



Ministry
of Defence

A Better Defence Estate

November 2016



Front Cover: A II (Army Cooperation) Squadron Typhoon in front of the squadron's new HQ. RAF Lossiemouth

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A Better Defence Estate

at a glance

£4Bn

new investment
in the Estate over
the next 10 years

On top of £1.8Bn for Army Basing



£140M

running costs
savings over
10 years



rising to nearly

£3Bn

in total to 2040

An ageing Estate



of built assets
are over **50**
years old

91

of our most
expensive sites
being disposed
of by 2040

Will help deliver the **55,000** 
housing target this Parliament

Preface by the Secretary of State for Defence and Chief of the Defence Staff

Creating a modern Defence estate. Designed by, and for, the Armed Forces

The defence estate is where our people live, work, train, and ultimately operate and deploy from, where our equipment and weapons are stored, and where we carry out research to keep ahead of our adversaries. The ability of our Armed Forces to keep Britain safe and prosperous depends on a defence estate that enhances military capability.

While in many areas we use our estate efficiently, overall it is still too big, too expensive, with too many sites in the wrong locations: it covers 424,000 hectares, about 1.8 per cent of the UK land mass; it costs £2.5Bn a year to maintain; and 40 per cent of our assets are more than 50 years old. The Armed Forces are 30 per cent smaller than at the end of the last century but the estate has only reduced by 9 per cent.

That is why the 2015 Strategic Defence and Security Review (SDSR) committed to invest in a better built estate that will reduce in size by 30 per cent by 2040.

Supporting military capability is at the heart of this strategy. It sets out a long-term approach to transform an estate built for previous generations of war fighting into one that will better support the Armed Forces' future needs. It will help deliver SDSR 2015's ambitious plan for Joint Force 2025 - a Force with cutting edge capability underpinned by world class personnel and equipment – by bringing people and capabilities into new centres of specialism.

By investing £4Bn over the next decade in an estate designed around capability and regional clusters, we will also give personnel better employment opportunities for their partners, more stable schooling for their children, as well as the ability to buy their houses and put down roots in local communities. This investment will also provide significant economic benefits, sustaining and creating jobs in the construction and services industries.

Our plan builds on announcements made earlier this year by announcing a further 56 sites for disposal by 2040. Overall it will release 91 of the most expensive sites. The strategy also describes our re-provision plans. By getting rid of sites we no longer need, we will make an important contribution to our target to release land for 55,000 homes as part of the wider government housing policy.

In delivering this strategy we will seek to minimise any disruption to Armed Forces activities, as well as to service personnel, civilians, and their families. The result will be a defence estate that better supports our military capability, is better quality, and more efficient.



Michael Fallon



Peter Wall

Introduction

By any measure the scale of the Defence estate is vast, covering about 1.8% of the United Kingdom land mass. The estate includes approximately 50,000 houses, 60,000 technical assets and 20,000 other key assets such as runways and electrical networks. The cost of maintaining this estate is significant, £2.5Bn per annum, spread across too many inefficient sites.

But the Defence estate is more than a series of statistics. It is where men and women join Defence, where they learn trades and develop skills to become the most effective military personnel in the world. And where many live alongside their colleagues, often with their families, as a community dedicated to the defence of this nation. It is also where civilians play a vital role in supporting the development of military capability.

It is also where our advanced equipment, weapons and munitions are securely held and maintained, where innovative research is undertaken, and where major military exercises take place in conjunction with our allies, using unique and some of the most complex facilities in the world.

It is therefore right that the MOD takes a comprehensive, long-term approach to what it needs from the Defence estate. This strategy is principally aimed at improving military capability, in line with the ambitious plan in the Strategic Defence and Security Review (SDSR) 2015 to develop Joint Force 2025.

We must therefore ensure that the estate is utilised as effectively as possible to support military capability. The government recently announced almost £1Bn to support the development of military infrastructure around Salisbury Plain for the return of Army units from Germany. The MOD is also making substantial investment to make HMNB Clyde the home of all the UK's submarines, including the new Dreadnought class, as well as the development of RAF Marham as the airbase for the new F35B Lightning force, and RAF Lossiemouth for our new maritime patrol aircraft.

In developing this strategy, the Defence Infrastructure Organisation (DIO), Head Office and the Service Chiefs have worked closely together to ensure that our future plans more effectively support military capability, as well as giving personnel more stability. The revised estate will be better for our people; by moving them from remote, small sites and basing them where more people live and from where we recruit, or where people train. This will facilitate greater career opportunities both for our Defence personnel but also for their families, providing greater stability.

Taking this approach has enabled the Front Line Commands to provide their expertise and meet their requirements to deliver a strategy that will improve operational effectiveness.

Inevitably we have had to make difficult decisions to reduce the size of the estate. All these decisions have been agreed by the respective single Service Chiefs. The strategy also describes our reprovion plans for most of the sites that will be released; in some cases further work is required but units and personnel moving from sites earmarked for disposal will be reprovided for.

Our Spending Review 2015 agreement provided £1Bn of funding to support the rationalisation of the estate and agreed that the £1Bn of additional proceeds (compared to our current plans) over the next 10 years from disposals will be used to improve defence infrastructure.

In total, nearly £4Bn of additional funding will be allocated to Defence estate enhancement over the next 10 years. This will provide better infrastructure in locations where the Armed Forces need it. And our plans will provide savings of over £140M of running costs over the next 10 years, rising to nearly £3Bn in total to 2040, to be recycled into Defence.

