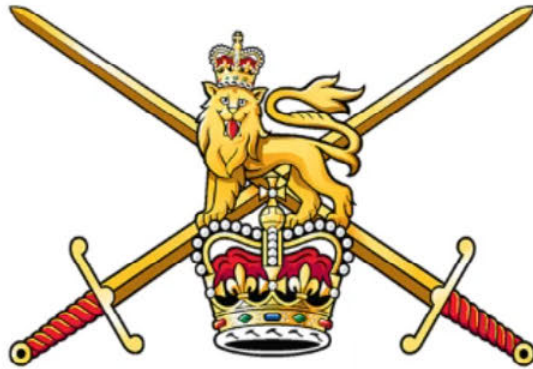


Project ROSE



ARMY



Defence
Infrastructure
Organisation

- ▶ Scene Setting / Strategic Context
- ▶ The Army's Requirements – Major General Ben Bathurst
- ▶ Enquiry by Design Process – Paul Murrain
- ▶ Town Planning and Route to Market – Barney Hillsdon
- ▶ Commercial Considerations – Lynne Reah
- ▶ Live Questions and Answers

Context: A Better Defence Estate

- ▶ To create an appropriately sized and located estate, which is optimised, better utilised and efficient to run and support Defence output
- ▶ To focus on delivering centres of specialisation and centres of gravity
- ▶ To rebase a greater proportion of the Armed Forces in areas of the country where there are better living and employment opportunities
- ▶ To reduce basing in high-value areas (especially the south-east) as well as releasing land in the most appropriate areas to meet Government housing targets

- ▶ To meet the SDSR15 targets of reducing the built estate by 30% and supporting the release of land for 55,000 potential housing units in England within this parliament
- ▶ To increase the sharing of sites, including MOD use of other Government Department sites (such as the Government Hubs initiative)
- ▶ To incentivise TLBs to reduce their estate further

The Army's Requirements

Major General Ben Bathurst CBE

General Officer Commanding London District &
Major General Commanding the Household Division

Horse Guards
Whitehall

State Ceremonial and Public Duties



- **State Ceremonial (34 occasions a year):**
 - State Visits
 - Queen's Birthday Parade/Trooping the Colour
 - Gun Salutes in Hyde Park and Green Park
 - State Opening of Parliament
 - National Act of Remembrance at the Cenotaph
- **Public Duties (365 days a year):**
 - Queen's Life Guard at Horse Guards
 - Changing the Guard at Buckingham Palace
 - Guard at St James's Palace
 - Tower of London Guard
 - Windsor Guard
- **Other:**
 - Commemorative Events eg Centenary of World War 1, Iraq/Afghanistan Memorial
 - Extensive preparation and rehearsals for all events above



Other Tasks

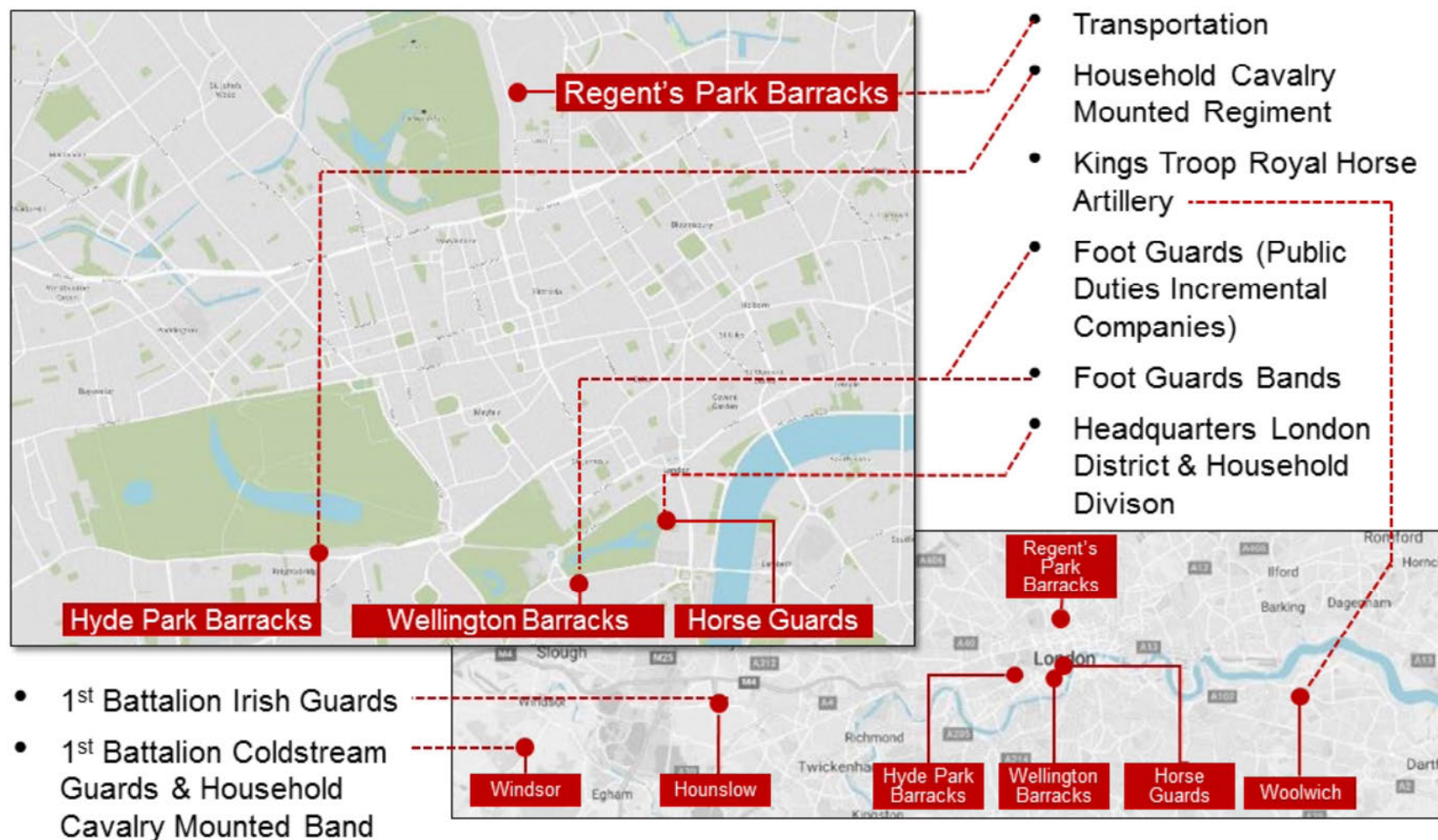


- Support to other Ministries for UK resilience operations in the event of a crisis, e.g. flooding
- Routine military training in barracks and in local area
- Administrative support for troops including:
 - Guardroom
 - Offices
 - Gymnasium
 - Lecture theatres
 - Classrooms
 - Ceremonial clothing stores
 - Military equipment stores
 - Armouries and ammunition bunkers
 - Indoor firing range (live and simulated)
 - Vehicle parking and servicing
 - Stores handling areas
 - Stables, farriers, saddlers, veterinary
 - Single living accommodation
 - Services Families Accommodation
 - Officers and Sergeants' Messes
 - Laundry facilities
 - Kit preparation areas
 - Catering facilities
 - Eating areas
 - Medical and Dental clinics
 - Welfare facilities
 - Chapel, place of worship
 - Waste disposal
 - Archives

