

# PROJECT MoDEL - MAJOR INVESTMENT PROGRAMME FOR LONDON'S DEFENCE ESTATE

Those of you living in the South East watching 'London Tonight' on Tuesday 29 October would have seen Richard Nelson, Project Manager MoDEL, on your screen. "Why?" - you may well ask! Well, 29 October 2002 was the public launch of MoD Estate London (MoDEL).

Project MoDEL will focus on developing three Core Sites in Greater London. This will require a major investment; however, the project could be largely self-funding.

## BACKGROUND

MoDEL, originally called the North West London Implementation Project (NWLIP), has its roots in the Strategic Defence Review (SDR).

SDR included two specific estate-related recommendations:

### 1. For DE to develop a strategy to manage the estate as a corporate asset.

This has become our Estate Strategy known as 'In Trust and On Trust'.

The Secretary of State, Dr Lewis Moonie, stated that one of our objectives would be "to progressively focus activities onto a reduced number of 'core' sites offering improved standards of accommodation". DE's Core Sites initiative is working towards this objective.

### 2. To look specifically at the London estate, rationalising it to retain only those activities considered operationally essential to remain within Greater London.

This work was undertaken in a study known as the 'Strategic Development Plan for Greater London'. It became clear that there was scope to consolidate the estate occupied by the US Navy. A report was undertaken, in consultation with the US Navy, known as the 'North West London Strategic Development Plan'.

Project MoDEL will implement the recommendations of both studies and is consistent with the principles set out in MoD's Estate Strategy.

## PROJECT PROPOSALS

The map shows the sites included within the project. Broadly the proposals are:

- Develop RAF Northolt as a Core Site, taking units from:
  - Inglis Barracks, Mill Hill.
  - RAF Uxbridge.
- Develop Royal Artillery Barracks, Woolwich as a Core Site, taking units from:
  - RAF Uxbridge.
  - Royal Military Academy, Woolwich.
  - Victoria House, Woolwich.
- Develop RAF Uxbridge as a Core Site for the US Navy (post-vacation of the MoD), taking units from:
  - RAF Eastcote.
  - Kennington Barracks.
  - RAF Daws Hill.
  - RAF West Ruislip.
  - Blenheim Crescent.
  - Loudwater.
  - Edison House.
- RAF Bentley Priory could close in 5-10 years'

time with units relocating to identified MoD Core Sites.

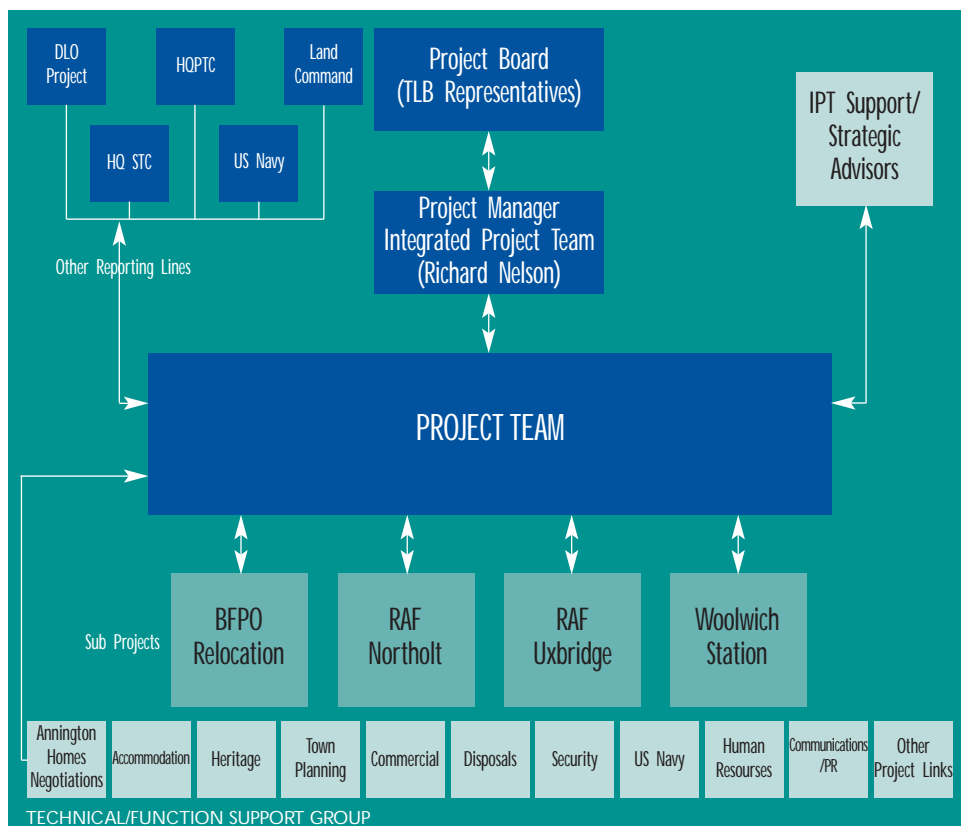
These proposals remain subject to MoD's approval process.

US Navy involvement in the project is subject to its formal approval process. Discussions with the US Navy have been very positive. We understand that a decision on their involvement is likely to be taken in parallel to ours, but should they decide not to participate, the MoD element of the project remains financially viable, with RAF Uxbridge being disposed of.