This will be a significant change programme to deliver a better defence estate that enhances our nation's military capability.



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Infrastructure that is affordable and optimised to enable Defence capabilities, outputs and communities both now and in the future.

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Pictured is the first of the UK's F-35B Lightning II jets to be flown to the UK from their training base at Beaufort, South Carolina.

Part A - Our Strategic Approach

Our vision for this strategy is that it should enable:

“Infrastructure that is affordable and optimised to enable Defence capabilities, outputs and communities both now and in the future”

1. In setting this vision we have identified two key objectives:

- I. Strategic Objective 1: We will manage our infrastructure as a strategic asset to support Defence outputs and be responsive to changing requirements and future trends.

Infrastructure must support military capability effectively and we need to minimise the risk that our current sub-optimal estate presents to capability. Defence must take a long-term strategic view to infrastructure planning. This will ensure appropriate investment decisions to achieve Defence outputs and retain flexibility to ensure responsiveness to changing requirements, future trends and operating environments.

- II. Strategic Objective 2: To concentrate investment around a significantly smaller estate that more efficiently and effectively enables military capability, whilst reducing whole life costs.

The needs of Joint Force 2025 must be met whilst continuing to drive down the cost of operating the estate. In doing so the risks and costs to other Defence programmes should be reduced, whilst opportunities to release value from surplus land and property must be maximised. This will require the right incentives, management information, procurement mechanisms, behaviours and funding flows to be in place. The majority of cost of an asset comes from its use through life and many aspects of the costs of running the estate scale with size. Rationalisation onto a significantly smaller footprint, more efficiently laid down and more intensively utilised, with assets in better condition is expected to result in better through life value for money and an estate that is more affordable over the long term.¹

2. Underpinning the approach outlined in this strategy is a 25 year view of what the future Defence Built Estate should look like: our Proposed Future Laydown is described in more detail in Part B.

Development of this Laydown has been supported and guided by a number of Design Principles:

- The estate should be consolidated into sustainable centres of mass and, where appropriate, specialisation, to better support military capability.
- Adopting the Proposed Future Laydown should reduce the whole life costs of the estate.
- Estate investment should be focussed on our core and enduring estate.
- Estate utilisation should be optimised across all locations, facilities and assets using standard designs, where appropriate, to optimise utilisation.
- The Estate should be compliant with sustainability policies.
- Other Government Departments and appropriate others should share MOD facilities where feasible.
- We should dispose or seek commercialisation opportunities for vacated sites.

¹ Strategic Objectives 1 and 2 drawn from the overarching Strategy for Defence Infrastructure

3. Using these principles, the DIO and the Front Line Commands have undertaken a thorough examination of the most expensive elements of the MOD built estate. The built estate consists of over 1,000 individual sites. The DIO looked at the top 300 sites which make up over 80% of the running costs.
4. For each site, the DIO analysed a number of key factors to determine the infrastructure potential associated with each, including:
 - The long term running costs.
 - Site utilisation compared to site size and accommodation potential.
 - Recent capital investment to improve the site as well as any future capital requirements identified.
 - Proximity to other sites and other parts of the estate, such as the Reserve and Training estate.
 - Potential disposal value for the site and, where relevant, housing potential.
5. This analysis was overlaid with a capability perspective from the Front Line Commands. The objective being to further examine the estate to identify how military capability could be enhanced from:
 - Co-locating units to provide capability synergies and personnel stability.
 - Locating units closer to their regular training estate locations, particularly training areas which support their specific equipment types, to avoid unnecessary costs and to maximise the use of training time.
 - Understanding which sites are positive sites for recruitment and retention and also where sites have particular welfare issue and constraints, notably family employment and schooling opportunities.
 - The impact of other relevant investment and change programmes; such as future equipment basing decisions.
6. This analysis informed the judgements of which sites to retain as core and which sites should be disposed.
7. This work was sponsored by the Deputy Chief of the Defence Staff (Military Capability) as the chair of the MOD Infrastructure Joint Committee (IJC). The IJC is the strategic committee in the MOD responsible for infrastructure and estate matters. Each Front Line Command and other senior officials, such as the Chief of Defence People, sit on this committee and provide an overarching view on the Defence Estate and the Proposed Future Laydown.
8. The strategy has also been informed by wider government estate policy, including the One Public Estate agenda. We have sought to reduce the Defence estate required for back-office functions and to share office-space and locations with other departments where it provides value for money.
9. Part B of this strategy outlines the approach taken for each of the Front Line Commands and Top Level Budgets, the capability benefits we are seeking to achieve and estate disposal and reprovision plans. It includes those sites already announced for disposal, and additional sites which we intend to dispose of. This strategy also details our current reprovision plan; to provide as much certainty as possible for both service and civilian personnel regarding their future locations of work. Some of these plans are subject to further work and we will provide an update to Parliament every year.

10. An additional objective of this strategy is also to support broader Government targets for the use of public estate; in particular the release of land with housing potential for 55,000 homes in this Parliament. Figure 1 outlines our current projections (which may change during the Parliament as our plans mature) to meet this target. An aggressive disposal pipeline over the next few years is a challenging target to achieve and subject to external factors such as achieving sufficient planning permissions. As a consequence, we will continue to examine our built estate and other parts of the Defence estate (such as the Training estate) to ensure we have a sufficient pipeline of disposals, coherent with our capability and basing plans, to meet this target.