London District Units



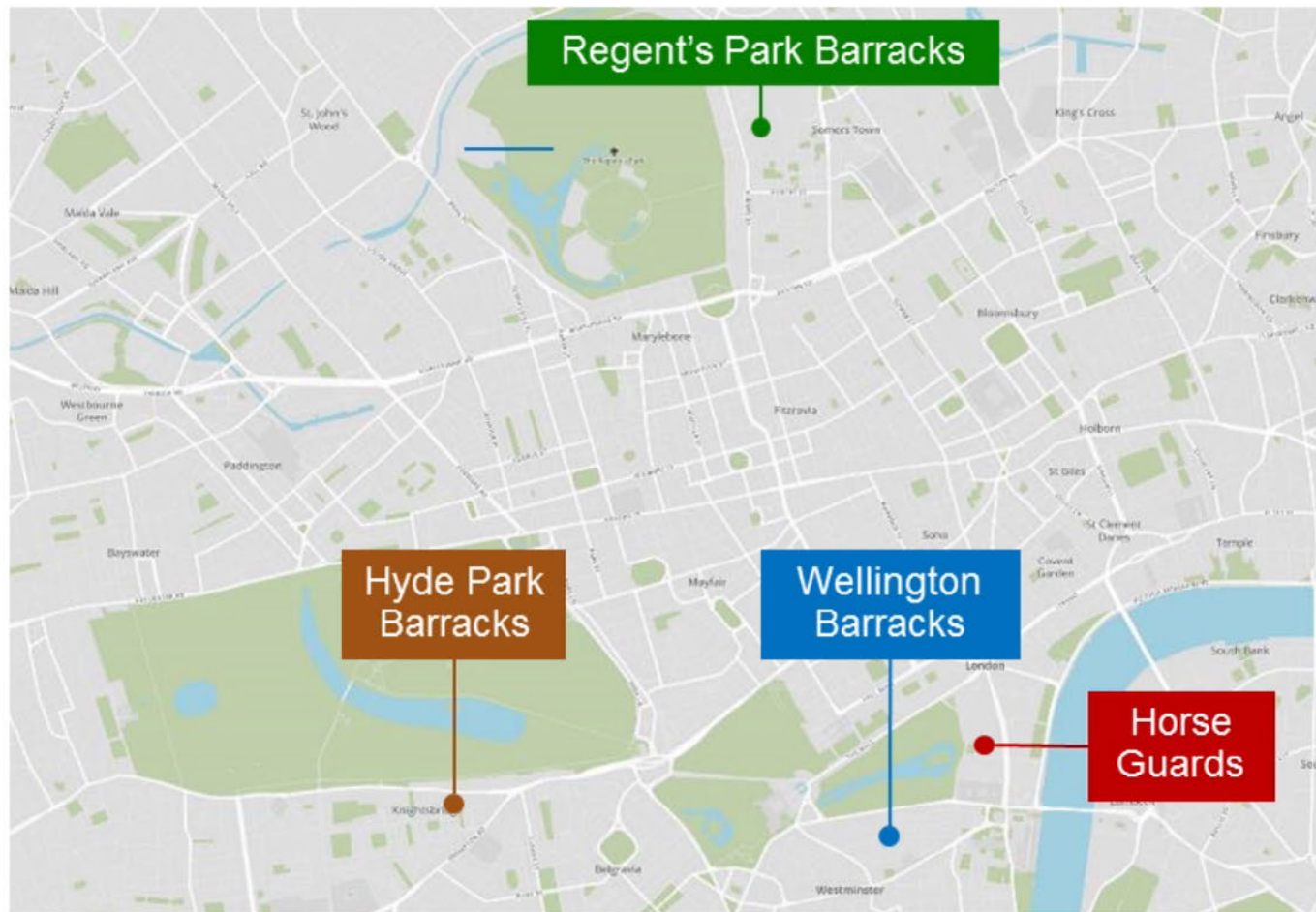
Defence
Infrastructure
Organisation



Site Locations – Central London



Defence
Infrastructure
Organisation



Foot Guards
Battalions in
Hounslow and
Woolwich

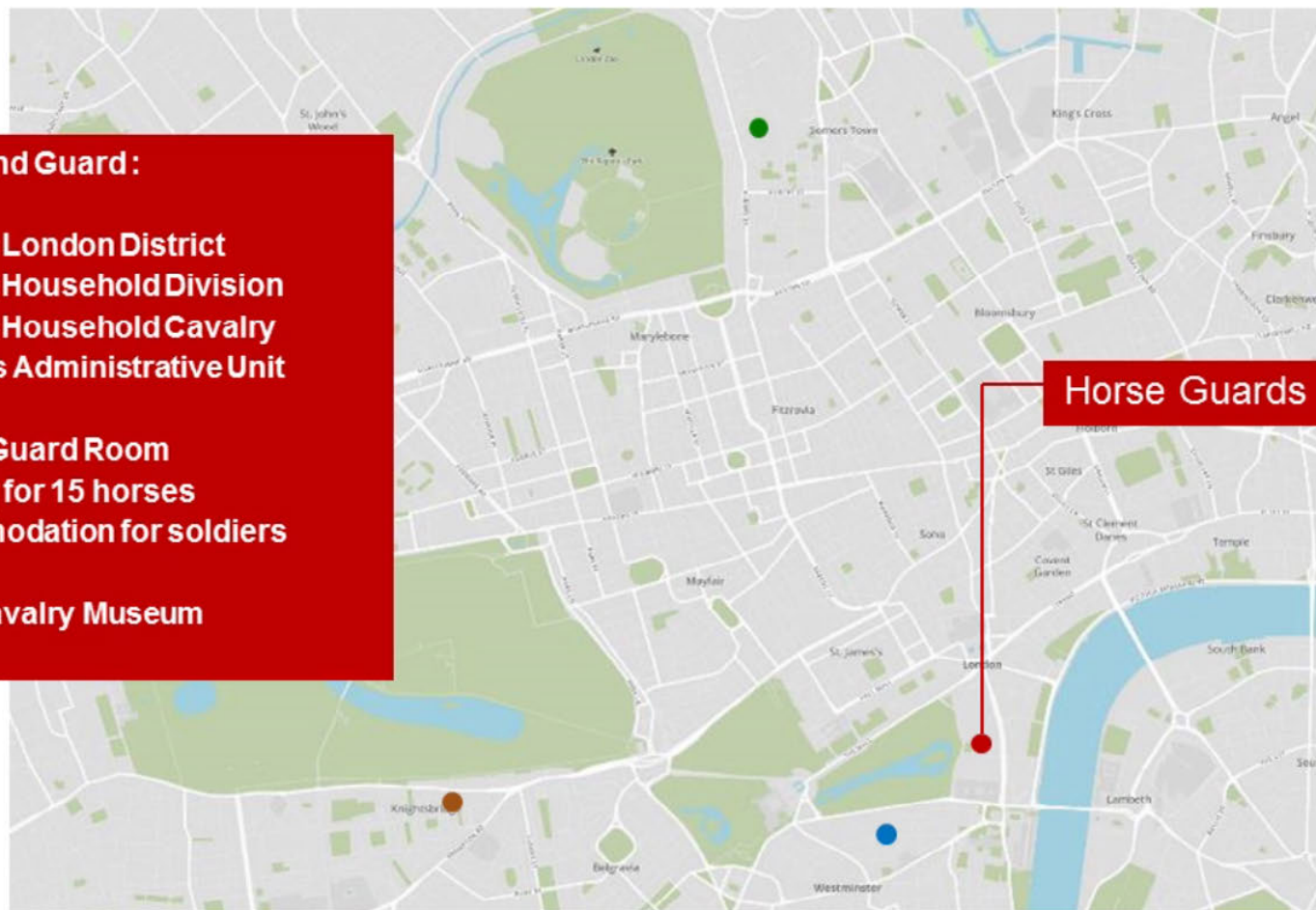
King's Troop
Royal Horse
Artillery
Woolwich

Horse Guards



Headquarters and Guard :

