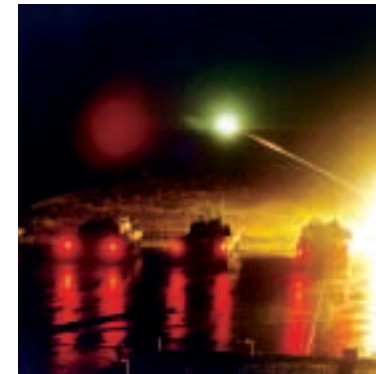




# ANNUAL REPORT 2001



## consolidating change



# Preface

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“The only constant is change” is a common enough expression these days. Such sayings arise because they strike a neat and accurate chord for a wide selection of audiences with a common challenge: change – creating it, and adapting to it. The ATE has been successful in both, continuing to provide and operate the best facilities possible to train “the best small army in the world” – another expression, which accurately describes the quality of the British Army. But once instigated, strategic change in particular needs consolidation; and in 2001 this has been taking place to good effect.

The ATE is now implementing the Rural Estate Strategy through Integrated Land Management Plans, created in concert with both the Statutory Bodies, the Non-Governmental Organisations, and other stakeholders in the process of running the rural estate.

The restructuring and management improvements of the past two years are now being consolidated. Recognising the value of larger training lands like Warcop, Otterburn and Salisbury Plain, they are being adapted for best use as ‘light-fighting’ areas for the modern, rapidly-moving combat environment. Some will continue to accommodate the training needs of heavier systems. And with the opportunities now being presented by the advent of more sophisticated simulation facilities, opportunities will continue to be sought to ease the creative tension between the twin imperatives of training and conservation, and thus further enhance the rural estate’s sustainability.



## Improving usage of the whole estate

But it’s not just about the big training areas: improved booking procedures and systems are not only of benefit to areas like Salisbury Plain. They are also playing their part in improving usage of all of the training estate. After the foot-and-mouth pandemic, the attention of rural estate management to the smaller areas is now returning to the task of enabling more and better training on these lands as well.

## Creating, responding to...

The ATE has created change, as well as responded positively to it. And in Project Vanguard, it continues to do both. But the ATE is also well advanced in the carrying-out of an ambitious programme of Integrated Land Management Plans. With its colleagues in Defence Estates, it is implementing the Rural Element of the Estate Strategy, thus following through on the training implications of the changing operational requirements implicit in the Strategic Defence Review.

## ...and consolidating change

This Preface began with a commonly-used expression. There’s another one, “change for its own sake is bad”, and this is something the ATE has been, and continues to be, dedicated to avoiding. It will continue to consolidate the strategic changes it has been making in further integration and co-ordination of the management of its training lands, for their more efficient and cost-effective presentation to its users.

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Major General Brian Plummer

# Foreword

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By **Major General Brian Plummer CBE**, Director General Training Support Command (Land)

“My heart leaps up when I behold a rainbow in the sky,” wrote William Wordsworth, champion of the English countryside. And I can picture him striding over Battlesbury Hill, collar still turned up against the passing storm, with the sun thrusting through the breaking clouds over Salisbury Plain.

There is no mention in his poetry of performance indicators, biodiversity or sustainability. SSSIs and Integrated Land Management Plans had not yet been thought of and Strategic Environmental Appraisals were a tool for the future. Moreover, though his publishers were probably hoping to profit from any future rhymes, it is doubtful that they would have been “looking to him for innovative solutions for income generation”.

The rational hand of modern management and the requirement to measure as much as we possibly can seems to have thrown a cloak over Wordsworth’s wonder, hiding nature’s charms beneath a sterile language and, by doing so, threatening even rainbows – those most ethereal of spectres.

Yet, as the articles in this annual stewardship report explain, the cloak is actually easily drawn aside revealing beneath the contemporary vocabulary a real appreciation of the environment and of the many complicated compromises that are needed in our (still-) new century to

manage and maintain not only our training but also the land, wildlife and fauna. And there have been some notable successes in all of these areas: we have begun to implement the Countryside Rights of Way Legislation, we are continuing the process to select a partner from the private sector to help us run a number of our services, and we have made tremendous progress with the ILMPs. Perhaps most noteworthy of all is the fact that, despite foot-and-mouth, we have managed to maintain that crucial balance between the twin imperatives of training the Army, and sustaining and fostering the environment. In the past this balance has often been a fine one. Today these two aspects are increasingly complementary and everyone is quite clear that the Army’s training requirements are only sustainable in environmental terms through a sympathetic and integrated approach, a prudent allocation of resources, and through first-class planning.

This Annual Report is also a testimony to the professionalism of the many individuals, military and civilian, who work in the Army Training Estate and Defence Estates. I would like to thank them for their hard work, and congratulate them on their excellent record to date.

So, even if Wordsworth would not have approved of how we express ourselves in these pages,

I am sure that he would have appreciated our outputs. I am also sure that he would have marvelled at the fact that there are now more skylarks, those “pilgrims of the sky”, soaring beneath the rainbows over Salisbury Plain than at any other time since counting them began!





Colonel Andrew Jackson took over as Commander Army Training Estate in June 2001 following an appointment in the MoD, prior to which he commanded his Regiment, the King's Own Scottish Borderers.