Housing Workstrand	Potential No. Homes
Existing MOD Disposals	11,200
Estate Optimisation Disposals	15,200
Transfer of 5 large sites to the Homes and Communities Agency (HCA)	20,500
Accommodation Optimisation ²	8,100
TOTAL	55,000

Figure 1 – Housing Potential Target

11. In setting out a strategy for its estate the Department recognises that it must remain responsive to the evolving capability needs of the Armed Forces. The Deputy Chief of the Defence Staff (Military Capability) will therefore continue to sponsor the strategy and, supported by the IJC, will ensure its ongoing development, maintenance and revision to reflect future Defence strategies and plans including the outcome of future Strategic Defence and Security Reviews.

² This includes both building of new Service accommodation units (such as Service Families Accommodation, SFA) as well as the release of existing SFA no longer required, to the private market.

Part B – A Better Defence Estate Strategy

Part A outlined the approach taken to develop the long-term basing laydown for Defence. Part B outlines what this means for each of the Front Line Commands (FLCs) and other MOD Top Level Budget (TLB) areas..

The following tables and narrative describe our current plans. Given the scale of the strategy and that it will be delivered over 25 years, these plans are subject to revision but they set out our current intentions, including the sites we intend to dispose of and, where available, our reprovision plan. In some cases we have not been able to provide all reprovision detail given dependencies with other change programmes.

Where plans are required to change, we will inform our personnel as soon as practicable and we will update Parliament each year on our progress. This annual update will include updates to reprovision on a rolling 5 year basis. The dates in the tables reflect estimated disposals, unit moves to reprovided sites may sometimes be ahead of these dates. Some of our sites have multiple units which are based that site. Therefore, reprovision will not always take place at the same time.

The MOD will now continue detailed work, outlined in Part C, to develop these plans.

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This strategy is principally aimed at improving military capability, in line with the ambitious plan in the Strategic Defence and Security Review (SDSR) 2015 to develop Joint Force 2015.

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The Royal Navy's largest ever warship HMS Queen Elizabeth is gently floated out of her dock for the first time in Rosyth, Scotland.

Part B – A Better Defence Estate for the Royal Navy

Investment in new facilities at core sites, and a long-term reduction in the maintenance burden of an ageing and inefficient estate, will be a key enabler to the Royal Navy's delivery of its Defence Tasks, including Continuous at Sea Deterrence, Carrier Strike, and Amphibious capability. It will provide the infrastructure that is essential to enable the Navy to train, to maintain and operate complex ships, submarines and aircraft cost effectively, and to provide high quality facilities for our people.

Continuing the consolidation of the Naval Estate that has taken place over the last 25 years, the strategy will see the Royal Navy focus ever more on Centres of Specialisation, with operating bases and training establishments located predominantly around the port areas and Naval air stations. This approach will provide greater stability for Service personnel and their families, helping realise the benefits of the New Employment Model.

The optimised Naval estate will see:

- Surface ships based, as today, mainly in HM Naval Base Portsmouth and HM Naval Base Devonport, with some Minor War Vessels based at HM Naval Base Clyde.
- All submarines based at HM Naval Base Clyde, within a Submarine Centre of Specialisation, with refits conducted at HM Naval Base Devonport.
- An Amphibious Centre of Specialisation in the South West, based around Devonport.
- A Hydrographic and Meteorological Centre of Specialisation at Devonport.
- An aviation laydown consistent with the Defence Rotary Wing Strategy, with Wildcat based at RNAS Yeovilton and Merlin centred on RNAS Culdrose.
- The majority of Surface Fleet Operational Sea Training remaining in Devonport, and submarine and minor war vessel training based at HM Naval Base Clyde.
- Naval Training establishments and accommodation centres clustered around main operating base areas, optimised to make best use of available space and facilities.
- The RNR and RMR laydowns will be based on the optimum city locations for recruitment and retention, using shared facilities and assets wherever practical.

The table below details our current planning intent for disposal changes to the future Royal Navy basing laydown:

Disposal site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Royal Marines Condor Airfield	Volunteer Gliding School	622 VGS has disbanded and gliding is being reprovided by 661 VGS at Kirknewton	VGS announced Mar-16	2020
HMS Nelson Wardroom	Officers Mess	HM Naval Base Portsmouth	Jan-16	2021
Royal Marines Stonehouse	HQ 3 Commando Brigade & 30 Commando, Royal Marines	Consolidation in the Plymouth/ Torpoint area. HM Naval Base Devonport / HMS Raleigh – subject to further work	Sep-16	2023
The Royal Citadel	29 Commando Regiment Royal Artillery	Consolidation in the South West in Plymouth/ Torpoint area. HM Naval Base Devonport/ HMS Raleigh- subject to further work		2024
HMS Sultan ³	Submarine Engineer Training	HM Naval Base Clyde, Helensburgh		2024
	Mechanical Engineering Training	HMS Collingwood, Fareham		2025
	Admiralty Interview Board	HM Naval Base Portsmouth		2026
Chivenor Airfield and Barracks	Volunteer Gliding School	VGS to disband as per earlier VGS announcement	Mar-16	2027
	24 Engineer Regt, Royal Engineers & Commando Logistics Regiment	Consolidation in the Plymouth/ Torpoint area. HM Naval Base Devonport / HMS Raleigh – subject to further work		
Norton Manor Camp	40 Commando, Royal Marines	Consolidation in the Plymouth/ Torpoint area. HM Naval Base Devonport / HMS Raleigh – subject to further work		2028

³ RN establishment under Air Command provision of Defence College of Technical Training



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The ability of our Armed Forces to keep Britain safe and prosperous depends on a defence estate that enhances military capability.

