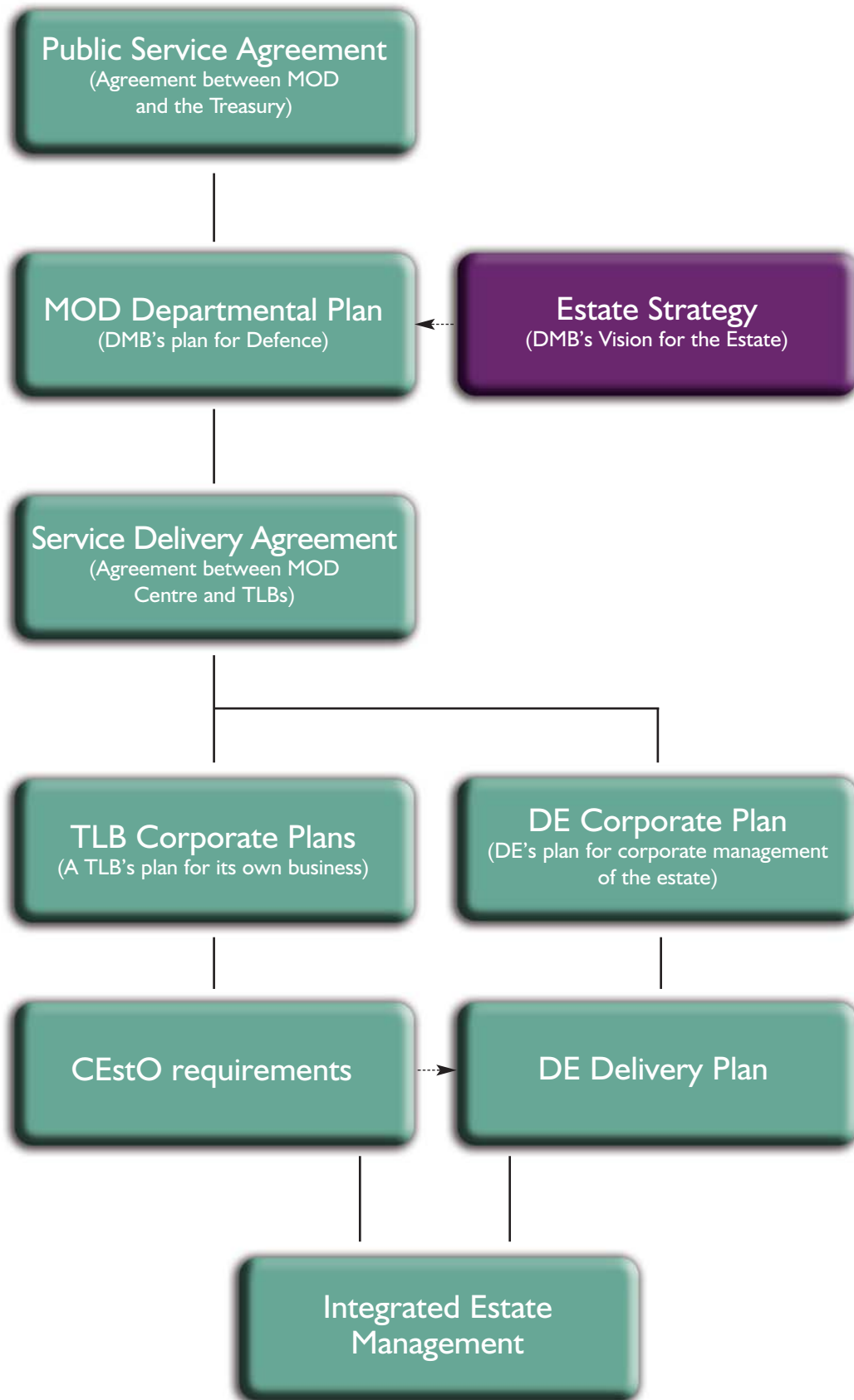
- Development of policy for the defence estate.
- The implementation of estate policy and strategy.
- The performance of Defence Estates.
- The relationship between Defence Estates and the estate users to whom it delivers estate services.

To consider annually:

- The Stewardship Report on the Defence Estate in advance of its submission to Ministers for approval.
- The totality of estate programmes and investment across the Department to inform the annual planning round.