# Project Vanguard: creating a virtuous circle

**Colonel Andrew Jackson** Late KOSB

*Under Colonel Jackson's command, the underlying trend of better service provision is continuing to provide a more flexible and better-quality service among the ATE's stakeholder community, of which Project Vanguard is set to become a key part.*

Since the ATE was formed there have been steady improvements in managing the Training Estate. 2001 has brought its own peculiar challenges because of the foot-and-mouth epidemic, and events in the United States. But the underlying trend has still been established: better service provision, releasing more resources for providing a more flexible and better-quality service among the ATE's stakeholder community, as well as for environmental and conservation work. Alongside the first full year of integration with HQ Training Support Command (Land), this virtuous circle has established new benchmarks in responsiveness and flexibility for the ATE's primary role of supporting military training requirements.

## ATE: a world-class training facilitator

The Strategic Partnering Project, now known as Project Vanguard, is designed to take the achievements of the past few years and build further upon them. The likely multi-year contract will be for about £500 million; so it's significant both for the would-be Strategic Partner and for the ATE itself – and designed to maintain and grow the ATE in its position as a world-class training facilitator.

## Complementary commercial and military attitudes and imperatives

Project Vanguard seeks a more strategic approach, assimilating commercial attitudes and imperatives to complement the military ones. Overall value-for-money will come from this increasingly strategic approach to the management of the Training Estate. Project Vanguard will lead to a further

step-change improvement in accountability and efficiency. A commercial Strategic Partner – with both a commercial and strategic stake in the operation's success – will be a catalyst in further advancing the ATE's success. Instead of having a plethora of contractors to deal with in carrying out many different tasks, the commercial Strategic Partner will

be responsible to the ATE for all such services, procuring and managing them both on behalf of the team at HQ ATE and those at Regional Commander level.

## Project Vanguard: out of LTAR and CFQ by SPP

More than just the product of 'alphabet soup', Project Vanguard has its roots in the Land Training Areas and Ranges (LTAR) Competing For Quality (CFQ) project established by the Army following National Audit Office inquiries about the way in which Training Areas and Ranges were managed. The CFQ project produced a joint scope and feasibility report in August 1997, recommending strategic partnering as the most appropriate strategy through which the LTAR could focus all non-core support services. The approach agreed by MoD in November 1998 was the competitive selection of a commercial-sector Strategic Partner to work alongside Land Command as part of an integrated management team and service provider.

The CFQ team became the Army Training Estate Strategic Partnering Project (ATE SPP) in March 1999, and spent the following year identifying the Project's boundaries, talking to stakeholders, gathering data and undertaking a series of market sounding exercises with industry, to the following brief: "To appoint a 'best fit' commercial strategic partner to assist HQ Land Command and Defence Estates to manage, maintain, and develop the Training Estate in order to achieve best value for money in the provision of training facilities so that the chain of command meets required levels of individual and collective performance."

In May 2000 the MoD decided to expand the Project's scope – to cover delivery of all services on the newly-formed ATE, including those performed by MoD staff, whether within Land Command or not. This expanded business opportunity was published in the MoD Contracts Bulletin on 4 October 2000, and Expressions of Interest were received from over 50 prospective companies, all of whom attended an Industry Briefing Day in November 2000. This event was also attended by all of the ATE Commanders, Defence Estates (DE) land agents and other stakeholders including the Logistic Support Services and G4 Estates Staff Branches from HQ Land, DE Conservation, the Retired Officers Association and the Trades Unions.



## Qualification and down-selection

All interested companies were issued with a Pre-Qualification Questionnaire (PQQ), asking searching questions to give the team a detailed understanding of their intended approach to partnering. Some organisations fell out during this phase, but six separate organisations, together comprising 30 companies, completed PQQs. Project team members, using a series of Subject Matter Experts gathered from HQ ATE, ATE Commanders, Defence Estates, as well as staff from Logistic Support Services, G4 Estate and Divisional HQs and the Unions, took this process forward during January and early February 2001.

The completed evaluation results were put before the Project Board, and the down-selection was made to three bidders:

- SERCO Ltd (SERCO, RPS Group PLC, Knight Frank and Eurest)
- ADEPT Solutions (UK) Ltd (Amey, DERA, Sodexo, Dalkia Cap Gemini Ernst and Young, FDP Savills)
- LANDMARC Support Services (Building and Property Group Ltd, DynCorp Technical Services, Eures, Drewett Neate, Fluor Global Services)

## Openness and understanding

With these three groupings, the by now re-named “Project Vanguard” went into a “convergence phase” designed to ensure that the Project and the bidders could agree an appropriate basis on which to run the competition.

This phase culminated in the issue of the Invitation To Negotiate (ITN) in June 2001. The aim, to choose a preferred bidder by the end of 2002, remains on track.

## Significant private-sector opportunities

Project Vanguard’s Statement of Requirements has been written in Output Specification terms. The main areas for private-sector involvement are:

- Bookings
- Administration
- Training area and range operations management
- Built and rural estate, and accommodation services
- Catering
- Support to Defence Estates
- Information management and contract monitoring

Subject to affordability and value for money, there will also be opportunities for future provision of:

- Processing and recording of military numerical data associated with UK exercises and pre-operational training
- Personnel to role-play as opposing forces or neutrals
- Technical support for training simulation packages
- Repair and maintenance of specialised targetry, and targetry consumables

## Turning concepts and good words into reality

Project Vanguard has shown that ‘smart procurement’ is as relevant to large-scale acquisition of services as to equipment procurement. It seeks a partner that is prepared to help the team turn concepts and good words into reality – one with whom the ATE can work, who is demonstrably capable of doing the job, and who has the potential to exceed our expectations.