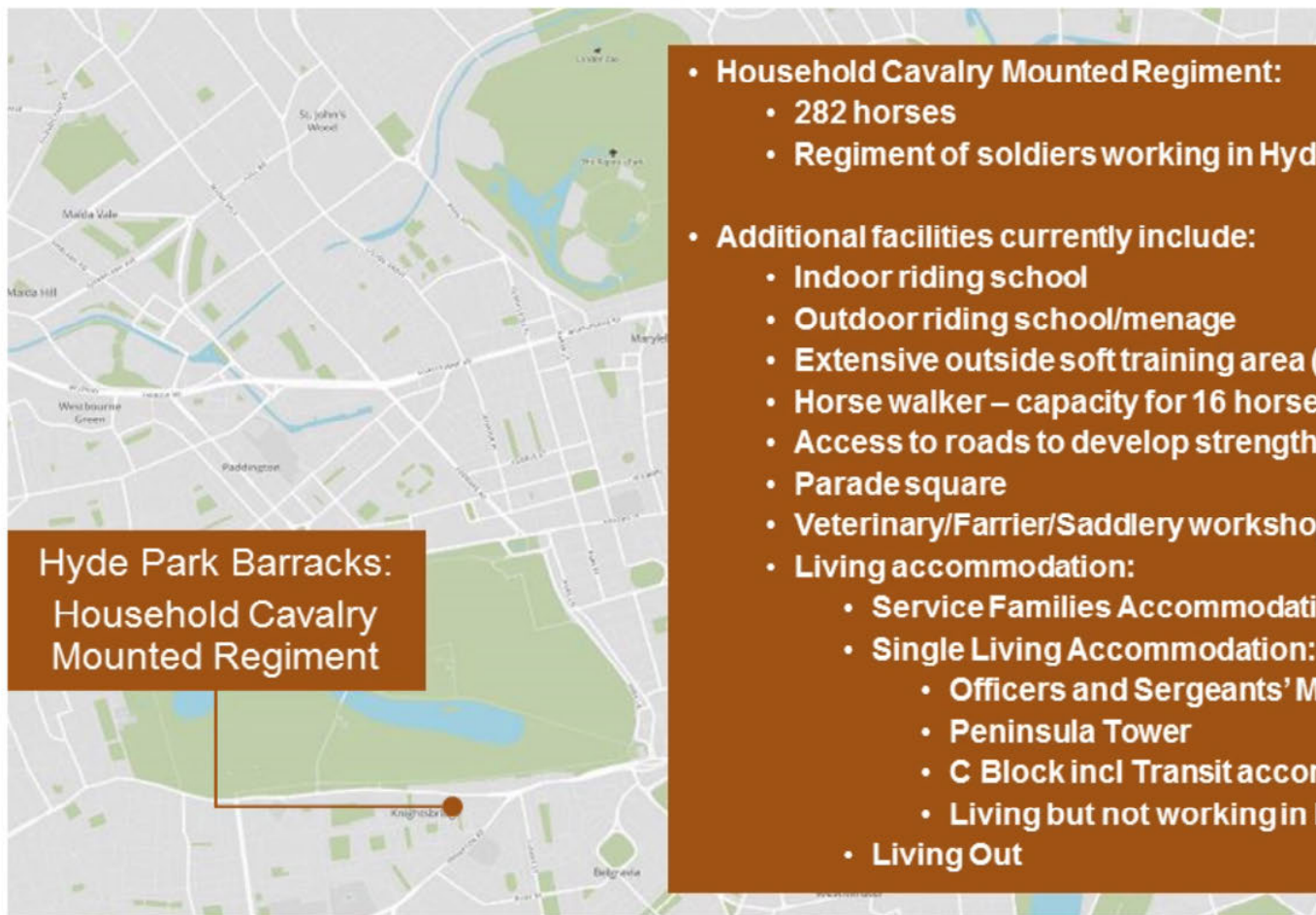
- Headquarters London District
- Headquarters Household Division
- Headquarters Household Cavalry
- Joint Services Administrative Unit
- Queen's Life Guard Room
 - Stabling for 15 horses
 - Accommodation for soldiers
- Household Cavalry Museum



Hyde Park Barracks



Defence
Infrastructure
Organisation



Hyde Park Barracks:
Household Cavalry
Mounted Regiment

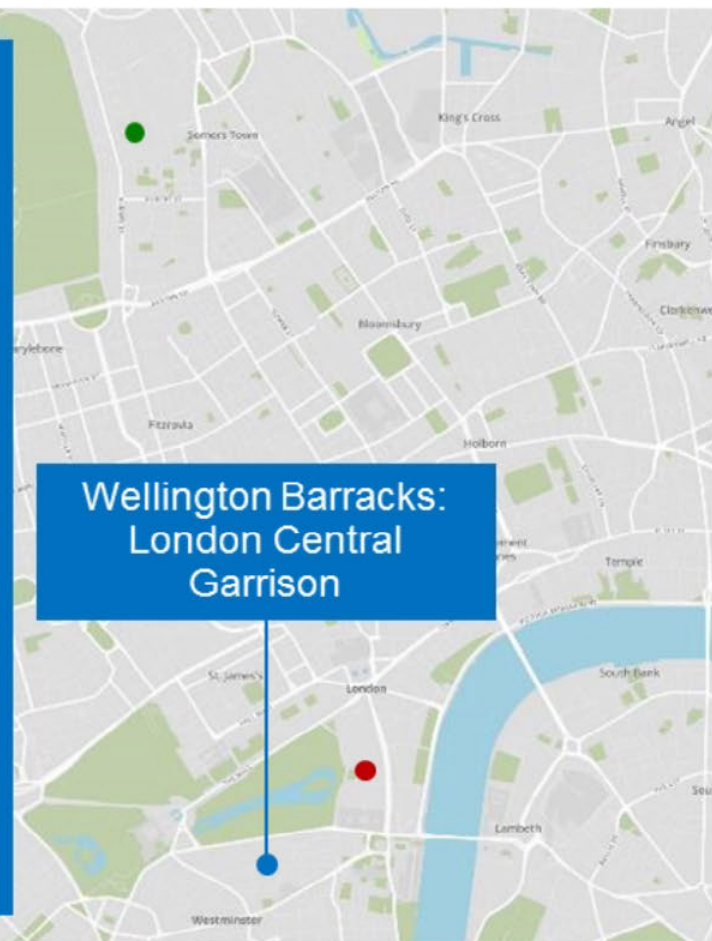
- **Household Cavalry Mounted Regiment:**
 - 282 horses
 - Regiment of soldiers working in Hyde Park Barracks
- **Additional facilities currently include:**
 - Indoor riding school
 - Outdoor riding school/menage
 - Extensive outside soft training area (Hyde Park)
 - Horse walker – capacity for 16 horses
 - Access to roads to develop strength and conditioning
 - Parade square
 - Veterinary/Farrier/Saddlery workshops
 - Living accommodation:
 - Service Families Accommodation
 - Single Living Accommodation:
 - Officers and Sergeants' Messes
 - Peninsula Tower
 - C Block incl Transit accommodation
 - Living but not working in Hyde Park Barracks
 - Living Out

Wellington Barracks



- **Foot Guards, State Bands and Others (Regimental size):**

- Public Duty Incremental Companies
- Foot Guards Bands
- Other elements eg London Central Garrison
- Forward mounting for Foot Guards:
 - Daily, periodic and one off requirements
- Accommodation holdings currently include:
 - Service Families Accommodation
 - Single Living Accommodation
 - Transit Accommodation (single beds)
 - Parade square
 - Helicopter Landing Site
 - Access to dental/medical
 - Band practice rooms
 - Education facilities
 - Indoor training theatre
 - Indoor ranges
 - Guards Chapel plus multi-faith room
 - Guards Museum
 - Forces charitable organisations