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Pictured is a soldier of First Fusiliers operating a LMG during a section level attack.

Part B – A Better Defence Estate for the Army

The Army's structure will be refined to deliver the outputs required by the Strategic Defence and Security Review 2015. The work has been aligned to the strategy to deliver an efficient basing plan that meets the needs of the Army and its people.

This approach co-locates people and capabilities in sustainable locations around centres of mass, be that where people live and from where we recruit, or where we train, optimising the Army's contribution to Joint Force 2025. This plan will deliver:

- Armoured and Tracked capability, including close supporting enabling units, centred around Salisbury Plain Training Area (Warminster, Larkhill, Tidworth, Upavon and Bulford Garrisons).
- Mechanized, wheeled capability, including two Strike Brigades and close supporting enabling units centred around Catterick.
- Air Assault Forces in Colchester.
- Specialised Infantry Group in Aldershot.
- Regional centres of mass for light infantry battalions supporting national resilience and community engagement, (including London, Edinburgh, Lisburn, St Athan, Blackpool and Cottesmore).
- A medical Services centre of expertise in the West Midlands.
- A concentration of signals capabilities in the West Midlands, in close proximity to the Defence College of Technical Training. Work is ongoing to determine the required structures for future Army Information Manoeuvre. It will seek opportunities to consolidate the footprint for these capabilities. In this approach it will support contemporary careers within a technical domain.
- Explosive and Ordnance Disposal capabilities centred in the East Midlands.
- The optimisation of helicopters basing is being pursued to align with future capability procurement plans. Through this ongoing work we are seeking to maximise the opportunities afforded by the introduction of replacement equipment capabilities and training and support solutions. The intent is to achieve consolidation onto fewer operational airfields in a way that best facilitates operational and training outputs and efficient equipment support.

The table below details our current planning intent for disposal changes to the future Army basing laydown:

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Buckley Barracks (Hullavington Airfield)	VGS SW ENGLAND	5 Force Support Battalion Royal Electrical & Mechanical Engineers will now be reprovided for in MOD Lyneham.	Jan-16	2016
Chalgrove Airfield	Chalgrove Airfield	Disposal	Sep-16	2016
Copthorne Barracks	Copthorne Barracks	Disposal		2016
Somerset Barracks	Somerset Barracks	Already announced as part of the Shorncliffe rationalisation project	Mar-13	2016
Abercorn Barracks	Abercorn Barracks	Site will be decommissioned with enduring access to the Training Area required		2018
Craigiehall	Edinburgh Troop, 11 Explosive Ordnance Disposal Regiment Royal Logistic Corps	Dreghorn Barracks, Edinburgh as previously announced under the Army Basing Plan	Jan-16	2018
Catterick Town Centre Parcel	Catterick Town Centre Parcel	Sale of leasehold/freehold to allow for commercial development of town centre		2018
Harden Barracks (Duchess Of Kent Psychiatric Hospital)	Duchess Of Kent Psychiatric Hospital	Vacant and will be disposed		2018
Burgoyne Barracks	Operational Training & Advisory Group	Bassingbourn Barracks, Royston	Mar-16	2019
Claro Barracks	21 Engineer Regiment	Marne Barracks, Catterick as announced under the Army Basing Plan	Jan-16	2019
Fitzwygram House (Royal Army Veterinary Corps Centre)	Royal Army Veterinary Corps Centre	Vacant and will be disposed	Mar-16	2019
Commander And Staff Trainer (North), Catterick	Commander And Staff Trainer (North)	To be determined by findings of the Army Training Review		2020
Cavalry Barracks Hounslow	1st Battalion The Irish Guards	Aldershot		2020

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Kneller Hall	Corps of Army Music	Subject to tri-Service band assessment study; options include Brompton Barracks, Chatham; Gibraltar Barracks; Minley; and Portsmouth	Jan-16	2020
	Royal Military School of Music	As for Corps of Army Music above		
Parsons Barracks Donnington	174 Provost Company, 3 Regiment Royal Military Police	Subject to ongoing Army assessment; most likely is Beacon Barracks, Stafford	Sep-16	2020
	HQ 2 Investigation Company, Special Investigation Branch Regiment Royal Military Police	As for 174 Provost Company above		
	37 Investigations Section, special Investigation Branch Regiment Royal Military Police			
Prince William Of Gloucester Barracks	HQ 102 Logistic Brigade	HQ 102 Logistic Brigade headquarters will be rationalised in 2018 and its personnel reinvested as part of implementation of SDSR15. The brigade's units will be resubordinated.	Sep-16	2020
	Army Training Regiment Grantham	Alexander Barracks, Army Training Centre Pirbright, near Guildford		
	2 Operations Support Group Royal Logistic Corps	Preferred course of action is to reprovide at Alanbrooke Barracks, Topcliffe		
	167 Catering Support Regiment Royal Logistic Corps			
	294 Supply Squadron, 159 Supply Regiment Royal Logistic Corps			