Project Vanguard’s objective has been to establish:

- A Framework Document that defines the relationships, duties and responsibilities, risks and rewards under which the partnering arrangement will operate
- Partnering Principles – to capture the aspirations of the partner and describe the principal agreements between the partners, identifying the major goals and objectives, together with the key issues that will help the relationship to be a success
- A long-term relationship at management and working levels between the ATE, DE and the commercial partner
- An environment where continuous improvement will be the norm

## A catalyst for further advancement

Confidence in the process has led Project Vanguard to this stage, feeding expectations for the creation of the ‘virtuous circle’ mentioned at the beginning. Further step-change improvements in accountability and efficiency will be enabled through the involvement and contribution of a commercial Strategic Partner. Successfully realised, Project Vanguard will truly have been a catalyst in the further advancement of the ATE’s success.



## FACT FILE

The ATE facilitates over six million man-training-days annually.

# Training the Field Army

Lieutenant Colonel Patrick Tomlinson RGBW

*The ATE plays a vital role in training the Field Army not just for warfare, but for a wide range of specialist tasks from keeping the peace to foot-and-mouth prevention. Patrick Tomlinson, SO1 Training Support Ops, HQ Training Support Command (Land), explains the ATE's training objectives and the challenges they present.*



## Formation Readiness Cycle

No army can be effective without being properly trained. The British Army's world-wide reputation for professionalism in all it does is built upon the effective implementation of a three-year Formation Readiness Cycle (FRC), which begins with a formation's year of concentrated training, leading to its year at full readiness, and then the third year during which units typically will be deployed on other tasks than their primary role.

During this past year the ongoing deployments in the Balkans and elsewhere, the major training exercise in Oman, Exercise Saif Sareea, and the direct and indirect effects of September 11th in New York, have continued as reminders of full-readiness activities within this cycle. This country's foot-and-mouth epidemic during 2001 reminded us, too, of other tasks the Army is called upon to perform. Indeed, that same epidemic also had a noticeable impact on the implementation of training itself – now largely recovered.

## The fundamental task

Headquarters Training Support Command (Land) (TSC(L)) was established in April 2000 to bring together all of the main collective training facilities in the UK, Germany and Canada under a single command, and to provide a proper focus for the implementation of training. The ATE has a crucial role to play within TSC(L): in helping make training work, it is responsible for the

allocation of the Training Estate and its facilities. In talking about "training", though, it is important to understand the nature of the fundamental task of training the Field Army. This article sets out its main constituents.

## Defining 'typical'

The Army must train for warfare in general, and for campaigns and operations in particular. It is possible to define 'typical' training, since our levels of commitment reflect a very broad requirement – and this in turn is reflected in our training activities. Currently, we must train for conventional operations, peacekeeping, peace enforcement and internal security. We must of course be able to respond to other less militaristic tasks in support of the government, such as 2001's foot-and-mouth epidemic. In short, the Army is a very usable and flexible organisation which is used to capacity – the danger being that in the midst of all this activity our Army could become a 'Jack of all trades and master of none'. Therein lies the training challenge.

## High-readiness and short-notice forces

Our primary objective is to train a number of selected units and formations to be able to deploy the following year properly prepared for general warfare. We must also provide specialist training for a number of units and headquarters that have been earmarked for known operational commitments in Northern Ireland, the Balkans and Sierra Leone. On top of this, we also have a range of Task Forces at increased readiness that must be kept trained to a high level commensurate with short-notice deployments. This training of our high-readiness forces is becoming increasingly 'joint', and the training organisation must not only meet the needs of a wide array of combat and support arms, but it must also meet the needs of both the Navy and RAF.

## Direction and policy

Direction and policy for meeting these demands originates at Headquarters Land Command (HQ LAND). The Commander Field Army issues his direction for training, and the so-called 'G3 Training' staff at HQ LAND issues policy. Both direction and policy conform to the FRC which, as mentioned at the beginning of this article, rotates units and formations through a cycle whereby a full and proper conventional training programme is conducted once every three years, as shown on the next page.



## FORMATION READINESS CYCLE



*Units rotate annually through the Formation Readiness Cycle (FRC) within their respective Brigade formations. The cycle dictates the training priorities whereby a unit such as an armoured regiment or armoured infantry battalion, must achieve certain Collective Performance levels prior to their High Readiness Year when they are liable for deployment for operations such as Kosovo or Sierra Leone.*

This process generally satisfies the demands of the two deployable divisions, but work is continuing in order to resolve the training requirements of logistic units and formations, the Joint Helicopter Command and units in their High Readiness year. Neither are we forgetting the training needs of those units and formations outside the FRC, such as 101 and 102 Logistics Brigade, REME battalions and Royal Signals regiments.

### Resolving complex issues

Invariably, describing the process is rather more straightforward than the work which needs to be undertaken in resolving some very complex issues. Operational priorities must be taken into account, along with equipment trial needs, and there are a number of significant constraints that must be considered, not least the availability of suitable training areas and facilities – which of course brings us back to TSC(L) and, within it, the ATE.

### Implementation

It is the responsibility of HQ TSC(L) to implement training and to carry out the direction that comes from HQ LAND. Arguably, the most important piece of work in carrying out that task is the production of the Land Command Collective Training Programme (LCCTP) which forecasts the training requirement up to three years ahead. It covers the detail necessary to turn training policy, contained in the Land Command Training Directive (LCTD), into a programme of training activities and exercises for Land Command units and formations, according to their required levels of readiness and available resources. Our aim is to allow time for planning, and to ensure that units have access to the most appropriate facilities at the right time.