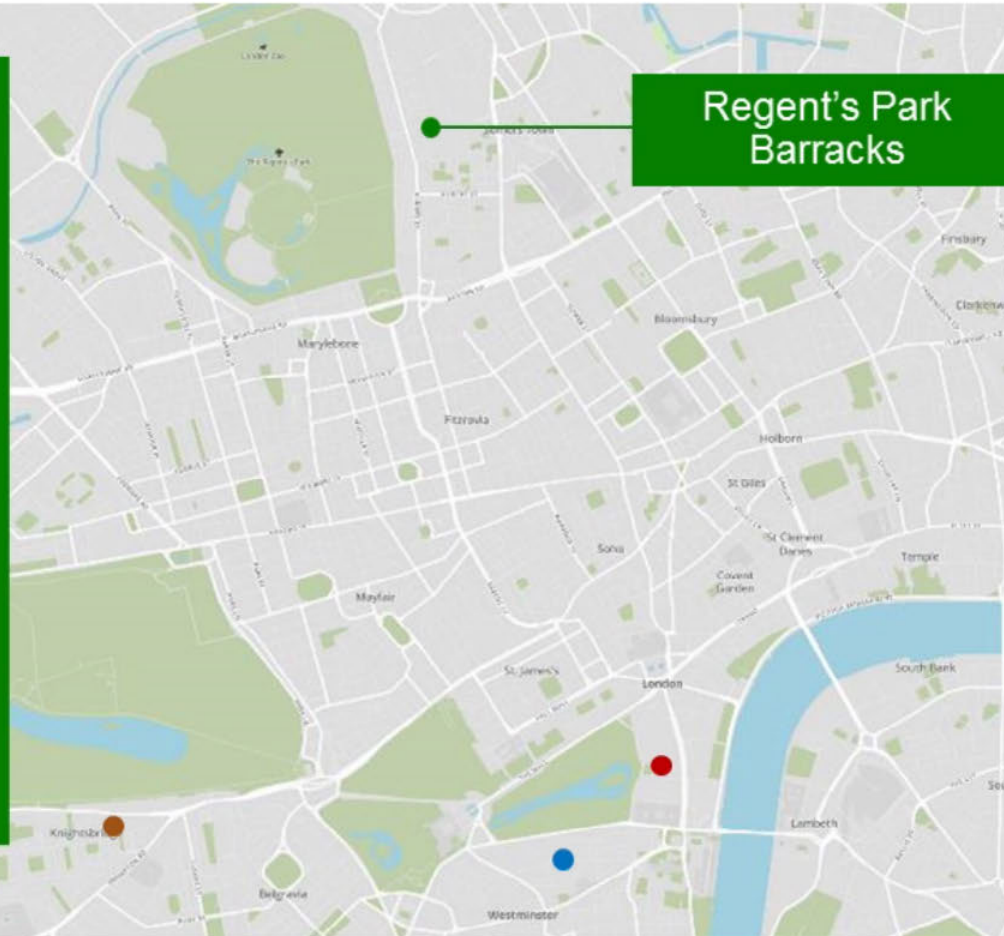


Regent's Park Barracks



Various Units (Regimental size)

- 20 Squadron Royal Logistic Corps
 - Royal Logistic Corps soldiers
 - 110 cars
 - 25 coaches
 - Parade square
 - Helicopter Landing Site
- Defence Infrastructure Organisation
- Army Reserve unit
- Other minor units
- Living and working accommodation
- Vehicle parking and servicing bays
- Equipment storage areas
- Armoury
- Classrooms
- Catering and eating areas
- Welfare facilities
- Waste disposal



Woolwich – King George VI Lines

- King's Troop Royal Horse Artillery
 - 110 horses for 365 days
 - Battery of soldiers
- Countess of Wessex's String Orchestra (21 musicians)
- Additional Facilities currently include:
 - Indoor riding school
 - Outdoor riding school/menage
 - Horse walker - 12 horses
 - Parade square
 - Extensive outside soft training area
 - Access to roads to develop strength and conditioning
 - Veterinary/Farrier/Saddlery workshops
 - Living and working accommodation
 - Access to medical/dental
 - Vehicle parking and servicing bays
 - Equipment storage areas
 - Armoury and gun storage area
 - Classrooms
 - Catering and eating areas
 - Laundry
 - Welfare facilities
 - Waste disposal

- Forward Mounting Base for King's Troop
 - Battery (-) of soldiers
 - 89 horses
 - 14 weeks per year.
- Wellington Barracks (current, temporary)

King George VI Lines



Additional Requirements



- Relocate Household Cavalry Band (64 soldiers) from Windsor to central London
 - 64 soldiers
 - 56 horses (already included in Hyde Park Barracks figures)
 - Band Practice Room
- Relocate King's Troop Royal Horse Artillery from Woolwich to central London
 - Squadron of soldiers
 - 110 horses
 - Living, working accommodation etc
 - Hyde Park Barracks, Regent's Park Barracks, Wellington Barracks or Other?
- Relocate Countess of Wessex's String Orchestra from Woolwich to central London
 - 21 musicians
 - Living, working accommodation and access to band practice room
 - Wellington Barracks, co-located with Foot Guards bands

- Summary of Requirement
- Current Laydown
- Considerations

Project ROSE Enquiry by Design

September – November 2016

Paul Murrain

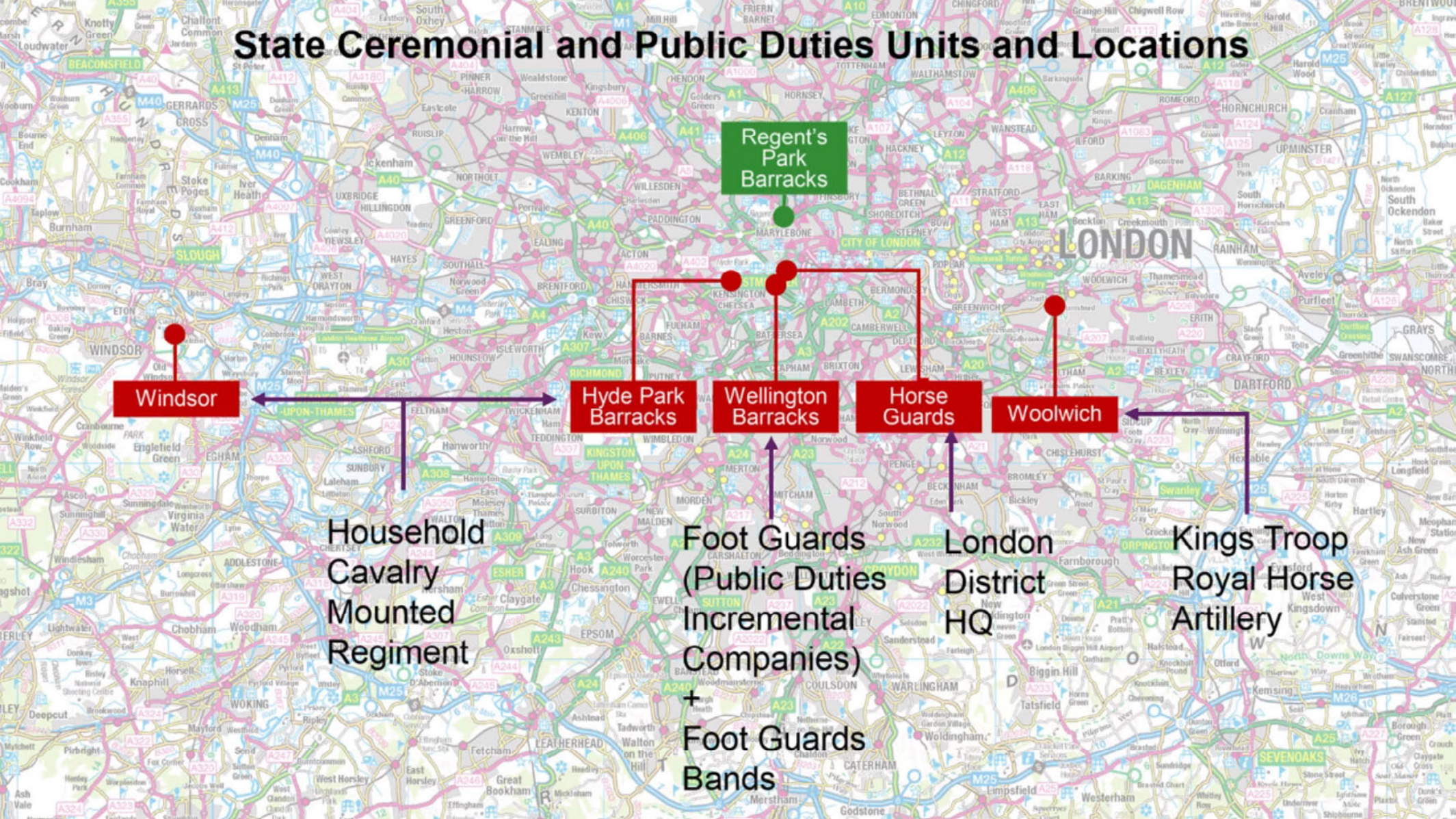
Enquiry by Design Facilitator

What is Enquiry by Design?



