

Ministry of Defence (MOD)

Key Statistics

The defence estate covers 433,000 hectares, about 1.8% of the UK landmass, making the department one of single largest holders of estate in the UK. Land and foreshore that the Ministry of Defence owns or has access rights to in the UK (as of 1 April 2017) is 48% owned, 4% leased and the remainder access rights only. In addition, we manage a further 200,000 hectares of land overseas.

The estate consists of a wide range of facilities, including: barracks; airfields; nuclear facilities, naval bases and ports; education and training facilities; training and test ranges; logistics, munitions, oil and fuel depots and pipelines; communication facilities; housing estates; medical centres, career centres and offices. The estate includes over 1600 designated heritage sites as well as a combined total of 171 Sites of Special Scientific Interest and Areas of Special Scientific Interest. As well as being tenants ourselves, we have a range of agricultural and business tenants across the estate that provide income generation and support.

Our Business

The Ministry of Defence Single Departmental Plan¹ published in May 2018 states: the first duty of government is to defend our country and to keep our people safe. In the 2015 Strategic Defence and Security Review, we set out plans for stronger defence with more ships, more aircraft, more troops at readiness, better equipment for special forces, and improved cyber capabilities. Since this review, the international security landscape has evolved rapidly with growing challenges to the rules-based order. In response, defence is undertaking the Modernising Defence Programme to ensure that the UK's Armed Forces can deliver better military capability in a sustainable and affordable way.

We will protect our people, territories, values and interests, at home and overseas, through strong Armed Forces and in partnership with Allies, to ensure our security and safeguard our prosperity. We will also project our influence abroad and continue to place NATO at the heart of our defence posture. As we leave the European Union, we will play a key role supporting the government's Global Britain agenda through our ability to engage internationally.

We have 7 military tasks:

1. defending the UK and its overseas territories
2. providing strategic intelligence
3. providing nuclear deterrence
4. supporting civil emergency organisations in times of crisis
5. defending our interests by projecting power strategically and through expeditionary interventions
6. providing a defence contribution to UK influence
7. providing security for stabilisation

¹ See:

<https://www.gov.uk/government/publications/ministry-of-defence-single-departmental-plan/ministry-of-defence-single-departmental-plan-may-2018>

Our priorities 2015 to 2020 are to: protect our people; project our global influence; promote our prosperity; maintain a strategic base and integrated global support network, and manage the Department of State and the defence enterprise.

Our Estate

The defence estate is where our people live, work, train and deploy. We require our infrastructure to be fit-for-purpose and optimised to support our defence objectives and capabilities. Infrastructure needs to be flexible and responsive to changing defence requirements.

The MOD Single Departmental Plan confirms our support to the government's 'Promote UK' prosperity and civil society objective by releasing surplus MOD land to contribute to the national house building programme and to work with the Devolved Administrations to deliver the wider government objective to strengthen the UK.

The MOD has been reviewing its approach to the governance and management of our estate in the Defence Infrastructure Model Reform programme as aligned to our Strategy for Defence Infrastructure² which provides a clear vision for the defence estate. From April 2018 we have started to delegate infrastructure funding to the Front Line Commands and Top Level Budget Holders and we continue to define the future construct of the Defence Infrastructure Organisation (DIO).

Whilst the announcement of the estate optimisation strategy in 'A Better Defence Estate'³ provided the cornerstone for the Defence Estate Optimisation Programme which is our main estate development and disposal programme, work continues to review all aspects of the defence estate to identify opportunities for further optimisation and collaboration with other stakeholders.

Once land is identified for disposal, MOD works closely with the local planning authorities and other key stakeholders, including Homes England, to agree alternative uses and optimise both the housing potential and forecast receipts. Assuming there are no former owner issues, or interest from other public bodies, MOD will generally sell through open competition to achieve best value. Some larger, more complex disposals will be managed via Land Sales Delivery Partners to maximise value over a number of years.

Significant optimisation has already occurred in London with the disposal of the Old War Office (on a long lease) and the reorganisation of Main Building, creating space for other government departments to utilise.

Our Capability

Given the scale and complexity of the defence estate, in the UK and overseas, it has been agreed that the defence estate will remain out of scope for the Government Property Agency.

The People Team provide specialist expertise to DIO, working alongside Defence Business Services (DBS) and MOD Civilian HR to develop a flexible workforce that is dynamic, suitably qualified, innovative, and highly productive. Both directly and through our dedicated

² Available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/568181/20161111-Strategy_for_Defence_Infrastructure_2015-2030.pdf

³ Available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/576401/Better_Defence_Estate_Dec16_Amends_Web.pdf

Capability Specialists and People Leads we work closely with business areas and the Government Property Profession to understand their specific needs and challenges, and tailor our approach and services to achieve the best outcomes. The scope of our services ranges from promoting Diversity and Inclusion and employee engagement through to working with Trade Unions.

Services include resourcing strategies for difficult-to-recruit roles, leading on apprenticeships and graduate schemes, and working with senior leaders to identify business critical roles, build succession plans, and take forward talent development activities.

In addition the MOD Head Office is reviewing our Functional Leadership across a number of areas including infrastructure and property, with the intent to strengthen professional structures, ensuring a more joined up approach including with wider government and bringing greater coherence to our internal processes.