### A remit to improve facilities

The training requirement is huge, and it is clear, despite all of the vital effort going into work such as the development of simulation and command training, that the demand for the use of the Training Estate is set to increase; the new Combined Arms Tactical Trainer is the subject of an article on page 9. Implications of changes in equipment and tactics are also dealt with briefly below in this article, although they are a subject in their own right as far as consequent developments, designed to cater for current and future training requirements in an environmentally-sustainable way, are concerned. Better management of training is one of our key objectives overall and, integral to today's more cohesive management of the ATE as a whole, information technology (IT) is one of the main ways to achieve this.





IT has allowed us to control training more effectively: we are now better able to spread the training load to avoid saturating particular areas. So the development and production of an accurate and usable LCCTP is but one tool used to meet the challenge. As a key enabler within that overall process, TSC(L) has a remit to improve facilities and training support right across the spectrum of collective training.

### **Responsiveness to new equipment and tactics**

The changes in equipment and tactics require changes in training patterns. Longer term there is a shift towards lighter, more mobile forces. To this end, we are working hard to develop the Battle Group Training Unit on ATE Salisbury Plain, primarily for lighter forces. On the other hand reports of the imminent demise of the tank are, as the saying goes, greatly exaggerated; there will undoubtedly be a continuing role for 'heavy armour' for the foreseeable future. Even though there are fewer armoured regiments than at any time since the end of the Second World War, the modern tank is much more capable than any of its predecessors, and we don't require so many of them in those units we do have. So heavy armoured formations will still be required, even though their central role will gradually pass to light infantry, airmobile and attack helicopter units. Thus we are enhancing BATUS in North America for heavy forces and formation-based exercises to take account of these trends. Finally, we are also building the Operational and Training Advisory Group (OPTAG) in Kent into a centre of excellence for Peace Support Operations.

### **Much to do...and a timely 2001 reminder**

So there is much to do to provide proper training support not just to the combat units within the FRC, but also to the whole of the Field Army. The rapidity with which a 'bow-wave' of unfulfilled training builds up as a secondary, if coincidental, effect of a crisis such as the foot-and-mouth epidemic is a powerful reminder of the scale of the on-going training task – as well as what happens when it is interrupted for whatever reason. It is also a timely reminder of the importance of the need for as many and as broad a range of facilities as possible in support of that all-important training requirement; because the FRC is indeed a phenomenon which brooks little or no interruption if its effectiveness is to be maintained.



### **FACT FILE**

**The UK garrison has been reduced by almost two per cent since Options for Change, but the number of front-line formations has been increased significantly.**

# The Combined Arms Tactical Trainer

Lieutenant Colonel Anthony De Ritter LG

*As SO1 CATT, Anthony De Ritter has been responsible for setting-up the Combined Arms Tactical Trainer (CATT) at Warminster Training Centre, and has overseen the building construction, successful installation of the system, and commencement of training for units within Land Command.*

## Changing roles, responsibilities and equipment

This article describes the Army's latest training facility, the CATT, which is due into service in 2002, and which will be among the best in the world as a result of an investment of over £200 million. Changes in the UK Armed Forces' roles and responsibilities have meant changes in requirements – and therefore in equipment capabilities and usage as well. The Army has less equipment now than even five years ago. However, the introduction of each new system brings with it more capability. So, by design, fewer of them are needed; but the very mobility and firepower of even small formations means training for their effective use can need at least as much ground as before. And while the individual unit size may itself be smaller, it will be training to operate alongside others – often from all three Armed Services – in an ever more complex, fast-moving, information-rich environment. It is also this operational speed and complexity which progressively brings into play the importance of increasingly sophisticated simulation-based training facilities.

## Simulation's contribution

Simulation can play an important role in relieving scheduling pressure on training land, but its main contribution will be to raise standards at the appropriate stages of the training cycle, and allow mistakes to be evaluated and explored so that they can be better recognised and avoided in real circumstances. Virtual-reality simulation, at the right points in the training cycle, allows exercising to many more, different, scenarios than would be practicable in the field – and without using ammunition, wearing out tracks, or consuming fuel.

As a young officer, serving on Chieftain tanks in Germany, large-scale field exercises were a regular feature of the training cycle. Although restricted to Soltau Training Area for low-level exercises, we routinely trundled our tanks down main roads, camouflaged them overnight in barns, and set off across the open fields to launch the "Counter Stroke". But those were the days of the Cold War, and compensation for exercise damage was deemed a price worth paying. Now, not only do we no longer have access to such training areas but also, fortunately, the world has moved on.

## World-class virtual simulation

CATT, built by the Lockheed Martin Corporation, comprises 66 vehicle-specific simulators, two squadrons of Challenger 2 tanks, two companies of Warrior infantry fighting vehicles, and a reconnaissance troop of Scimitars. It will be one of the most sophisticated and largest virtual simulation facilities of its type in the world, designed to train all levels of a battlegroup in Combined Arms tactics, combining tanks, armoured infantry, artillery and a range of other capabilities including the Apache attack helicopter. It is focused at the high-intensity end of operations against a simulated enemy. Two sites are being built, one in Warminster and another in Sennelager, Germany. Significantly, these two sites can be linked via a wide-area network (WAN), enabling battlegroups to exercise simultaneously on the same terrain, providing considerable flexibility in preparing forces for operations.

## Sense of realism

The simulators are very realistic – drivers, commanders and gunners being required to perform the same drills demanded in the real vehicle,



and having communications, controls, weapons, sights and sounds to give them that sense of realism that is essential for credible, demanding training. From trials conducted to date, crews quickly become immersed in the battle, bubbling with enthusiasm. From their perspective, having undoubtedly gained excellent training value, it also almost seems that CATT is the ultimate 'play station'.