The Sites and Key Issues

State Ceremonial and Public Duties Units and Locations



Regent's
Park
Barracks

Windsor

Hyde Park
Barracks

Wellington
Barracks

Horse
Guards

Woolwich

Household
Cavalry
Mounted
Regiment

Foot Guards
(Public Duties
Incremental
Companies)
+
Foot Guards
Bands

London
District
HQ

Kings Troop
Royal Horse
Artillery

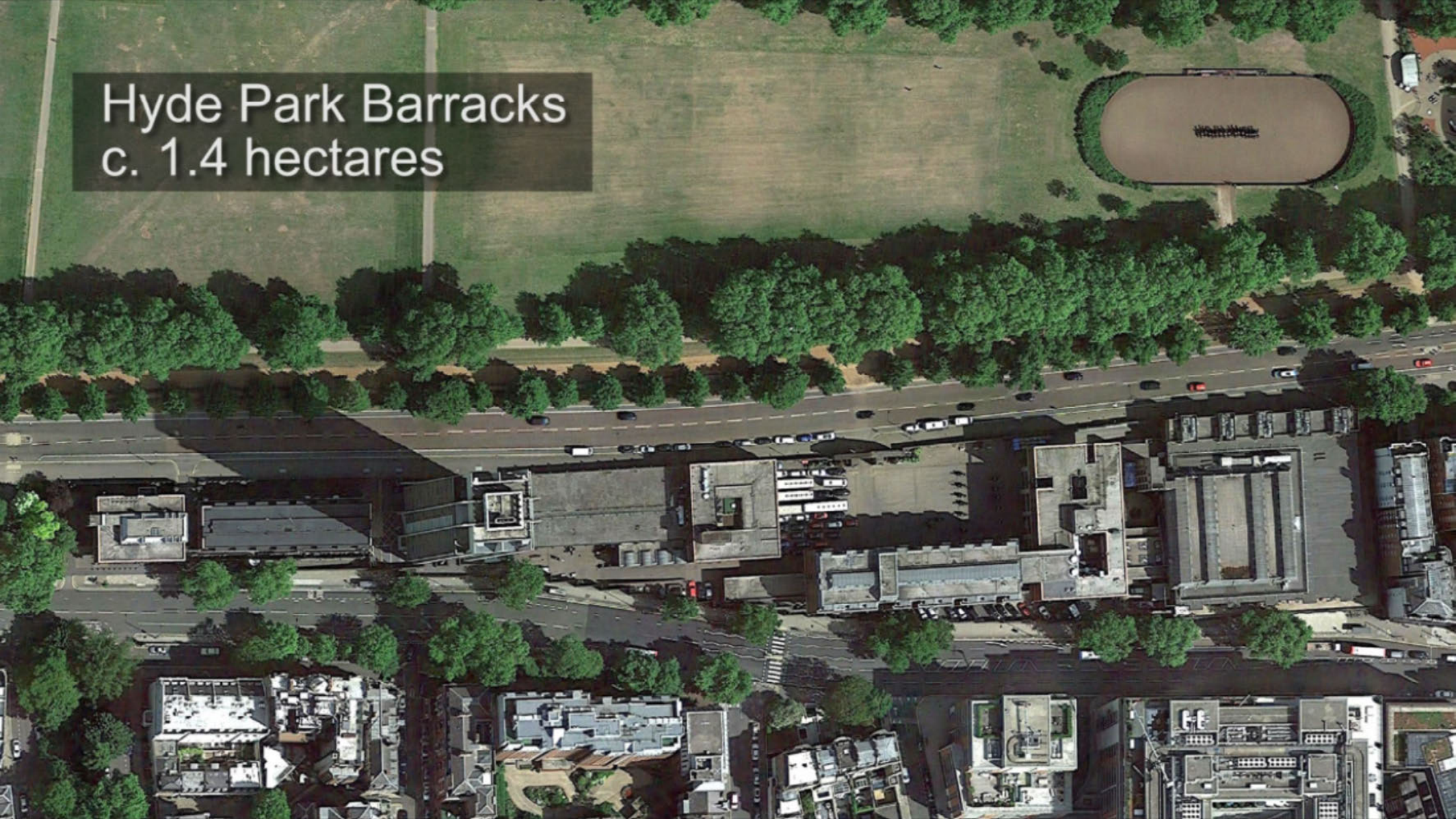
An aerial photograph of central London, showing a dense urban grid. The River Thames flows along the right edge. Hyde Park is visible on the left, with its characteristic serpentine lake. Three specific locations are highlighted with red rectangular labels and thin red lines pointing to the ground. The labels are: 'Horse Guards' in the upper right, 'Hyde Park Barracks' in the lower left, and 'Wellington Barracks' in the lower center. The surrounding area is filled with residential and commercial buildings, streets, and green spaces.

Horse
Guards

Hyde Park
Barracks

Wellington
Barracks

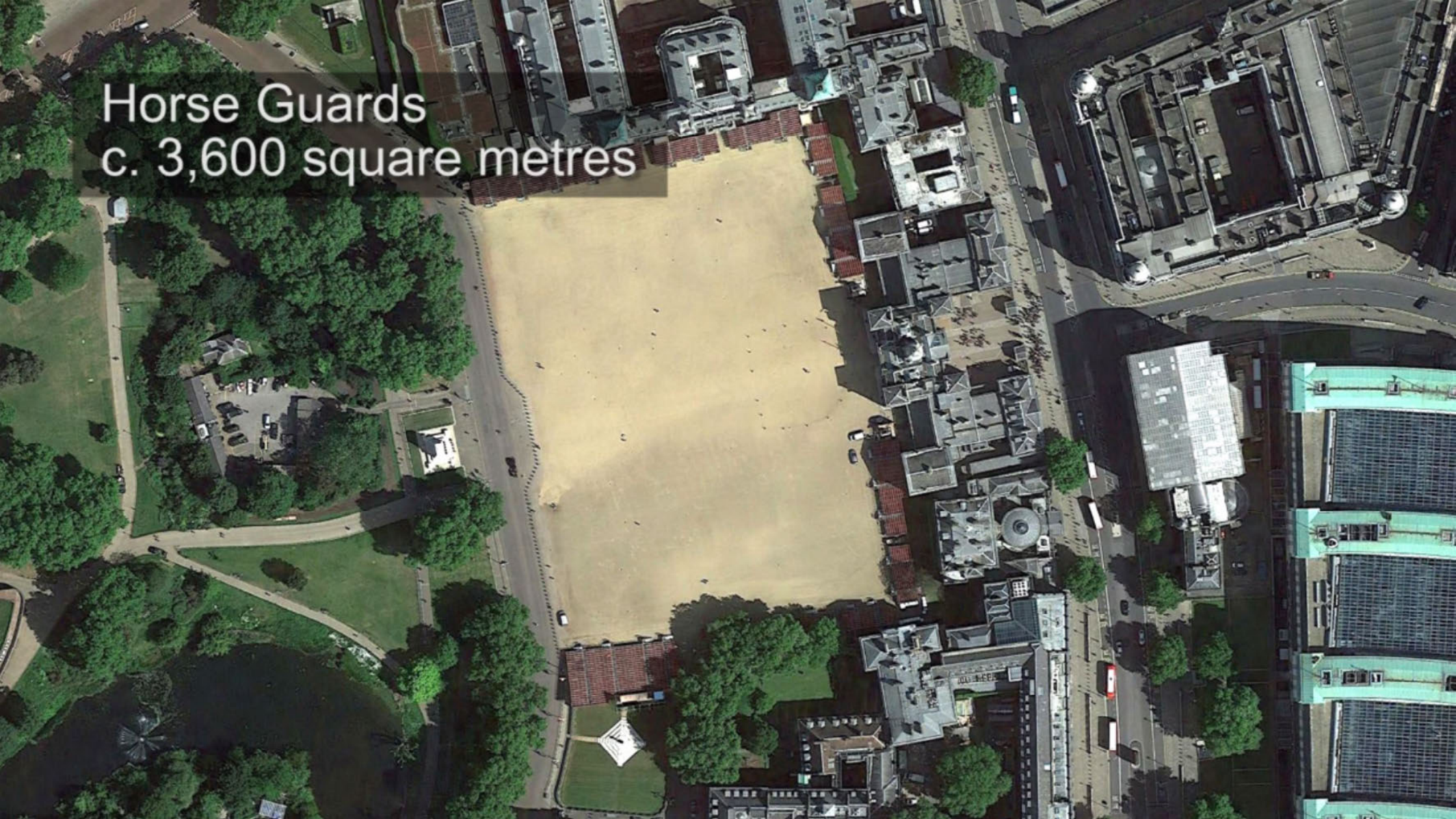
Hyde Park Barracks c. 1.4 hectares



Wellington Barracks
c. 3.75 hectares



Horse Guards
c. 3,600 square metres



Regent's Park Barracks c. 3 hectares



Key Issues and Challenges



- ▶ Provide modern fit for purpose facilities for horses and soldiers
- ▶ Safe access to soft training / evacuation area
- ▶ Accommodating 300+ horses and over 1,300 military and civilian personnel (steady state) no more than 35 minutes from Horse Guards
- ▶ Improve Kings Troop facilities in Central London
- ▶ Maintaining the military capability to deliver State Ceremonial and Public Duties

