

House of Commons Defence Committee (HCDC)

Defence Reform Information

Headlines:

- Significant reforms are being implemented within the Ministry of Defence, fundamentally transforming its operations. This is the biggest transformation of the MOD in over 50 years.
- The recent announcement of the largest sustained increase in national security spending since the Cold War, rising to 5% of GDP by 2035, presents a significant opportunity and responsibility for UK Defence.
- These reforms will help cut waste, boost British growth and jobs, and fast-track future technologies to frontline forces, marking the start of a new era in UK Defence.
- Defence is now led by a strengthened Department of State, a fully-fledged Military Strategic Headquarters (MSHQ), a new National Armaments Director Group, and the Defence Nuclear Enterprise.
- The Permanent Secretary will lead a more agile Department of State, while the Chief of the Defence Staff will command the Service Chiefs and head up the MSHQ as a single point of force design and delivery of the integrated force. The National Armaments Director will fix the procurement system and drive economic growth, and the Chief of Defence Nuclear will oversee the Defence Nuclear Enterprise.
- Funding and spend will match the new leadership structures and be categorised into Invest, Readiness and Operate. Balance of investment decisions will be made across the whole department and set against Ministers' strategic priorities.
- Strategic Defence Review recommendations that involve how Defence is organised, and our ways of working, will be delivered through Defence Reform.

Background

Defence Reform is how we will better deliver our purpose and have greater effect across the world, keeping us secure at home and strong abroad. We are creating a stronger 'One Defence' capable of leading Britain and strengthening our Armed Forces to meet the increasing threats we face through:

- A **warfighting force** ready and able to win today and in the future
- An organisation that delivers its **commitments to NATO**, and extends our influence beyond the ability to fight through **diplomacy** and development of other nations' capacity to defence themselves
- A thriving **UK defence industry** that is resilient and scalable and provides growth, jobs, and innovation to our national economy
- An organisation that delivers **value for money** for the UK taxpayer, delivers capabilities faster, and is **adaptable to future change**
- A highly engaged organisation that **values its people** and enables everyone to fulfil their potential and contribute to the security and defence of the Nation.

Phased implementation of reforms is underway and will progress with more detailed design as we work through the organisation. While Financial Year 2025-26 will be a transitional year, with quarterly reform programme milestones over the period and the bulk of the

transformation will be complete by Financial Year 2026-27, Defence Reform remains a Parliament-long programme.

National Armaments Director Recruitment

- The outcome of the recruitment process for the National Armaments Director role will be announced in due course.
- Due to candidate confidentiality, we are unable to confirm details on those being considered.
- Andy Start is acting National Armaments Director (NAD). He is also the Chief Executive of the Defence Equipment and Support organisation.
- This is to ensure that the momentum of Defence Reform is sustained while we recruit for a permanent NAD.

Ministers			
Secretary of State for Defence			
Minister of State (Minister for the House of Lords)	Minister of State (Minister for Defence Readiness and Industry)	Parliamentary Under-Secretary of State (Minister for the Armed Forces)	Parliamentary Under-Secretary of State (Minister for Veterans and People)

Department of State	Military Strategic Headquarters and Armed Forces	National Armaments Director Group	Defence Nuclear Enterprise
Permanent Secretary	Chief of the Defence Staff	National Armaments Director	Chief of Defence Nuclear
Director General Finance Director General People Director General Policy Director General Transformation Director General Reform Chief Scientific Advisor Director Defence Communications (2*) Director General Defence Safety Authority	First Sea Lord Chief of the General Staff Chief of the Air Staff Commander Cyber and Specialist Operations Command Vice Chief of the Defence Staff Deputy Chief of the Defence Staff (Military Strategy and Operations) Chief of Staff Military Strategic Headquarters (2*) Deputy Chief of the Defence Staff (Force Development) Chief of Defence People	Director General International Collaboration & Exports Director General Commercial & Industry Chief of Defence Logistics & Support Chief Executive Officer Defence Infrastructure Organisation Chief Executive Officer Defence Science and Technology Laboratory (2*) Enterprise Chief Information Officer Chief Executive Officer Defence Equipment & Support (4*) Director General System Integration & Deputy Chief Executive Officer Defence Equipment & Support Director General Core Delivery Director General Options & Commissioning Director General Corporate	Chief Executive Officer Submarine Delivery Agency Chief Executive Officer Atomic Weapons Establishment Managing Director Warhead Director General Nuclear Fuels Director General Strategy
Permanent Secretary, Chief of the Defence Staff, National Armaments Director, Chief of Defence Nuclear, First Sea Lord, Chief of the General Staff, Chief of the Air Staff, Commander Cyber and Specialist Operations Command and Vice Chief of the Defence Staff all at 4* level; all other roles at 3* unless otherwise stated.			