In addition to the specific simulators, there are a further 28 PC-based re-configurable workstations. The crews face two types of screen, one depicting the relevant control panel, and the other showing the periscope view from the platform. These generic simulators represent a broad range of other capabilities including the Apache attack helicopter, mine-clearance systems, and air-defence missiles. CATT provides a limited 'dismounted' (i.e. on foot) infantry capability, enabling battlegroups to deploy sniper teams, recce patrols and anti-tank parties. It was never designed to train dismounted infantry per se and, for the moment, this is a limitation.

Battlegroups will conduct operations within a synthetic environment on a database choice of three types of terrain 'virtually' 100 kilometres square. Image generation is precise, and fidelity is high. Although it is not possible to

visit one's bank or auntie on the database, towns, villages and the relief are all accurately depicted. Also, if you should hit a tree, for example, the vehicle will 'crash', or if you are hit by a missile, the image will show your vehicle in flames and the simulator workstation will be disabled. More importantly, the weapon effects represented in CATT are very similar to the real systems, and hence it will be possible to debrief crews accurately on their performance. Much work has been done on the models and, as well as including all vehicles in the battlegroup, there are 125 different buildings and bridges (including damageable buildings), rivers, roads, minefields, trenches, anti-tank ditches and more.

#### **"The enemy within"**

The 'enemy' is provided by a computer-generated force controlled from a workstation. Up to a brigade's-worth of enemy can be generated and launched against the exercising battlegroup. Force-on-force exercises can also be engineered either internally at each site or by use of the WAN. Night, limited visibility and poor weather conditions can all be created, and simulators are provided with night sights applicable to the vehicle or equipment represented. Battlegroup headquarters will be located in mock-up command vehicles, and





what they have achieved, including their scores against the enemy. Crucially, the facility provides a stealth view of the battlefield whereby the controller can examine any aspect. This could include zooming down to gauge the view from any one simulator, looking from the enemy perspective or peering down over the whole battlegroup with a bird's-eye view. This capability will be invaluable in being able to debrief crews in a most graphic and compelling way.

### **A watershed in combined-arms collective training**

The coming on-line of CATT will form a major link in the Training Support Command (Land) organisation, providing us with an exciting capability that will complement existing training facilities and greatly enhance standards for the future. Simulation will never replace field training, which will always be necessary to enable soldiers to experience things like the elements, the disorientation of night operations, and the confident operation of sophisticated armoured vehicles with those and much else besides going on. Nevertheless, there is little doubt that simulation of CATT's standard will address many training issues which will help reduce the pressure on accommodating field training, as well as allowing us to keep pace

with technological developments, and ensuring that standards of training continue to rise. In this context CATT truly represents an imminent watershed in combined-arms collective training.

also shown on the terrain, and thus will be appropriately vulnerable to enemy attack. Replenishment and casualty evacuation can be exercised, along with certain other logistic aspects such as vehicle recovery, battle casualty replacements and NBC.

Five simultaneous sub-unit exercises or one battlegroup exercise can be supported. A team of observers/controllers will run exercises and, through an advanced After-Action Review (ARR) facility, will be able to provide quick and objective assessment. Following an exercise, individual crews will be provided with immediate data on

### **FACT FILE**

**In the UK, MoD land includes 289 SSSIs, 24 Ramsar sites (wetlands), 48 SPAs and 64 candidate SACs (nearly 20 per cent of the UK total).**

# Public access and recreation on the MoD estate

## Giles Rowe

*Giles Rowe is the Project Office Manager and the interim Access and Recreation Officer in the REES Team (part of Defence Estates), based at Durrington in Wiltshire. Here he recaps a year which has seen progress on many fronts towards meeting key objectives in the management of the rural estate.*



DE Conservation



Squadron Leader Dunn

### Safe public enjoyment of the MoD estate

In delivering the ten Estate Strategy objectives for the MoD's relationships with the public in respect of access and recreation, the MoD will meet its declared presumption in favour of safe public enjoyment of its estate, wherever this is compatible with operational and military training uses, public safety, security, conservation and the interests of its tenants. 'In Trust & On Trust – The Strategy for the Defence Estate' was launched in June 2000 by Geoff Hoon, the Secretary of State for Defence. This set out detailed objectives for the management of the rural estate, and the MoD policy on public access and recreation.

### Working and focus groups

This policy led to the formation of an Access Working Group in November 2000 for the internal stakeholders, including HQ ATE and Defence Estates, followed in February 2001 by the creation of an Access and Recreation Focus Group for the external stakeholders, including representatives from the national 'access' Statutory Bodies and Non-Governmental Organisations.

### Access and recreation objectives

Within these groups, discussions on the Estate Strategy objectives for public access and recreation have shown that the MoD's high-quality access and recreational sites are not just seen as those within National Parks, such as Dartmoor, or within areas with similar statutory designations, such as Lulworth (within an Area of Outstanding Natural Beauty), but also those near centres of population, such as Aldershot, where demand for public access, including those communities unable to visit more remote and scenic areas, is high. This has produced recommendations that, in seeking to increase the amount, quality and certainty of access overall, the MoD needs to target its limited access and recreation resources towards, first, improving path quality and disabled access, and then where practicable towards managing and improving access to the open countryside.

## ATE's Public Access Study

In this regard, HQ ATE has commissioned a major study to review the existing public access opportunities on the 12 ATE Regions, to identify the potential opportunities for improving public access, as well as the implications of the Countryside and Rights of Way (CROW) Act 2000. The output will be 12 regional reports, one for each ATE, commencing with West Midlands. The other MoD Budget Holders are being encouraged to follow the ATE example and undertake studies on their parts of the MoD estate.