How the Estate is Integrated into Planning and Delivery





Annex C

Glossary

| | |
|--|--|
| Anchor Location | Anchor locations are defined as those large sites, or groups of sites, that have an indefinite operational future, have capacity or potential for development, and will be the main foci for future operational activity and investment. |
| Building Research Establishment Environmental Assessment Method (BREEAM) | Tool used for assessing the environmental performance of both new and existing buildings. Covers a range of buildings: Offices, homes, industrial units, retail units and schools. |
| Business Management System (BMS) | Provides a standardised series of process maps and supporting documents. |
| Customer Estate Organisation (CEstO) | There are six CEstOs at Service/TLB level responsible for collation, planning, prioritisation and budgeting of estate requirements for end users. (Royal Navy, Army, RAF, PJHQ, Centre/DPA and DLO) |
| Committee of Public Accounts | The House of Commons committee that examines the value for money studies of the economy, efficiency and effectiveness with which Government departments and other bodies have used their resources to further their objectives. |
| Defence Estates (DE) | In April 2005 Defence Estates became a Top Level Budget, retaining its Agency status. Sits alongside the Defence Logistics Organisation and Defence Procurement Agency as one of the acquisition organisations within the Departmental budgetary structure. The role of DE is to provide and maintain the defence estate and its infrastructure, including families' housing, specialist support to Defence on estate policy and the Sustainable Development in Government agenda. |
| Defence Estate Committee | The top level committee of estate management responsible for strategic planning, chaired by 2nd PUS. |
| Defence Management Board (DMB) | The main executive Board of the Department responsible for managing the delivery of the key Departmental outputs. |
| Defence Non-Equipment Investment Plan (DNEIP) | An element of the allocation process for capital expenditure that allows the Department to make strategic, centrally-led assessment of the relative priority and affordability of the largest estate and information systems capital projects, based on 10 year projections of costs and savings. |
| Emission Reduction Targets | Government departments are required to develop delivery plans for energy targets. These must take into account future changes in estate size, building type and activity and consider how best such changes should be utilised to reduce carbon emissions, increase energy efficiency and support renewable energy production. |
| Environmental Management System (EMS) | A Defence-wide tool to help deliver environmental compliance with legislation and Departmental Mandatory Requirements. Also provides a mechanism to encourage continual environmental performance and can be used to help deliver Defence progress against SDiG. |
| Gershon Review | 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' (2004). An independent review led by Sir Peter Gershon, to identify opportunities for, and develop proposals to deliver sustainable efficiencies in the use of resources within both central government and the wider public sector. |
| Lyons Review | 'Well Placed to Deliver? – Shaping the Pattern of Government Service' (2004) An independent study, by Sir Michael Lyons, into the scope for relocating a substantial number of public sector activities from London and the South East of England to other parts of the United Kingdom. |
| National Audit Office (NAO) | Independently certifies the accounts of all Government departments and a wide range of other public bodies on behalf of Parliament. |
| Office of Government Commerce (OGC) | An independent Office of the Treasury that works with public sector organisations to help them improve their efficiency, gain better value for money from their commercial activities and deliver improved success from programmes and projects. |

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| OGC Common Minimum Standards (CMS) | A set of mandatory key minimum procurement standards that are designed to represent cost effectiveness to improve the coherence and integration across central government. Full reference to CMS should be undertaken with all new programmes or projects that include a construction element. |
| Planning Policy Statement 1 | PPS1 - <i>Delivering Sustainable Development</i> (2005). Planning Policy Statements (PPS) set out the Government's national policies on different aspects of land use planning in England. PPS1 sets out the overarching planning policies on the delivery of sustainable development through the planning system. |
| Planning Policy Wales (PPW) | Published in 2002, sets out the land use planning policies of the Welsh Assembly Government and is supplemented by a series of Technical Advice Notes. Sustainable development principles form the basis for all the policies contained in PPW. |
| Prime Contracting | A Prime Contractor is a single point of responsibility for the management and delivery of a project using a system of incentivisation and collaborative working to integrate the activities of its supply chain to achieve a project that is on time, within budget and is in accordance with the specified outputs and is fit for purpose. The contracts may be either Regional (Core Works/ Services), Standalone or Functional (e.g. SLAM). |
| Permanent Under Secretary of State (PUS) | The Department's most senior civil servant, and is personally accountable to Parliament for the expenditure of all public money voted for Defence purposes. |
| Second Permanent Under Secretary of State (2nd PUS) | 2nd PUS jointly heads (with Vice-Chief of the Defence Staff) the Central Staff, the Department's policy core. Delegates responsibility for the management and performance of DE to the Chief Executive. |
| Regional Spatial Strategies | The system for regional planning which regional and local government will have to consider before making planning decisions. They provide a spatial framework for each region over a 15-20 year period including policies for housing, environmental protection, transport, agriculture, economic development and waste treatment. (The Wales Spatial Plan - People, Places, Futures, (Nov 04) sets out a direction of travel for Wales for the next 20 years) |
| Site of Special Scientific Interest (SSSI) | An area of land that is of special interest for either its plants, animals, geological or physiographical features and have been notified under section 28 of the Wildlife and Countryside Act 1981. |
| Supplier Management Initiative (SMI) | An initiative to improve the relationship between DE and its suppliers. SMI aims through collaborative working to pursue the development of strategic relationships with key suppliers; to improve the overall working relationship, creating a better understanding of each others business and corporate drivers; develop areas of mutual benefit; establish common objectives and recognise barriers and to promote collaborative working through Supplier Associations and encourage adoption of agreed aspirations. |
| Sustainability Appraisal Handbook | The Department's primary appraisal tool for identifying significant, sustainable development issues for plans, programmes of work and projects. The results of the appraisal inform the development of the business case and identify areas where the application of further detailed, and statutory, appraisal tools are required. |
| Top Level Budget (TLB) | Defence activity is managed through TLB Holders (and Trading Funds) who are responsible for delivering defence outputs, whether specific (typically elements of military capability) or supporting services. PUS grants each TLB holder extensive delegated powers over their resources. |

