

Ministry of Defence (MOD)

Strategic Asset Management Plan - Executive Summary

The **Defence Purpose** is to protect the people of Britain, prevent conflict, and be ready to fight Britain's enemies. Defence plays a critical role within national security and we are increasingly integrating our activity into cross-government planning and delivery. Our activity is designed to achieve the UK's three **National Security Objectives** set out in SDSR 2015¹ – Protect our people; Project our global influence; and Promote our prosperity – today and in the future. The Objectives for Defence in 2019/2020 are set out within the Single Departmental Plan.

Our Estate is a critical enabler to Defence capability: it is somewhere our people can live, work, train and deploy from effectively. We require our infrastructure to be fit-for-purpose and optimised to enable and support Defence objectives and capabilities. Our infrastructure needs to be aligned with capability, of the right size, in the right location, of the right quality and used efficiently, but it also needs to be flexible and responsive to changing defence requirements.

The majority of the defence estate is freehold with a large number of specialist infrastructure and built assets.

Key Statistics

Size:

- No. of establishments worldwide = 1,165 (No. of UK establishments = 1,080)
- No. of infrastructure assets = 135,000 (covering a variety of asset types, including office buildings, accommodation, hangars, jetties, training assets, etc)

Management is delivered by Defence, predominantly through the Defence Infrastructure Organisation, rather than the Government Property Agency.

2018/19 Expenditure:

Defence expenditure on the DIO-managed estate:

- Net Capital investment: c£1.1 billion
- Resource expenditure: c£2.6 billion

Further details may be found within the Departmental Annual Report and Accounts [when published].

Our Business

The **Strategy for Defence Infrastructure** defines the Department's priorities and the strategic objectives to address the challenges faced across the Defence Estate and set the

¹[2015 Strategic Defence and Security Review.pdf](#)

conditions to move to an estate that is affordable and optimised to enable Defence capabilities, outputs and communities.

Over the next 12 months the MOD will refresh this Strategy ensuring that it remains aligned with other departmental and government-wide strategies and plans to deliver the MOD's infrastructure objectives and embracing smarter working principles across the civil estate.

Our Estate

The **Strategic Defence and Security Review 2015** concluded that the MOD footprint at that time did not meet the needs of our modern Armed Forces and committed to make it better suited, while reducing its size and making it more affordable.

To achieve this, the announcement "A Better Defence Estate"² 2016, the MOD set out its intent to invest in key Defence sites and release land for redevelopment including the contribution of land for its share of the Government's new housing target of 160,000 with performance reported through the Ministry of Housing, Communities and Local Government. This is now being delivered primarily through the **Defence Estate Optimisation Programme**: a long-term infrastructure optimisation programme to 2040. The Future Defence Infrastructure Services programme will replace Defence's current maintenance contracts from 2020 offering the ability to invest in enhanced levels of service.

Wider Government Initiatives

Our Strategy and Plans are aligned to the implementation of wider Government Strategy where compatible with the Defence Purpose:

- Benchmarking: 13 of the department's offices are included within the Cabinet Office benchmarking. Current plans, including ongoing implementation of Smarter Working and optimisation, are expected to reduce the size of the current benchmarked estate by 15% by 2025. In addition, the department is actively seeking the opportunity to share its estate with Other Government Departments where possible, including for example the occupation of part of its central London office currently occupied by the Department for Exiting the EU.
- Greening Government Commitments: Performance towards central targets along with wider departmental activity to achieve a more sustainable department are reported within the **Sustainable MOD Annual Report** as well as within the Annual Report and Accounts [when published]. The equipment required to support Defence Capability, including an increasing focus on synthetic training, has impacted performance; but the department continues to seek opportunities to modernise and utilise its infrastructure and assets as efficiently as possible. For example, as part of the Government's Clean Growth Strategy, Defence is piloting a **Modern Energy Partnership** at RAF Marham to develop cutting-edge solutions in a joint military and local community approach.

² [Better Defence Estate Dec16.pdf](#)

- Government Construction Strategy: Defence is one of the key contributors in supporting the development of this strategy, which is embedded within our approach to improving delivery, managing our contractors and managing the estate.

Capability

Defence supports the Government Property Profession (GPP) capability initiatives and promotes membership of the Profession and associated training and development. However, the complexity and variety of Defence Infrastructure requires a broader approach to skills and professionalisation than that defined by the GPP. The department is planning on establishing an Infrastructure Function; which will include wider estates, land management and environment and sustainability professionals and is aligned to the GPP.

Infrastructure personnel are embedded across the Head Office, Armed Forces and Defence Arms Length Bodies, although the majority of Infrastructure subject matter experts are within the Defence Infrastructure Organisation. The skills and professionalisation activity will be delegated to the Head of Profession for Estates, Construction, Environment and Sustainability. A Head of Profession professionalisation plan for Defence will be produced this year, including work with the GPP on capability initiatives.