## SELF-FUNDING

We are considering offsetting the capital costs of the project with disposal receipts from vacated sites.

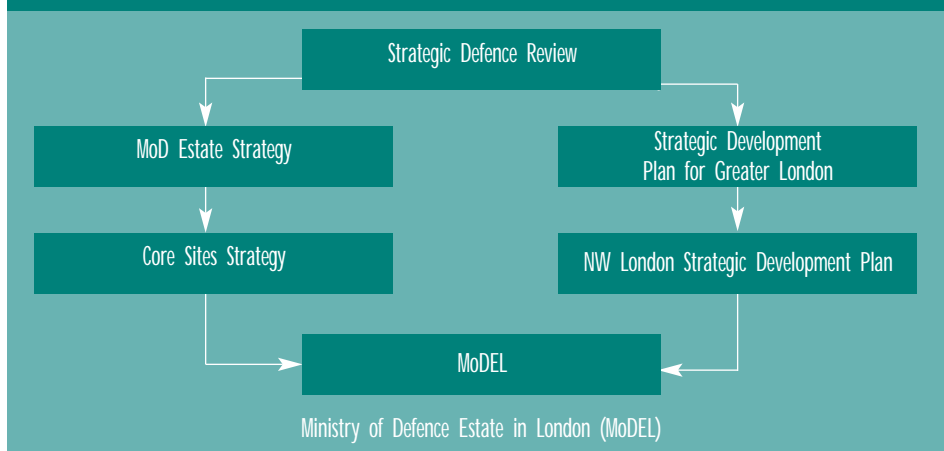
The Project Team has already identified an initial cash flow shortage as up-front expenditure exceeds early disposals expectations. Therefore, we are looking at options to bridge the gap - including funding from the centre, HM Treasury or, more likely, the private sector.



SUE SMITH

PROJECT MoDEL

## PROJECT BACKGROUND



## THE PROJECT TEAM

The Project Team, headed by Richard Nelson, includes representatives from DE, the Services, Agencies, US Navy and other people with appropriate skills. A Project Board, currently chaired by Allan Baillie (Director Estates), guides and supports the team.

The Project Team is supported by various Sub Project and Technical Groups responsible for delivery of specific aspects of the projects. In all, there are around 100 part-time MoD and US Navy people supporting this large and complex project.

## BENEFITS

Consolidating facilities on three Core Sites creates a unique opportunity to generate many benefits, including:

- Significantly improving quality of life for civilian and military personnel at Core Sites through improved living standards, recreational and social facilities and working environment.
- Implementing MoD's Estate Strategy by delivering an estate of the right size and quality within Greater London.
- Reducing running costs, improving efficiency and, in the case of the US Navy, providing increased Force Protection measures.
- Potentially self-financing consolidation - with disposal revenue offsetting capital costs.
- Making a positive contribution to Government and MoD's Sustainability targets.

- Releasing brownfield sites for regeneration.
- Creating new jobs.
- Incorporating various 'joined-up government' initiatives.

## WAY FORWARD

Over the next year the team will develop detailed proposals and a programme for the Greater London Defence Estate.

The main areas include:

- Consultation - developing proposals openly, in consultation with our stakeholders.
- Seek Approval - via the MoD's two-stage approvals process for projects of this magnitude:
  - Initial Gate Business Case (IGBC) - we intend to submit our first-stage approval paper by the end of January 2003.
  - Main Gate Business Case - we intend to submit by December 2003.
- US Navy Approvals - we believe they can gain approval for their elements of the project in a similar timescale.
- Project Implementation - currently programmed to run between 2004 and 2009.

This, and further reports, can be accessed under the resources section of the MoD Portal at: [www.contracts.mod.uk](http://www.contracts.mod.uk)



## WANT TO KNOW MORE?

DCB will keep you up to date on progress and explain in more detail the process for masterplanning the Core Sites and procurement options being considered to deliver this project as information becomes available.

In the meantime, if you have any questions relating to any aspect of the project, please contact a team member.

Alternatively, log onto the project web site at [www.defence-estates.mod.uk](http://www.defence-estates.mod.uk)

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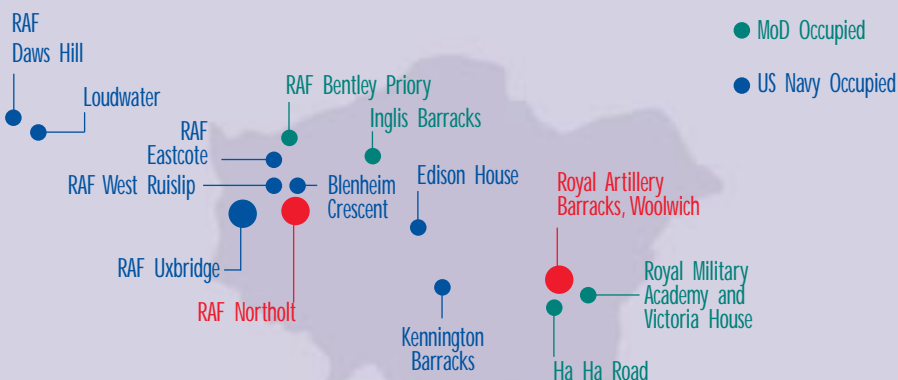
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## SITES



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