The Enquiry by Design Event and Results

Project ROSE Enquiry by Design: Sept – Nov 2016



- ▶ Focus on identifying operationally viable options for sustaining State Ceremonial and Public Duties
- ▶ Providing improved conditions for horses and people
- ▶ Building on previous studies that looked at isolated aspects
- ▶ Engaged with 7 stakeholder groups
 - ▶ Prince's Foundation for the Built Environment (facilitator)
 - ▶ London District (HCMR, KTRHA, Foot Guards, Bands)
 - ▶ Royal Parks
 - ▶ Transport for London
 - ▶ Army HQ
 - ▶ MoD Scrutiny
 - ▶ Greater London Authority
 - ▶ Defence Infrastructure Organisation

Enquiry by Design

- ▶ Overall aim to find consensus on options to be included for detailed investigation in the Assessment Study
- ▶ Day one – all stakeholders articulated key issues, concerns and potential benefits
- ▶ Key assumptions discussed and agreed
- ▶ Overview of 'long-list' of options
- ▶ Discussions and concerns recorded
- ▶ Preliminary short-list agreed, subject to:
- ▶ Agreed actions to be completed before Day 2 including
 - ▶ areas requiring further evidence-based analysis and
 - ▶ further options/variants to be examined

Options going into EbD Day 1

Option	Description	Status after Day 1
Option 1a	'Get-you-in' using existing sites - KTRHA to WB, HCav band to HPB.	Dropped (distance to training and lack of access to IRS for KTRHA)
Option 1b	'Get-you-in' using existing sites – KTRHA to HPB, HCav band to WB.	Dropped (distance to training and compromised IRS & forming up)
Option 1c	'Get-you-in' using existing sites – KTRHA to RPB, HCav band to WB or HPB.	Taken forward
Option 2a	Existing sites/HPB reduced – KTRHA to WB, HCav band to HPB. HPB western end disposal, combined SNCO/Officers Mess at HPB (refurb/conversion), some new build SLA at WB. HCMR remain at reduced HPB	Dropped (same reasons as 1a)
Option 2b	Existing sites/HPB reduced – KTRHA to HPB, HCav band to WB. HPB western end disposal. New build at HPB includes: IRS, some KT stables, SNCO/Officer mess, some SLA. Some new build SLA at WB.	Dropped (same reasons as 1b)
Option 2c	Existing sites/HPB reduced – KT to RPB, HCav band to WB or HPB. HPB western end disposal. New build at HPB of SLA displaced from PT. Some new build SLA at WB.	Taken forward
Option 3a	HPB disposal – HCMR, KTRHA and HCav band to WB	Dropped (distance to training)
Option 3b	HPB disposal – HCMR and HCav band to WB, KTRHA to RPB	Taken forward
Options 4a, b, c	Non-MOD land alternative sites	Taken forward with KTRHA to RPB

Enquiry by Design – Evaluation Criteria

Operational viability:

- ▶ Functionality for PD Requirement (HCMR and Ft Gds)
- ▶ Functionality for State Ceremonial Requirement
- ▶ Functionality for resilience
- ▶ Access to soft training areas
- ▶ Equine Welfare
- ▶ Troop Welfare
- ▶ Security

Delivery:

- ▶ Transition impact on operations
- ▶ Transition scope for mitigation
- ▶ Programme – duration and complexity
- ▶ Planning risk
- ▶ Legislative risk
- ▶ Political/stakeholder risk
- ▶ Investment funded by receipt
- ▶ Estate related risk – relative invasiveness of works
- ▶ Other project risk

Benefits:

- ▶ Levels of estate/infrastructure investment (sustainment)
- ▶ Enhanced estate energy efficiency
- ▶ Meets policy objectives relating to optimising built estate and release of land for housing
- ▶ Decreased estate maintenance and running costs
- ▶ Defence Line of Development benefits

Enquiry by Design – 4 Scenarios

▶ **Scenario 1 – Do Minimum**

- ▶ Move Kings Troop from Woolwich into an MOD-occupied Central London location, which would involve some investment to reprovide suitable accommodation

▶ **Scenario 2 – Part Disposal**

- ▶ Part disposal of Hyde Park Barracks (HPB) and reprovide suitable accommodation on the remaining HPB site and on other MOD-occupied Central London locations

▶ **Scenario 3 – Full Disposal**

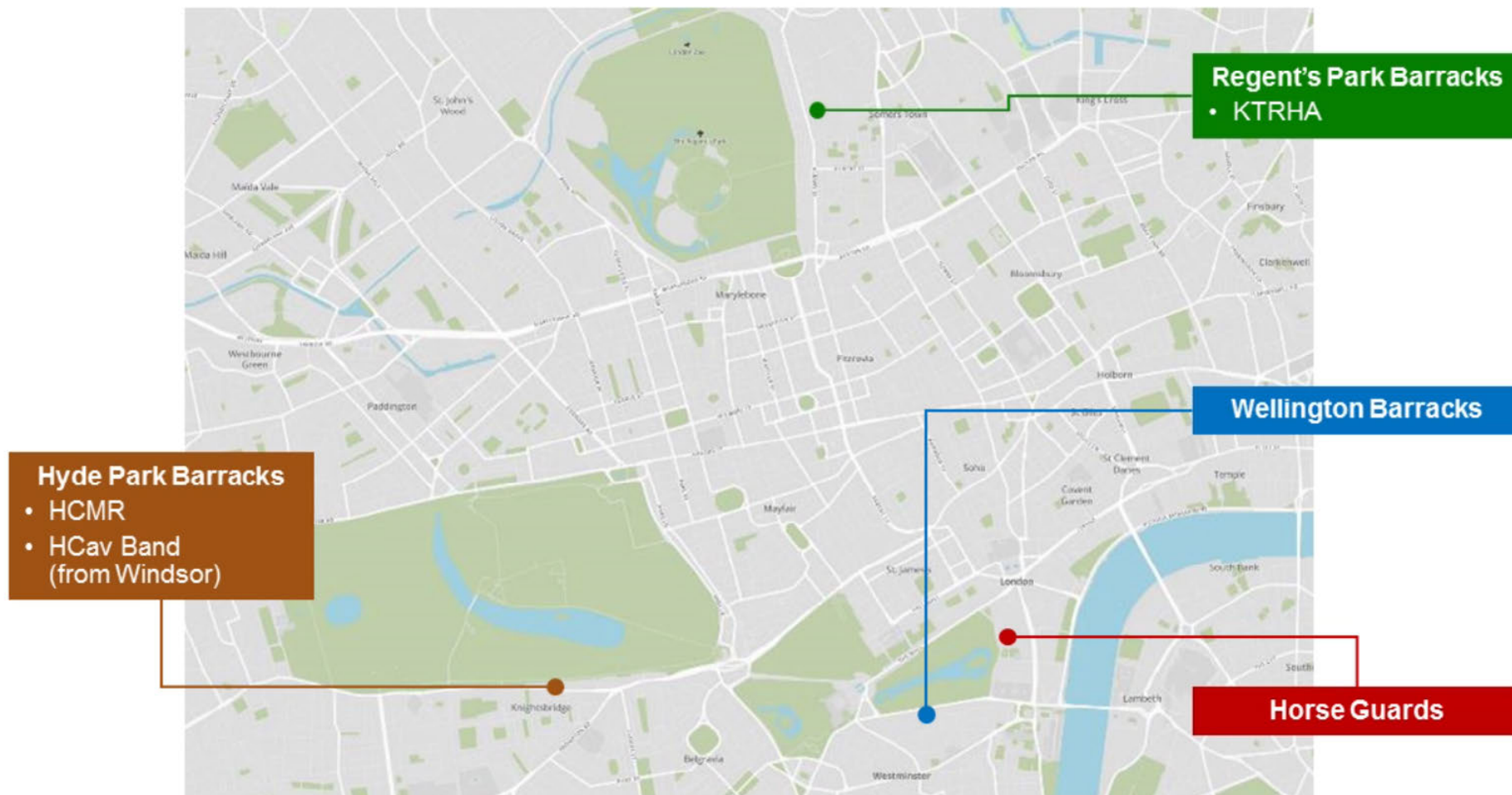
- ▶ Full disposal of HPB and reprovide suitable accommodation on other MOD-occupied Central London locations

