

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

Overview

Given its size, diversity, history and use, the development and management of the defence estate represents an enormous challenge. Launched in 2000, *In Trust & On Trust* gave for the first time, a single focus for the strategic development of the estate. It set out clear new policies, priorities and performance targets against which the effectiveness of our estate stewardship could be judged. Since its publication there has been considerable change within the Ministry of Defence and in the external environment in which Defence operates. Through a number of overseas operations, whether in support of military objectives or to provide peacekeeping or disaster relief, there has been the starkest set of reminders of the requirement for the defence estate.

The Defence Estate Strategy 2006

The Defence Estate Strategy 2006 builds on the robust foundations of *In Trust & On Trust* and the achievements made. It reinforces the importance of providing a good quality estate of the right size that is well looked after and meets the needs of our Armed Forces. The ability to provide effective training, living and working facilities for our service personnel and those who support them is crucial to the successful outcome of our business. Our primary challenge is to produce an estate that enables the Armed Forces to counter new and existing threats, and respond effectively to the changing demands and requirements placed upon them. At the same time we have put sustainable development at the heart of all Departmental estate planning and management processes.

What the Defence Estate Strategy 2006 will mean for our Key Stakeholders

The Strategy is aimed at all our stakeholders. The table below gives an overview of what the estate strategy will actually mean for estate users and paints a picture of what the future will look like.

Military Commander

An estate that supports the delivery of military capability.

Service Families

Defence communities that are a good place in which to live and which are integrated with the wider community.

Service personnel

Defence communities where personnel are content to live and work.

Overseas

An overseas estate managed in line with the rest of the defence estate, delivering similar efficiencies.

Estate Management practitioner

Structures, systems, processes and estate information allowing better support to military capability.

Industry

Defence seen as a good, effective partner and client.

Our Tenants

Tenant farmers' requirements are understood and their crucial role in the sustainable management of the rural estate is fully recognised.

Wider Government

Defence is an active participant in cross-Government objectives and targets.

Non Government Organisations

Open and transparent approach to management of the defence estate.

Members of the Public

Defence Vision met. Recreational enjoyment of the defence estate is encouraged and significant areas of the defence estate are accessible. Dealing with the Department is easy and straightforward.



Further Information

The full Strategy document can be viewed at www.mod.uk

For further information please email stewardship.report@de.mod.uk or telephone 0121 311 3875

The Defence Estate Strategy 2006 will be delivered through six strategic aims underpinned by a set of priorities to help guide us towards our estate vision. The individual areas of our strategy should not be seen as stand-alone sections but as part of a greater whole. We will continue to assess and report progress through the annual Stewardship Report on the Defence Estate.

Our Strategic Aims

To have an estate of the **right quality** that efficiently and effectively meets the military need and raises the quality of life for users. This will be achieved through high standards in design, construction and ongoing maintenance

To have an estate of the **right size** to meet the military need. This will be an estate of fewer, larger sites in the UK and overseas, appropriately located and making the best use of available resources while remaining fully capable of meeting military needs

To develop **defence communities** where civilian and military personnel and their families wish to live and work both now and in the future. We will recognise also the sustainable development needs of other communities

To proactively integrate the Government's overarching objectives for **sustainable development** whilst ensuring the delivery of defence capability

To be an exemplar of **best practice**. To manage and develop our estate in line with best practice and foster a culture of continuous development and improvement

To have an estate underpinned by **excellent management** with structures, systems and processes enabling us to deliver optimum corporate solutions through collaborative working

Our Priorities

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

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

- Incorporate the Government's Sustainable Communities agenda into Departmental estate planning
- Recognise the sustainable development needs of the wider community

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

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

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