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
St George's Barracks North Luffenham	1 Military Working Dog Regiment	Subject to assessment; options include the Defence Animal Centre at Melton Mowbray and Kendrew Barracks, Cottesmore		2020
	2 Medical Regiment	2 Medical Regiment will be rationalised in 2021 as part of improvements planned for deployed medical provision for Joint Force 2025. Personnel will be reassigned in line with this date.		2021
Venning Barracks	HQ 11 Signal Brigade & HQ West Midlands	Subject to ongoing Army assessment; likely to be Stafford	Sep-16	2020
	HQ 7 Signal Group	Subject to ongoing Army assessment; likely to be Bulford, near Salisbury		
Middlewick Ranges	Small arms ranges	Fingringhoe Ranges	Sep-16	2020
Chilwell Station	Mission Training & Mounting Centre (Individual)	Bassingbourn Barracks, Royston	Mar-16	2021
	170 (Infrastructure Support) Engineer Group	Ideally Gamecock Barracks, Nuneaton; subject to space being made available by the basing requirements of the Army's ongoing review of Information Manoeuvre.		
	HQ 7 Infantry Brigade & HQ East	Subject to the Army's ongoing review of structure to optimise the Firm Base and deliver Regional Points of Command; likely to be Kendrew Barracks, Cottesmore.		
	Nottingham Troop, 11 Explosive Ordnance Disposal Regiment Royal Logistic Corps	Reprovision to be confirmed.		
Queen Elizabeth Barracks	HQ 2 Medical Brigade	Ideally Gamecock Barracks, Nuneaton; subject to space being made available by the basing requirements of the Army's ongoing review of Information Manoeuvre.		2021
	34 Field Hospital			

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Sir John Moore Barracks Winchester	Army Training Regiment Winchester	Alexander Barracks, Army Training Centre Pirbright, near Guildford		2021
	Rifles Band	Worthy Down Camp, Winchester		
Towthorpe Lines	Medical Training Facility	Will be co-located with HQ 2 Medical Brigade and 34 Field Hospital		2021
Thornhill Barracks	Thornhill Barracks	Disposal – reprovision to be negotiated with future service provider.	Mar-16	2021
Clive Barracks	1st Battalion The Royal Irish Regiment	Reprovision to be confirmed	Mar-16	2022
Fulwood Barracks	HQ 42 Infantry Brigade & HQ North West	HQ North West will be re-provisioned for in Weeton Barracks.		2022
	3 Medical Regiment	Reprovision to be confirmed		
	King's Band	Reprovision to be confirmed		
Kinnegar Logistic Base	RHQ 152 Regiment Royal Logistic Corps	Palace Barracks, Holywood, Belfast		2022
	220 Squadron, 152 Regiment Royal Logistic Corps			
	400 Squadron, 152 Regiment Royal Logistic Corps			
	157 Field Company, 106 Battalion Royal Electrical & Mechanical Engineers			
	Defence Equipment & Support	Reprovision to be confirmed in the local area		
Meadowforth Barracks (HQ 51 Highland Brigade)	HQ 51 Infantry Brigade & Scotland	Reprovision intended for Scotland		2022

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Redford Cavalry Barracks	Regimental HQ 5 Military Intelligence Battalion	Reprovision intended for Scotland		2022
	51 Military Intelligence Company, 5 Military Intelligence Battalion			
	152 Field Company, 106 Battalion Royal Electrical & Mechanical Engineers			
Redford Infantry Barracks	5th Battalion The Royal Regiment of Scotland Public Duties Incremental Company	Reprovision within Edinburgh area.		2022
	The Scottish & Northern Ireland Yeomanry	Reprovision in Scotland		
Dale Barracks	2nd Battalion The Mercian Regiment	Reprovision to be confirmed		2023
	Chester Troop, 11 Explosive Ordnance Disposal Regiment Royal Logistic Corps	Reprovision to be confirmed		
Aldershot Distribution Outlet	Unused Service Families Accommodation	Disposal		2024
Cawdor Barracks	14 Signals Regiment (Electronic Warfare)	Reprovision to be confirmed		2024
Leighton House (AOSB Westbury)	Army Officer Selection Board	Royal Military Academy Sandhurst, Camberley	Mar-16	2024

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Southwick Park	Defence School of Policing & Guarding	Worthy Down Camp, Winchester		2025
	Service Police Crime Bureau, Special Operations Regiment Royal Military Police	Aldershot		
	RHQ Special Operations Regiment Royal Military Police	Aldershot		
Brecon Barracks	HQ 160 Infantry Brigade & HQ Wales	Reprovision is intended for Wales		2027
Beachley Barracks	1st Battalion The Rifles	Reprovision to be confirmed		2027
Invicta Park Barracks	36 Engineer Regiment	Reprovision to be confirmed		2027
MOD Woodbridge (Rock Barracks)	23 Para Engineer Regiment	Reprovision to be confirmed		2027
St David's Barracks	1 Regiment Royal Logistic Corps	Reprovision to be confirmed		2028
Vauxhall Barracks	11 Explosive Ordnance Disposal Regiment Royal Logistic Corps	MOD Kineton, near Warwick		2028
	421 Explosive Ordnance Disposal Squadron			
Woolwich Station	The Kings Troop Royal Horse Artillery	Reprovision to be confirmed		2028
	The Countess of Wessex String Orchestra			
	1st Battalion The Royal Anglian Regiment			
	Central Volunteer Headquarters Royal Artillery			

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Buckley Barracks (Hullavington Barracks)	9 Regiment Royal Logistic Corps	Reprovision to be confirmed		2029
Dalton Barracks including Abingdon Airfield	Abingdon Airfield	Disposal	Mar-13	2029
	3 Regiment Royal Logistic Corps	Reprovision to be confirmed		
	4 Regiment Royal Logistic Corps			
	21 Military Intelligence Company, 2 Military Intelligence Battalion	Trenchard Lines, Upavon, Salisbury Plain as previously announced under the Army Basing Plan		
Azimghur Barracks	21 Signal Regiment	Reprovision to be confirmed	Sep-16	2031
Carver Barracks	33 Engineer Regiment (Explosive Ordnance Disposal) 101 Engineer Regiment (Explosive Ordnance Disposal)	Reprovision to be confirmed		2031
Dishforth Barracks (Airfield)	6 Regiment Royal Logistic Corps	Reprovision to be confirmed	Sep-16	2031
Imphal Barracks	2 Signal Regiment	Reprovision to be confirmed		2031
	HQ 1st (United Kingdom) Division			
	12 Military Intelligence Company, 1 Military Intelligence Battalion			
	HQ 1 Investigation Company, Special Investigation Branch Regiment Royal Military Police			