▶ **Scenario 4 – Full Disposal – alternative non-MOD sites**

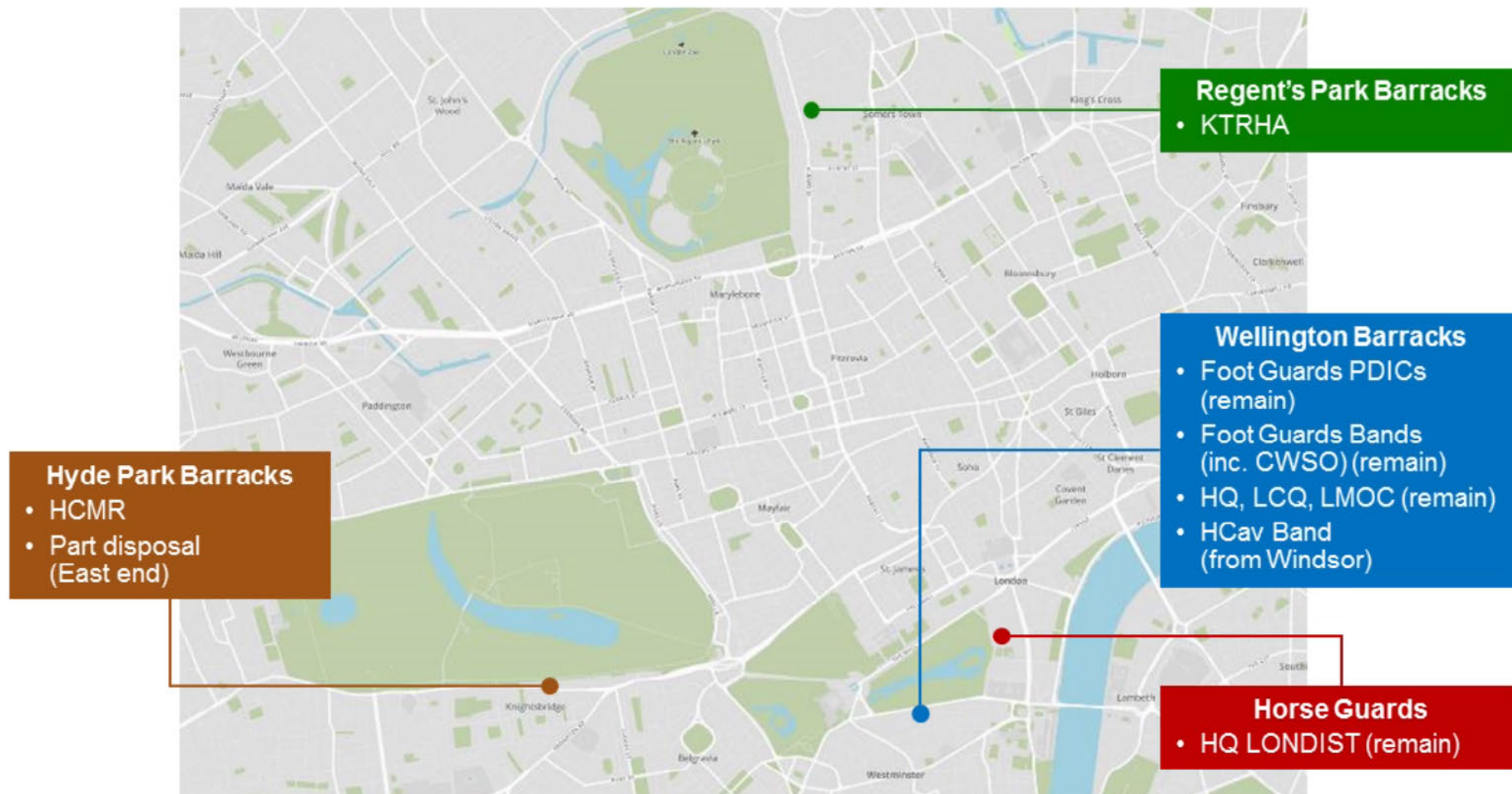
- ▶ Full disposal of HPB and reprovide suitable infrastructure on sites not currently owned or occupied by MOD within Central London

The process continues to explore alternatives and sub-options or a combination of scenarios.