## Publications and websites

Access and recreation on the MoD estate is being promoted through various publications and websites. The purple MoD leaflet '*What do you know about...Access to the Defence Estate*' was revised in June 2001 and has been distributed widely through the Defence Tourer exhibition. The fourth edition of '*Walks on MoD Lands*' was published, and the updated Access section of the Defence Estates' website went live in November 2001. The booklet is a flagship document, complete with a foreword by Dr Lewis Moonie, the Under Secretary of State for Defence, which celebrates the diverse opportunities that the Defence Estate offers to the walker, in some of the finest rural landscapes in Britain. It provides a wealth of information containing maps, photographs and descriptions of a variety of walks, each graded in terms of difficulty at 14 different, mainly ATE, MoD sites. The updated Access section of the Defence Estates website, which is linked to the MoD website, includes the on-line version of the publication, along with general information on access opportunities to MoD sites, by region. Various 'access' Statutory Bodies and Non-Governmental Organisations have set up links from their websites to the Defence Estates website to help promote the booklet and the associated Access section of the website.

## ATE website

For its part, HQ ATE has created its own website ([www.army.mod.uk/ate](http://www.army.mod.uk/ate)), which contains the public information leaflets for each of the 12 ATEs, plus numbers for telephone 'loops' (telephones with recorded messages), with information on live firing. These phone loops are in place at Dartmoor, Castlemartin, Otterburn, Cinque Ports and Salisbury Plain. Dartmoor even has its own website, and this twin-tracked approach, with both a website and phone loop, is to be recommended and promoted as good practice for being socially inclusive and for giving advance notice both of access opportunities and unavoidable changes to publicised arrangements.

## Performance indicators

In seeking to ensure that, in so far as MoD is responsible, rights of way and permissive routes are accessible, brought into good order and maintained in that state, performance indicators have been developed for the quality and quantity of access and recreation. These include the length, condition, signposting and ease of use of public rights of way and permissive paths on MoD sites, the number of visitors and the quality of their experience. They are being piloted at Aldershot, Dartmoor and Lulworth, with the results expected in 2002. If the pilots are successful it should be possible for the path condition assessment forms to be used on MoD sites in Britain, with the surveys being repeated at regular intervals to meet the requirements of accepted good practice and to help to meet duty of care responsibilities under the Occupiers' Liability Act, and for the visitor survey questionnaire to be used across the Defence Estate, with the surveys being repeated every couple of years to ascertain usage and enjoyment.

## Access for the disabled

The MoD recognises the need to improve access for disabled people – and indeed the Disability Discrimination Act 1995 places a duty on those providing land, buildings and services to members of the public to take into account the needs of some 8.5 million disabled people in Britain. With this in mind a pilot access audit was undertaken at Lulworth in autumn 2000, based upon the BT Millennium Miles standards, and managed for BT by the Fieldfare Trust. Work has been carried out to upgrade a track and path which allows access for those in wheelchairs. There has also been other excellent work elsewhere: new paths have been constructed at Sennybridge, near Disgwylfa, including one suitable for wheelchair access, opened in September 2001. (The '*Easy-going Trails*' at Lulworth, Sennybridge, and another on Elstead Common at Longmoor, are promoted in the fourth edition of '*Walks on MoD Lands*', as well as in the Access section of the Defence Estates website.) Other audits have



Jeremy Kalkowski

## FACT FILE

Each year the ATE allocates £2 million for implementing REES programmes.



been carried out, and the BT Countryside for All Standards and Guidelines are being recommended as a good set of standards on which the MoD can base their 'access for all' improvement works.

### Training

To be able to deliver these initiatives and support appropriate public enjoyment of the MoD's rural estate there is a requirement for good practice guidance and for MoD personnel and Defence Estates' staff to be properly trained. The good practice guidance is to be developed through the Working and Focus Groups, and the Defence Estates Training Workstream are working with the Defence Specialist Management Training (DSMT) team at RAF Halton, and aim to meet the medium to long-term training needs by including access and recreation in the three-day policy and law course and one-day conservation course.

However, in the short term there is a requirement for one-day presentations on the CROW Act 2000, which will be given as soon as the regulations, which fall



under the Act, are in place. When Part I of the Act comes into force, the public will have a right of access on foot, in England and Wales, for the purposes of open-air recreation on 'access land'. Access land means any land that is shown as open country (consisting wholly or predominantly of mountain, moor, heath and down) on a map in conclusive form and is shown on such a map as registered common land. However, MoD bye-lawed land is excepted land to which the right of access will not apply, and there is a lot of data to pass to the Countryside Agency and Countryside Council for Wales, relating to bye-lawed, Section 28 exception, and Section 16 voluntary dedication areas. There will be a great deal of consultation regarding the draft, provisional and conclusive maps.

### Dawn of a new era

2001 has been a busy year, and many in the ATE have been involved with the various initiatives outlined above. The New Year has heralded the dawn of a new era with the appointment of a designated Access and Recreation Officer to work in support of the MoD's declared presumption in favour of safe public enjoyment of its estate – its vision being for the MoD Budget Holders, Defence Estates Estate Advisers, and their partners, to take forward a variety of access and recreation initiatives to deliver this important element of the Estate Strategy.