Disposal Site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Robertson Barracks	The Queens Dragoon Guards	Reprovision to be confirmed		2031
Fort George	3rd Battalion The Royal Regiment of Scotland	Reprovision in Scotland		2032
Glencorse Barracks	2nd Battalion The Royal Regiment of Scotland	Reprovision in Scotland		2032

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The revised estate will be better for our people; by moving them from remote, small sites and basing them where more people live and from where we recruit, or where people train.

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A ground crew member with the Royal Air Force is pictured marshalling a RAF Tornado GR4 ready for take off.

Part B – A Better Defence Estate for the Royal Air Force

The RAF element of the Strategy is designed to deliver on the Strategic Defence and Security Review 2015 intent to rationalise the Air estate. In particular we are working to create greater harmony for the Whole Force through estate optimisation, in the long term, and increase opportunities for continuity in employment and domestic arrangements for families of Service Personnel. Building upon the extensive Air estate rationalisation already undertaken over the past 25 years, the current work will involve:

- Continued development of deep specialist Main Operating Bases. Well found centres of specialisation for Combat Air (RAF Coningsby, RAF Marham, and RAF Lossiemouth), Intelligence, Surveillance Target Acquisition and Reconnaissance (ISTAR) (RAF Waddington), Air Transport (RAF Brize Norton), Force Protection (RAF Honington) and Support Enablers (RAF Wittering and RAF Leeming).
- Continued refinement of our Military Flying Training System bases to deliver front-line aircrew to all three Services, whilst continuing to be able to provide International Defence Training (IDT).
- Continued consolidation of Air technical training⁴ into fewer sites creating greater available capacity through effective estate utilisation at the Defence College of Aeronautical Engineering Cosford as a centre of excellence for both UK and IDT effort.
- An intent to deliver all Air training in the minimum number of locations including Phase One airman and officer training.
- The consolidation of Air's footprint in Scotland, primarily at RAF Lossiemouth, with an increase of at least one Typhoon Squadron and P8A-Poseidon Maritime Patrol Aircraft.
- Our footprint in both Wales and Northern Ireland are set to remain largely unchanged; although we will be moving the 4 School of Technical Training from MOD St Athan in Wales to RAF Cosford.
- We have already optimised the location of our Volunteer Gliding Squadrons and University Air Squadron footprint.

⁴ HMS Sultan is also an Air establishment, see detail under the Royal Navy estate plan regarding disposal and reprovision plans.

The table below details our current planning intent for disposal changes to the future RAF basing laydown:

Disposal site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Swansea Airport	Volunteer Glider School	VGS to be disbanded	VGS announced Mar-16	2016
Moat House	Vacant	Disposal		2017
Newtonards Airfield	Volunteer Glider School	Disposal; VGS to be disbanded	VGS announced Mar -16	2017
RAF Colerne Airfield	Bristol University Air Squadron	Re-provision to be determined	Sep-16	2018
	3 Air Experience Flight			
RAF Henlow Technical Site and Airfield	The Band of the Queen's Division	Bassingbourn Barracks, Royston	Sep-16	2019
	RAF Centre of Aviation Medicine (CAM) Lodger Units within 2 Group and 22(Training) Group & other lodgers	RAF CAM current intention to move to RAF Cranwell. The future location of other lodger units on the site is the subject to further work	Sep-16	2020
	RAF Henlow Airfield	No reprovision required. VGS to disband as already announced in Mar 16		
1300 Parkway, Bristol	Military Flying Training System, Project Team, Headquarters Defence Flying Training	RAF Shawbury, Shrewsbury		2020
RAF Barnham	Domestic accommodation for Force Protection Elements	RAF Honington, Thetford, with continued access to Barnham Training Area an enduring requirement	Jan-16	2020
RAF Mildenhall	United States Visiting Forces (USVF)	No UK reprovision required	Jan-16	2022
RAF Halton Airfield	RAF Halton Airfield	The future location of lodger units on the airfield site is the subject to further work. VGS to disband as already announced.	VGS announced Mar-16	2022
RAF Molesworth	USVF	No UK reprovision required	Jan-16	2023
RAF Alconbury	USVF	No UK reprovision required	Jan-16	2023

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We must ensure that the estate is utilised as effectively as possible to support military capability.

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Royal Marines from Alpha Company, 40 Commando brace themselves against the downdraft from an incoming Royal Air Force Chinook helicopter.

Part B – A Better Defence Estate for Joint Forces Command (JFC)

The strategy will support JFC's long-term intent to consolidate as much of its capability as possible on Centres of Specialisation, with RAF Wyton (Defence Intelligence), Shrivenham (the Defence Academy) and MOD Corsham (Information Systems and Services) all planned to receive units relocating from elsewhere. This will provide greater geographic stability for Service personnel and opportunities to improve outputs by co-locating related capabilities.