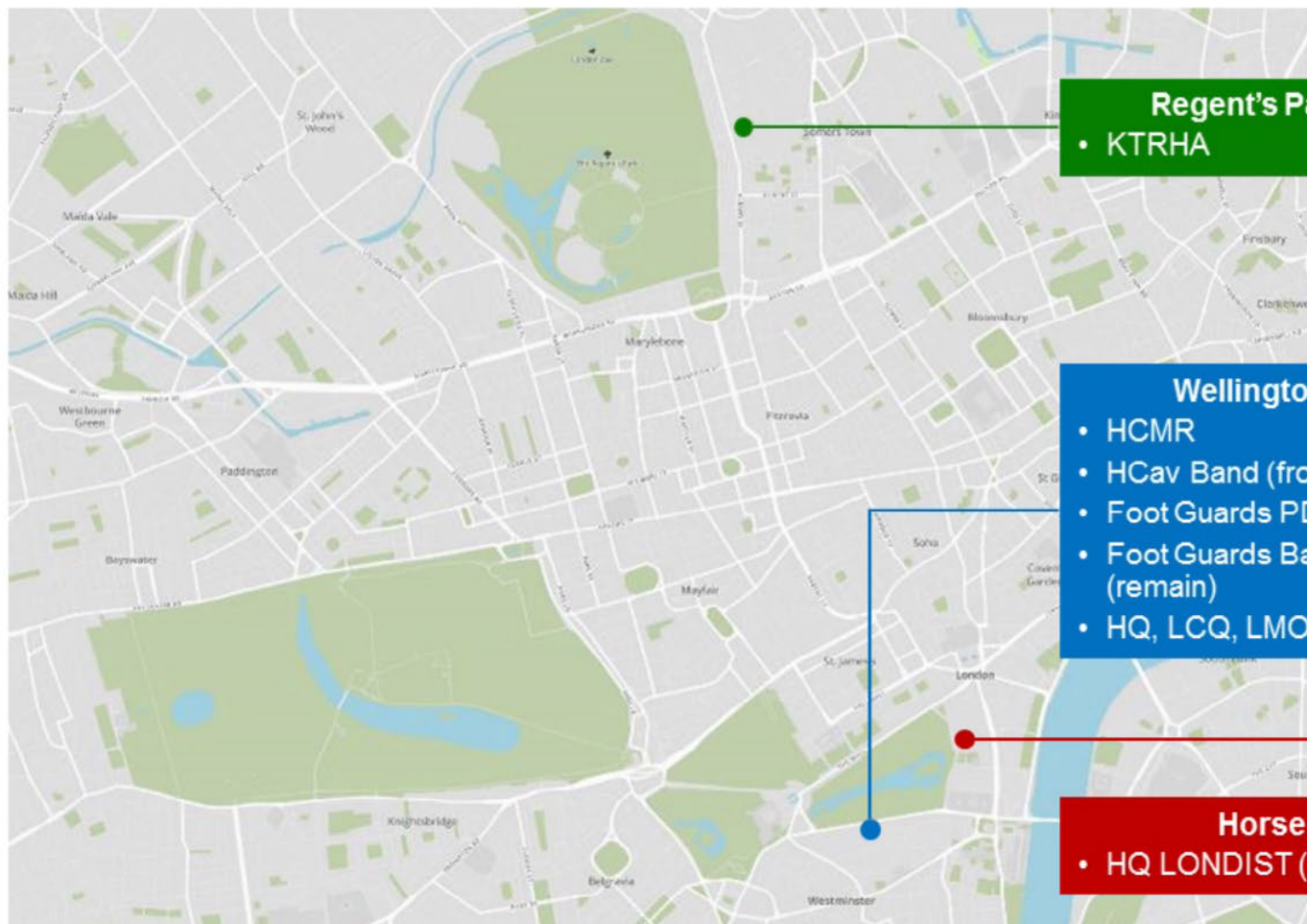
Scenario 1 – Do Minimum



Scenario 2: Hyde Park Barracks – Part Disposal



Scenario 3: Hyde Park Barracks – Full Disposal



Regent's Park Barracks

- KTRHA

Wellington Barracks

- HCMR
- HCav Band (from Windsor)
- Foot Guards PDICs (remain)
- Foot Guards Bands (inc. CWSO) (remain)
- HQ, LCQ, LMOC (remain)

Horse Guards

- HQ LONDIST (remain)

Scenario 4: Alternative Sites



Enquiry by Design looked at:

- ▶ Alternative sites that meet the operational criteria, however the Royal Parks have stated that they oppose any building development within the Royal Parks
- ▶ Other private/commercially owned sites that may be able to be brought forward by industry
- ▶ Does Industry know of any other sites that may be suitable?

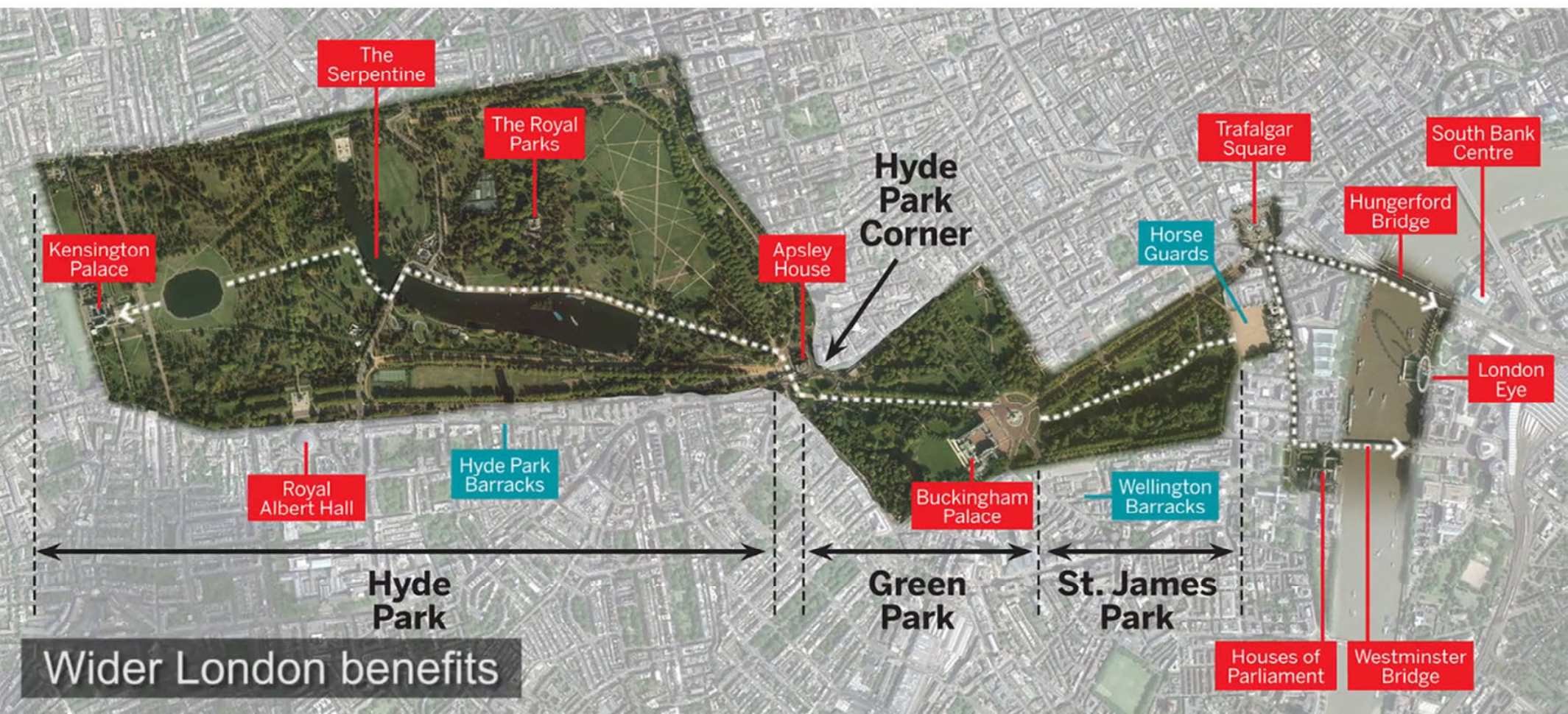
Key Operational Issues Identified in the Enquiry by Design Process



- ▶ Access to Training Areas
- ▶ Emergency evacuation
- ▶ Maintaining separation of horses and personnel in a combined site solution
- ▶ Resilience... potentially reduced number of sites
- ▶ Maintaining outputs during transition / construction
- ▶ Hyde Park Corner - crossing

Existing view of Hyde Park Corner





The Serpentine

The Royal Parks

Kensington Palace

Hyde Park Corner

Apsley House

Trafalgar Square

South Bank Centre

Hungerford Bridge

Horse Guards

London Eye

Royal Albert Hall

Hyde Park Barracks

Buckingham Palace

Wellington Barracks

Hyde Park

Green Park

St. James Park

Houses of Parliament

Westminster Bridge

Wider London benefits



Next Steps

Next Steps



- ▶ Further work in the Assessment Study to mitigate issues and challenges
- ▶ Response from Industry
- ▶ Shortlist of scenarios for Assessment Study
- ▶ Assessment Study will begin in April 2017 following endorsement from the Project Board



Town Planning and Route to Market

Barney Hillsdon
Senior Director, GVA

Route to Market – Potential Options



- ▶ Option 1 – single agreement covering re-provision to receptor site and redevelopment of Hyde Park Barracks
- ▶ Option 2 – separate contracts for re-provision and redevelopment

1. Do you think the project should be delivered under a single contract and if so why?
2. Do you think the re-provision works and redevelopment of Hyde Park Barracks should be delivered under separate contractual arrangements and if so why?
3. Do you believe that there is an alternative structure to deliver the project, and if so, what is that and why would it be better?

Commercial Considerations

Lynne Reah

Deputy Head Commercial,
Defence Infrastructure Organisation

Delancey Building, Marlborough Lines,
Andover

Summary of our Contribution, Wants and Needs



- We have immediate seed funding available
- We have existing assets for option analysis
- We have a funding gap = investment opportunity
- We are receptive to new ideas

Opportunities & Support Requirements



Legal	Insurance	Investment	Innovative / Novel Funding & Financing Options
Land Sales & Development Options	Joint Ventures	Special Purpose Vehicles	PFI PF2
Financial & Cost Management / Modelling	Quantitative Surveyors	Multi Disciplinary Services – Prime role Integration of Services	Programme & Project Management
Architects	Civil & Structural Engineering	Building Services	Specialist Services i.e Security / Equine

The Process





If you have any further enquiries or
contribution you wish to make please e-mail:

DIOASP-EOInfo@mod.uk