*For further information on public access and recreation on the MoD estate and/or the REES Project, telephone (01980) 594 596, or e-mail [Giles.Rowe@de.mod.uk](mailto:Giles.Rowe@de.mod.uk)*

*Copies of the 'Walks on MoD Lands' booklet (ISBN 0-906269-04-0) are available free of charge from:*

*Wendy Molyneux, Agency Secretariat, Defence Estates, St George's House, Blakemore Drive, Sutton Coldfield, West Midlands B75 7RL.*

*Telephone (0121) 311 3850 or 2043.*

*E-mail [Wendy.Molyneux@de.mod.uk](mailto:Wendy.Molyneux@de.mod.uk)*

*'In Trust & On Trust – The Strategy for the Defence Estate', the fourth edition of the 'Walks on MoD Lands' booklet, and the updated Access section of the Defence Estates' website, are available at [www.defence-estates.mod.uk](http://www.defence-estates.mod.uk)*

# ATE conservation and ecology activities: good progress in spite of foot-and-mouth

**Lieutenant Colonel (Retired) Richard Rimmer**

*Richard Rimmer is SO2 Environment/Conservation HQ ATE, and co-ordinates the Integrated Land Management Plan (ILMP) programme and Rural Elements of the Estate Strategy (REES) funding.*

In these resource-constrained times, most elements in most organisations are not shy in pointing to evidence both of the effects of constraints themselves and the capable ways in which they are being reconciled with objectives. During 2001, however, the ATE's "constraint" took the unavoidable form of foot-and-mouth. But even this rural calamity gave us an unintended, if inverted, chance both to confirm the importance of the service we provide – essentially because we were severely curtailed from doing so – as well as to demonstrate our ability to fulfil most conservation and ecology obligations in spite of the year's considerable operational restrictions. First, the critical nature of Training Estate availability was amply illustrated during 2001. Even though in September the foot-and-mouth pandemic was deemed to have reached a threshold low enough to permit training activities to recommence, the extent to which the crisis had disrupted those activities around the ATE Regions to that point was significant. During the course of the year, foot-and-mouth curtailed accomplishment of training by more than 50 per cent, with around 75 per cent of training areas

off-limits to training and Rural Element Estate Strategy (REES) activities alike, even though urgent training continued, with a limited amount being conducted outside the UK.

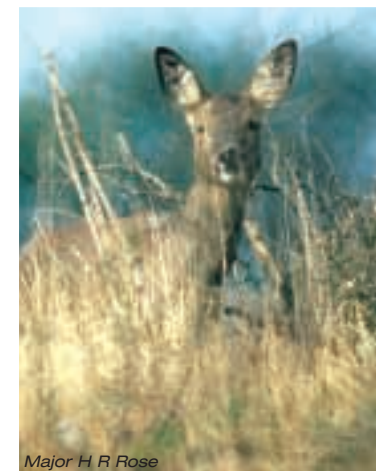
Second, though, faced with training activities disruption for most of the year, there was a determination to keep its effects on other aspects of our task to a minimum. As a result, alongside the difficulties in carrying out its principal mission, the ATE still continued to apply innovation and flexibility to its secondary task – taking the opportunity to proceed with conservation and ecology spending activity as far as possible, and so put a 'silver lining' of sorts into the 'cloud' of the pandemic itself. This particularly applied to our Integrated Land Management Plan (ILMP) and EU life activities, all of which were kept moving more or less according to plan. ILMP, for instance, achieved 82 per cent of programmed spend.

During 2001, this continued progress in our conservation and ecology programmes, particularly under such challenging circumstances, was an excellent demonstration of the ATE's commitment to these aspects of its

work. From September 2001, access to all training areas was re-activated, and the training cycle has since been returning to a programme – albeit with continued disinfectant procedures in some areas – to deal with the backlog and get back on schedule in most respects as of the New Year, thanks to the dedicated efforts throughout the ATE and Training Support Command



Bob Glover



Major H R Rose



Wendy Freemantle



Bob Glover

**FACT FILE**

The ATE protects 85 per cent of UK-targeted habitats in the *EC Habitats Directive* and over 140 of the targeted species in the *Biodiversity Initiative*.

# TRAINING SUPPORT COMMAND(LAND) ARMY TRAINING ESTATE



## 1 ATE EAST

MoD Silver Otter 2000 conservation award for Breckland Heath regeneration.  
Habitat improvements for stone curlew and great crested newts.  
OPTAG facilities planning complete.  
Friday Woods public access plan complete and implemented.  
New Colchester ranges for 16 Air Asslt Bde Barton Road Range butts rebuilt.  
Beckingham Training Camp capacity increased.  
Beckingham and Yardley Chase; new tracks/ better vehicular access.

## 2 ATE HOME COUNTIES

UTC in heavy use by home forces and civilian organisations, also being used by overseas forces for OBUA training.  
Battle Sound Audio System delivered and operational.  
Ash Ranges maintenance exceeds any of previous five years. ILMP completed.  
Brunswick Camp achieves over 128,000 training days.  
Pirbright/Bisley range complex; construction of new Range Control. Sappers Pool damming and refurbishment improve conditions for a variety of species.

## 3 ATE NORTH EAST

**CATTERICK:**  
Moor End 600m ET(LDA)AMS range base EOD cleared.  
Incorporation of SAPU targetry converts Battle Hill Gallery B Range into improvised CGR.  
Construction begun of Feldom Range link track in NE sector.  
OBUA Battle Simulation Audio System installed.  
Barden Fell Wetlands project completed; 2.86ha/7acres include third largest pond on Catterick TA.  
Boston Reservoir bird hide and artificial sand martin colony completed.

# 2000/2001 ATE progress summary

Fifth year of black grouse project.  
Foxglove Covert awarded local Nature Reserve status.  
Downholme Village Millennial Project Phase Two initiated.