The Armed Forces Chaplaincy Centre will be relocated to an alternative site (to be determined) where it will be co-located with other Defence capabilities but in an environment that will remain appropriate for its unique and valuable output. The provision of information and communication networks and services for Defence will be configured to support the future laydown but a number of geographically fixed communications facilities will be retained, and in some cases, potential enclaves on sites that will otherwise be disposed of.

Healthcare management, training and hospital services will remain centred in the Midlands (at DMS Whittington, Lichfield, and the Royal College of Defence Medicine, Birmingham). The strategy will not bring significant change to these sites but the Midlands healthcare 'hub' will be enhanced by the relocation of the Defence Medical Rehabilitation Centre from Headley Court to Stanford Hall near Loughborough through the Duke of Westminster's charitable Defence and National Rehabilitation Centre project.

Meanwhile, the laydown of Primary and Secondary Healthcare facilities such as unit medical and dental centres, community mental health services and local rehabilitation services will need to be adjusted progressively to support new future laydown. This provides an opportunity, through increasing regionalisation and – where practicable – partnership with local NHS providers, to make healthcare delivery both more efficient and more effective by creating larger centres delivering an increased range of services and providing a wider range of clinical experience for practitioners.

The table below details our current planning intent for disposal changes to the future JFC basing laydown:

Disposal site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Amport House	Armed Forces Chaplaincy Centre	Re-provision to be determined	Sep-16	2020
Defence Geographic Centre, Feltham	Defence Geographic Centre (DGC)	RAF Wyton, St Ives, Cambs	Jan-16	2023

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£4bn of additional funding will be allocated to Defence estate enhancement over the next 10 years.

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Part B – A Better Defence Estate for Defence Enabling Organisations

The MOD has a series of enabling organisations that support the Front Line Commands in delivering military capability. These organisations are:

- **MOD Head Office**, the strategic headquarters for the Department. It provides advice to Government and accountability to Parliament; sets Defence strategy; directs military operations at the strategic level; plans and allocates resource and manages Defence.
- **Defence Infrastructure Organisation (DIO)**, supports our armed forces by building, maintaining and servicing the infrastructure across the majority of the Defence Estate. The DIO will also be responsible for implementing the Strategy in collaboration with the other parts of Defence.
- **Defence Business Services (DBS)**, provides a range of vital and enduring support services such as the administration of the Armed Forces Compensation Scheme at Norcross; National Vetting services at Imphal Barracks York; veteran welfare services across the country; as well as underpinning financial and accounting services at Liverpool (such as invoice payments to our MOD supplier base); and HR services to MOD military personnel from Gosport and Kentigern House and civilian personnel from Abbey Wood North and Cheadle Hulme respectively.
- **Defence Equipment and Support (DE&S)**, manages a vast range of complex projects to deliver equipment and support to the UK's Armed Forces.

The vast majority of these organisations utilise office space for their staff as opposed to other technical, military accommodation although DE&S also resides in warehouses, workshops and technical accommodation. Our approach has therefore been to examine opportunities to increase the utilisation of core sites, reduce expenditure on the number of leased sites and, via the Government Office Hubs Programme, seek opportunities to move to more modern office infrastructure alongside other Government departments, which in turn will also provide further career opportunities for civilian staff.

We will now work with the Government Property Unit (GPU) on this agenda, with our enabling organisations, to identify appropriate Government Hubs whilst ensuring that we manage carefully these moves, in particular demonstrating the feasibility where there are a high number of expert non-mobile staff and sensitive technology assets that will be required to relocate.

The table below details our current planning intent for these organisations:

DBS and MOD Policing

Disposal site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Ministry of Defence Police Wethersfield / Wethersfield Airfield	Military Defence Police and Military Guarding Service & a small number of lodger units	Bassingbourn Barracks, Royston	Mar-16	2020
	Volunteer Gliding School	VGS reprovision to be determined		
Defence Business Services (DBS) Finance Liverpool	DBS Finance	Government Hub in North West		2023
DBS Cheadle Hulme	DBS Civilian Personnel	Government Hub in Greater Manchester	Mar-16	2023
DBS Tomlinson House, Norcross	DBS Veterans UK	Government Hub in North West		2023

DIO

Disposal site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
DIO Aldershot	DIO Aldershot	Disposal		2018
Lodge Hill	Vacant	Disposal – transfer to Homes & Communities Agency	Jan-16	2018
DIO Warrington	DIO Technical Support	Reprovision being determined under existing project		2018
DIO Head Office Sutton Coldfield	DIO Head Office	Government Hub in Midlands or other Defence location		2020
Deverell Barracks	Joint Services Mountain Training	Re-provision to be confirmed, intent in the North	Jan-16	2020
Fort Blockhouse	33 Field Hospital	33 Field Hospital will be rationalised in 2018 as part of improvements to deployed medical provision to the Joint Force 2025. Personnel will be assigned in line with this date.		2020
Athena House	DES Staff	MOD Corsham, near Chippenham		2021
MOD Caledonia	MOD Caledonia	Edinburgh		2022
Clayton Barracks	Clayton Barracks	Disposal		2024
Sennybridge Storage Compound	Storage	Disposal – to be reprovided in the vicinity.		2025

DE&S

Disposal site	Description of Capability	Intended Reprovision Plan	Prev. Announced	Estimated Date of Disposal
Joint Supply Chain Services (JSCS) Longmoor	Supply Chain & Vehicle Support	Re-provision to be determined, intent within local area		2019
Defence Support Group (DSG) Colchester	Vehicle Support	Merville Barracks		2022
Forthside Stirling	Supply Chain & Vehicle Support Scotland	Leuchars Barracks		2022
JSCS Ashchurch (East)	Vehicle Support	Consolidation on the residual Ashchurch site		2024

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It is right that the MOD takes a comprehensive, long-term approach to what it needs from the Defence Estate.