Annex D

Further Reading

Publications & Documents

MOD:

Unless indicated all documents can be found at www.mod.uk

MOD Departmental Plan 2005- 2009

MOD Departmental Framework, 2005

Delivering Security in a changing world: Future capabilities, Defence White Paper, Dec 2003

Delivering Security in a changing world: Defence Command Paper, July 2004

Secretary of State's Policy Statement on Safety, Health and Environmental Protection, 2005

The Stewardship Report on the Defence Estate, 2005
(www.defence-estates.mod.uk/estate_strategy/index.htm#steward)

Sanctuary - The MOD Conservation Magazine, No. 34, 2005
(www.defence-estates.mod.uk/conservation_enviro/sanctuary/index.htm)

MOD Sustainable Development Report, Oct 2003 - Oct 2004

MOD Sustainability Appraisal Handbook, version 3.1. (Version 3.2 will be available by end of 2006)
(www.contracts.mod.uk/dc/pdfs/SustainabilityHandbk.pdf)

Walks on MOD Land
(www.access.mod.uk)

Design Excellence Evaluation Process (DEEP) Brochure
(www.defence-estates/publications/bdc/index.htm)

NAO Reports:

These documents can be found at www.nao.gov.uk

'Managing the Defence Estate' - NAO Report, 25 May 2005

MOD Quality Housing Services to Service Families Overseas, 07 Mar 2005

Department of Trade and Industry: Renewable Energy – NAO Report, 11 Feb 2005

Modernising Government – NAO Report, 2001

Sustainable Procurement in Central Government - Environmental Audit Committee & NAO Review, Apr 2005

Sustainable Development:

Securing the Future: The UK Sustainable Development Strategy, 2005
(www.sustainable-development.gov.uk/documents/publications/strategy/SecFut_complete.pdf)

One Future Different Paths – The UK's shared framework for sustainable development, 2005
(www.sustainable-development.gov.uk/documents/publications/SD%20Framework.pdf)

Disposal of Historic Buildings: Department of Culture, Media and Sport. Guidance Note for Government Departments and Non-Departmental Public Bodies, Jul 1999
(www.culture.gov.uk/global/publications/archive_1999/Disposal_HisBuildings.htm)

Other:

Lyons Review - Well placed to deliver? Shaping the pattern of Government's service, Mar 2004
(www.hm-treasury.gov.uk/Independent_Reviews/independent_reviews_index.cfm)

Gershon Review - Releasing resources for the Frontline: Independent Review of public sector efficiency, Jul 2004
(www.hm-treasury.gov.uk/spending_review/spend_sr04/associated_documents/spending_sr04_efficiency.cfm)

OGC Common Minimum Standards, 12 Oct 2005
(www.ogc.gov.uk/embedded_object.asp?docid=1004283)

Better Public Buildings – Department of Culture, Media and Sport Report, 2000
(www.culture.gov.uk/global/publications/archive_2000/better_pub_2000.htm)

Websites and Organisations:

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| Ministry of Defence (MOD) | www.mod.uk |
| MOD Access and Recreation | www.access.mod.uk |
| MOD Sustainable Development | www.mod.uk/dsc/environment/sd.htm |
| Defence Estates | www.defence-estates.mod.uk |
| HM Treasury | www.hm-treasury.gov.uk |
| Department for Environment, Food and Rural Affairs (DEFRA) | www.defra.gov.uk |
| National Audit Office (NAO) | www.nao.gov.uk |
| Office of Government Commerce (OGC) | www.ogc.gov.uk |
| Sustainable Development | www.sustainable-development.gov.uk |
| Sustainable Development Commission | www.sd-commission.org.uk |
| Association of National Park Authorities | www.nationalparks.gov.uk/anpa |
| Commission for Architecture and the Built Environment (CABE) | www.cabe.org.uk |
| Constructing Excellence | www.constructingexcellence.org.uk |

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MOD Image Library www.defenceimages.co.uk

Further information:

For further information please email stewardship.report@de.mod.uk or telephone 0121 3113875



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“ To have an estate of the right size and quality to support the delivery of defence capability, that is managed and developed effectively and efficiently in line with acknowledged best practice and is sensitive to social and environmental considerations. ”



MINISTRY OF DEFENCE