

# PROJECT MoDEL

## THE DEFENCE ESTATE IN LONDON IS CHANGING

**GARRETT DORAN DETAILS THE IMPORTANCE OF PROJECT MoDEL WITHIN THE MoD.**

The UK Ministry of Defence Estate in London is preparing for massive investment and restructuring thanks to Project MoDEL (Ministry of Defence Estate in London), originally announced by Dr Lewis Moonie, Under-Secretary of State, in October 2002. Project MoDEL aims to deliver flexible, modern, integrated, fit-for-purpose core sites of the right size and quality to support the delivery of defence capability and generate substantial efficiency savings within Greater London.

Project MoDEL has now been approved by the MoD to move into the Assessment Phase and the procurement process has started with the issue of an Official Journal of the European Union (OJEU) notice for the project on 4 August 2004.

### BACKGROUND

As readers may remember from the January 2003 report in *MoD Defence Contracts Bulletin*, Project MoDEL is an implementation of the 1998 Strategic Defence Review (SDR) recommendations. SDR made two key recommendations about the future of the London Estate:

- The MoD should develop a strategy to manage the estate as a corporate asset.
- The MoD should look specifically at the London Estate, rationalising it to retain only those activities considered operationally essential to remain within Greater London.

More recently the MoD's Estate Strategy aims to deliver this through:

- A department-wide view on which sites are most suited to its long-term business.

- A strategy that says that long-term military requirements should be linked to 'core sites' on which future use and investment can be focused.

Project MoDEL aims to deliver the above by developing a core site as a logical and efficient way of organising the MoD's defence capabilities in Greater London.

### PROJECT PROPOSALS AND OBJECTIVES

Project MoDEL aims to develop an estate, within Greater London, of the right size and quality to support the delivery of defence capability. The aim is to consolidate the facilities occupied by the MoD and potentially the United States Visiting Forces (USVF) onto fit-for-purpose core sites, thereby generating a number of benefits in terms of reducing running costs, improving efficiency and consolidating resources.

Broadly this translates as:

- Developing RAF Northolt as a core site, incorporating personnel and facilities from Inglis Barracks, Mill Hill and RAF Uxbridge.
- Consolidating the Woolwich Estate.
- Potentially consolidating the USVF to RAF Uxbridge.

Sites that will become surplus are to be put up for disposal, while over the next six years, an additional 1000 personnel will be relocated to RAF Northolt, which will benefit from development and investment. As well as the offices, operational facilities and accommodation, new social, recreational and sporting facilities will also be built to accommodate the function of RAF Northolt as a core site.


**MoDEL**  
 Ministry of Defence Estate in London


RAF Northolt – aerial view



**GARRETT DORAN**

COMMUNICATIONS AND  
PR TEAM LEADER

PROJECT MoDEL  
DEFENCE ESTATES



RAF Northolt – Officers Mess

### WOOLWICH UPDATE

After the Lyons Review of 2003 and intervention by the Secretary of State, the objectives of MoDEL were reassessed. Consequently, the development of the Woolwich Station was reconsidered and a decision was taken to exclude the development of Royal Artillery Barracks, Woolwich from Project MoDEL. The consolidation of Woolwich remains a project objective. However, an assessment is being undertaken to examine future options for the relocation of units from Woolwich Station. The team is working to ensure all objectives of the project are complementary with the Lyons Review.

### ROLE OF THE UNITED STATES VISITING FORCES

In Dr Lewis Moonie's October 2002 announcement it was stated that one MoDEL objective was to "develop RAF Uxbridge as a core site for the USN" (post-vacation of the MoD), taking units from:

- RAF Eastcote
- Kennington Barracks
- RAF Daws Hill
- RAF West Ruislip
- Blenheim Crescent
- Loudwater
- Edison House

However, in late 2003 the USVF began a further review of its requirements within Greater London, which consequently is likely to have an effect on the scope of MoDEL. A decision is still awaited on the future requirements of the USVF in the Greater London area. The MoDEL team is working closely with the USVF to assist them in planning their future estate needs and to consider options for the rationalisation of the existing MoD sites that they occupy.

### BENEFITS

Benefits will include:

- Significant improvements in quality of life, in terms of working and living environments.
- Increased efficiency and organisation of MoD activities.
- Strengthening of the MoD estate through implementation of the MoD Estate Strategy.
- Contribution to the Government's sustainability targets by reducing overall running costs.
- Substantial improvements in energy use, from integration and co-location of activities.
- The release of brownfield sites for redevelopment.

### FINANCING THE PROJECT

It is anticipated that this will be a self-funding project – the disposal receipts from surplus sites will be used to fund work at RAF Northolt. In order to deliver optimum results, Defence Estates (DE) has developed a proposed procurement method known as Prime Plus Contracting (PPC), which is a further development of Prime Contracting. MoDEL involves the development of new and refurbished buildings at RAF Northolt and possibly at other sites. The funding from this development is to be paid for through the disposal proceeds of the alienated sites.

Procurement began with the issuing of an OJEU notice on 4 August 2004, and continued with an Industry Day at RAF Northolt on 13 September, where more information was made available as to the various aspects of MoDEL. The partner appointed as the Prime Plus Contractor by Defence Estates will be involved for the entirety of Project MoDEL. On completion of the consolidation and disposal of all surplus sites it is anticipated that the estate assets will be transferred into the South East Regional Prime Contract (RPC SE) or its successor.

### THE PROJECT TEAM

The project team is headed by Richard Nelson and includes members from the MoD, DE and the Armed Forces. Various subproject and technical groups responsible for the delivery of specific aspects of the project support the project team. MoDEL will involve an Anglo-American team, if the USVF decides to consolidate their current estate, to ensure the project fulfils the requirements of the MoD and the US Navy.

### THE WAY FORWARD

MoDEL has now entered its two-year Assessment Phase. The selection of a Prime Plus Contracting partner will be complete by summer 2006, allowing construction to begin later in 2006. Delivery of the completed core sites along with successful disposal of the surplus sites is currently set at 2010.

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RAF Uxbridge – Battle of Britain Ops Room