**RIPON:**  
Permanent defensive position refurbished.

**STRENSALL:**  
Range cottage refurbishment completed and cottage let.

## 4 ATE NORTH WEST

Implementation of new grazing regime on common land.  
Stone wall and hedge line maintenance in SSSI, SPA and SAC.  
Improved vermin control programme on SSSI and Black Grouse Recovery Project.  
New targetry systems deployed.

## 5 ATE OTTERBURN

Cattle buildings at Linbriggs replaced.  
SSSI ancient woodland protection scheme as part of BAP programme.  
Scheduled ancient monument protection works.  
Maintenance of public access routes.  
Black grouse partnership funding as part of BAP target species.  
Bracken control and heather management in SSSI areas.

## 6 ATE PEMBROKESHIRE

Scrub clearance and spraying to encourage management of rare plant life and protection of Castle Lady Valley.  
Bat hibernacula established at Trenorgan Farm.  
Spectator information board provided at Tower car park.  
Coastal SSSI cleared of scrub.  
Cultural heritage site cleared at Brownslade Farm.  
Fencing and signage improved to protect grassland areas.

## 7 ATE SALISBURY PLAIN

Scrub clearance programme continued to protect nature conservation status.  
Signage, car parking and fencing improved to benefit public access.  
Farm building renovation work to enhance farm management plans.  
Remote sensing techniques used to gather data for Annual Stewardship Report.

## 8 ATE SCOTLAND

Bridle path improved at Barry Buddon, linking existing routes.  
Scrub clearance programmes at Cultybraggan, Black Dog ranges and Kirkcudbright.  
New radar system at Kirkcudbright.  
Reed bed improvement scheme at Fort George.  
Enhanced conservation measures at Garelochhead.  
Hedge and footpath maintenance at Castlelaw.  
Woodland scheme at Dreghorn.

## 9 ATE SOUTH EAST

Hedgerows replaced as part of North Downs AONB.  
Ragwort clearing and bracken spraying at Pippingford Park SSSI.  
Landscaping at Lydd watermanship area.  
Footpath stiles replaced.  
Vegetation re-instatement programme at Lydd ranges.  
Repairs to WW2 listening dishes.  
Lowland heath restoration and vegetation management at Mereworth Woods.

## 10 ATE SOUTH WEST

Willsworthy Conservation Group; second prize in Edward Morshead Award (Dartmoor National Park award).  
TC2000 build at Chickerell; enhanced hutted accommodation.

Roof repair work removes Tregantle Fort from English Heritage "at risk" register.  
Increased flexibility through LAW, RGGs, Section in Defence range improvements.  
Successful June Armed Services Briefing Day.

Fleet (inland water lagoon) at Wyke Regis nominated as one of only three in UK for SAC status.

ATE SW and Dartmoor National Park Authority; joint demonstration of moorland management by burning at Willsworthy Ranges.

Braunton Barrows; completion of Species Recovery Project to provide suitable habitats for six species of fauna and flora.

Penhale Conservation Group; first recorded discovery in England of moss *Ulota calvescens*.

New radar and CCTV system at Lulworth.

## 11 ATE WALES

Represented at Royal Welsh Show.  
Sennybridge footpath maps re-drawn and paths brought into good condition and maintained.

Ancient woodlands fenced to meet nature conservation advice.

Visually-intrusive plantations removed in line with landscape objectives.

Re-introduction of heather to upland moor sites.

Access to woods and Roman fort improved at Caerwent.

SSSIs maintained and grassland improved.

## 12 ATE WEST MIDLANDS

**LEEK:**  
ILMP completed and promulgated Autumn 2000.

3ha/7acre 'backdoor' training area readied for use.

Restoration completed of two derelict barns for field accommodation.

520m dry-stone wall restored on TA, as agreed with Peak District National Park.

Jointly funded conservation project installation of two cattlegrids on moorland road with Peak District National Park Authority to control grazing on SSSI and SPA moorland.

**NESSCLIFF:**  
Structural survey completed of 68 ex-ammunition bunkers and two re-roofed for use as field accommodation.

Five more accommodation Nissen huts refurbished – total now 17.

Lecture hall refurbished.

Hedge planting programme completed.

**SWYNNERTON:**  
Reclamation of TA, scrub clearance and demolition of dangerous buildings.

Structural survey of all ex-ammunition bunkers. One refurbished for UN pre-deployment training.

Construction of outdoor training classroom.

Evidence of otters using water bodies on TA.

**KINGSBURY:**  
Rotational hazel coppice cutting commenced.

## Glossary

**AONB** – Area of Outstanding Natural Beauty

**BAP** – Biodiversity Action Plan

**CGR** – Converted Gallery Range

**EOD** – Explosive Ordnance Disposal

**ET(LDA)AMS** – Electronic Target (Limited Danger Area) Automatic Marking System

**ha** – hectare

**ILMP** – Integrated Land Management Plan

**LAW** – Light Anti-tank Weapon

**OBUA** – Operations in Built-Up Areas

**OPTAG** – Operational Training and Advisory Group

**REES** – Rural Elements of the Estate Strategy

**RGGs** – Rifle Grenade General Service

**SAC** – Special Area of Conservation (European designation)

**SAPU** – Small Arms Pop-Up (target system)

**SPA** – Special Protection Area

**SSSI** – Site of Special Scientific Interest

**TA** – Training Area

**TC2000** – "Training Camp 2000" project

**UTC** – Urban Training Complex

**WW2** – Second World War (1939-1945)

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