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Royal Navy Marines taking part in a simulated beach landing with reinforcements aboard the Land Craft in the background.

Part C – Delivering a Better Defence Estate

Governance

1. Delivery of the strategy will require sustained focus to ensure the Department maximises the benefits from its investment in a better defence estate. Within the Ministry of Defence, implementation of the strategy will be through a Strategic Estate Optimisation portfolio, directed by the Deputy Chief of the Defence Staff (Military Capability). This will ensure strategic oversight of our delivery plans and coherence with other key Defence programmes that affect the estate and with delivery of our associated Government targets.
2. Delivery performance will be monitored by the Defence Major Programmes Portfolio (DMPP) and by the Defence Board. This will also ensure cross-Government scrutiny and challenge for our plans as well as transparency on our progress as part of routine DMPP reporting. We intend to provide an annual update to Parliament on implementation. This will be particularly important over the next two years as the Defence Infrastructure Organisation (DIO) and the Front Line Commands undertake a series of studies to define move dates and reprovision locations, more precisely.
3. Implementation of the Strategy will be via a number of individual Estate Optimisation Programmes, each allocated to a lead Command or Top Level Budget (TLB) area. Each will be subject to in-depth assessment to inform business cases for each programme to ensure value for money as well as better military capability.
4. Each programme will have a Responsible Owner - a senior military officer or official responsible for delivery, including achieving the strategy outcomes and maximising the capability benefits. A programme which predominantly deals with Army sites will have a senior Army officer or official in charge of the programme who will work with the DIO to ensure the capability and estate benefits are achieved. This is also to ensure that the sequencing of moves of the units detailed in Part B is undertaken coherently and with minimal disruption to standing military outputs and for service and civilian families and dependents.

Dependencies

5. At the portfolio level, we will manage dependencies with other MOD change programmes. In particular, there are clear linkages between this strategy and the Future Accommodation Model (FAM), which is looking at future policy options for the provision of Service Personnel accommodation. Further announcements will be made on FAM next year. There are also other dependencies, notably with equipment procurement and other programmes which could impact on our long-term estate choices. Each of the programme management teams will ensure coherence with other programmes relevant to their mandate.

Resources

6. Given the scale of the change required, the DIO has begun recruiting additional resources. Over 60 additional staff are in the process of being appointed; such as Programme Managers, Quantity Surveyors, Development specialists, and Finance.
7. The strategy will result in significant investment for the Defence Estate across the UK. Based on our current plans, we estimate that an additional £4Bn of investment will be required over the next 10 years. This investment will be used to enhance and develop new and existing infrastructure.
8. The funding will come from a variety of sources. Our Spending Review 15 settlement has already provided over £1Bn for this strategy. Our additional disposal proceeds from the strategy are expected to deliver a further £1Bn to be re-invested in the estate over the next 10 years, with further proceeds thereafter.
9. The MOD will continue to explore alternative funding sources, such as Private Finance 2 (PF2) or other finance mechanisms, to meet the remaining £2Bn requirement. However, the exact scale and profile of this investment will be subject to the outcome of further analysis, as the strategy is implemented.

Stakeholders

10. The impact of this strategy will be felt beyond the Defence community. The Estate Optimisation portfolio will ensure a comprehensive engagement strategy is put in place, in particular it will focus on:
 - a. Defence personnel and their families – to minimise disruption to the lives of personnel and their families impacted by the projected moves. The work of each Programme will seek to provide as much notice as possible for personnel and their families to plan accordingly. The reduction in the number of isolated sites will help to bring more opportunities for spousal employment. We will engage with the service Family Federations and the MOD Trade Unions on these moves so that these opportunities are maximised to the greatest extent possible with minimal disruption.
 - b. Local authorities – we need to continue to work with those local authorities impacted by the decisions made in this strategy. There is significant long-term potential to enable economic growth from the use of vacant Defence sites for either commercial or residential purposes. We will work with the Government Property Unit (GPU), Department for Communities and Local Government (DCLG) including through the One Public Estate Programme and through our existing channels with local authorities to provide as much visibility of our forward plans as possible.
 - c. Industry – there is economic opportunity for the UK construction and infrastructure development industry as a consequence of this strategy. We will be investing £4Bn of additional funding into our core sites over the next decade to reprovide for those units leaving sites earmarked for disposal. The development of these disposal sites should also provide further opportunities for jobs and growth. We will hold, in the next three months, an industry day to describe the approaches we are taking and the opportunities available. We will have such an event every year of this Parliament.
 - d. Devolved Administrations – this is a strategy for the UK Defence Built Estate. There has been some engagement with the Devolved Administrations on the principles and aim of the strategy. We recognise their valued contribution and we will develop a planned programme of engagement to take forward the strategy in each of the devolved nations.

Next Steps

11. As outlined, work will now commence on a range of detailed assessment studies for our built estate plans. However, the Defence Estate is broader than just the built estate. We will now examine the long-term direction of travel for other parts of the estate, in the context of this strategy, including the Training Estate and the Reserves Estate. The DIO will also work with the Front Line Commands and other parts of the MOD to examine the extent to which our core estate can be made both more efficient but also optimised for better military capability. We will provide an update on the progress of this strategy in our first annual report to Parliament in autumn 2017.

