

Admiral Tony Radakin



Ministry  
of Defence



Chief of Defence Staff

4/8/1/2

23 October 2023

Dear Mr Spellar,

I would like to thank the members of the House of Commons Defence Committee for the opportunity to answer their questions during the oral evidence session on 4 July.

I pledged to provide a fuller response to several questions in writing, the answers to which are outlined in Annex A. The Committee subsequently posed a further set of questions to me in writing via the Ministry of Defence Parliamentary Branch which are covered at Annex B.

I would also like to respond to two additional issues which were raised in the session.

#### Army Investment Comparisons

Members of the Committee questioned investment in the Army, with the suggestion it was the “poor relation” compared to the Royal Navy and the Royal Air Force. This is not correct. Over the past decade the Army budget has increased and investment in the Army as an overall proportion of Defence spending has been maintained.

Between FY13/14 and FY22/23, Army’s overall budget grew in real terms by 15%, Navy’s grew by 15% and Air’s by 18%, as a result of the MOD’s overall budget increasing. The equipment procurement element fluctuates but over the last three years has been on average 39% greater than in FY13/14 for the Army compared to 36% less for Navy and 45% greater for Air.

The Rt Hon John Spellar MP  
Vice Chair  
House of Commons Defence Committee  
House of Commons  
London  
SW1A 0AA

The Army consistently received around 25% of the overall budget over this period, which represents the largest area of spending within MOD.

The nation currently spends £12 billion on the British Army each year, which will soon rise to £14 billion. This will amount to more than £130 billion over the next 10 years, of which over £40 billion will be spent on equipment.

### The Role of the Senior Appointments Committee in 4\* Appointments

**Appointments in the Armed Forces.** As the professional head of the United Kingdom's Armed Forces, I took seriously the suggestion of politicisation of Armed Forces appointments. I also recognised a requirement to provide clarification on the variety of recollections from members' time in Ministerial Office on the role of the Defence Secretary in senior military appointments. I hope, in framing the current approach, I will address both issues to the satisfaction of the Committee.

**What has not changed.** In exercising the Royal prerogative, the long-standing authority for selection and appointing in the Armed Forces remains vested, through Letters Patent, in the Defence Council, which is chaired by the Secretary of State for Defence. Authorities for selection of OF8 (3-star) appointments and below are delegated to the Senior Appointments Committee with the requisite policies and process enshrined in Joint Service Publication 755.

As the principal military advisor to the Prime Minister and the Secretary of State for Defence, the role of Chief of the Defence Staff (CDS) is appointed by the Sovereign on the recommendation of the Prime Minister. By convention the Defence Secretary does not make a recommendation to the Prime Minister, instead they have long provided an assessment of potential candidate's strengths and weaknesses as well as articulating the requirements of Defence within the context of the time.

**What has changed.** Before Lord Levene's Review in 2011, each Service chief was responsible for making a recommendation for their successor direct to the Secretary of State. The Levene Review found that although selections were already subject to approval, there remained scope for allegations of patronage. To address this, the process was amended, under the introduction of the Joint Assured Model in 2013/14, such that CDS made recommendations to the Secretary of State incorporating advice from the outgoing Service Chief. This approach has subsequently been further strengthened, most recently under the leadership of Ben Wallace as Defence Secretary, by the introduction of a selection panel and interview process. This has allowed for the generation of a wider field of candidates and increased opportunity for individuals to put forward their own application. The panel, chaired by the Secretary of State, comprises the Permanent Secretary, an independent Non-Executive Director of the Defence Board and the CDS. All OF9 (4-Star) appointments are then made by the Sovereign, on the recommendation of the Defence Secretary, and with the approval of the Prime Minister.

The Senior Appointments Committee, which I chair, and which comprises the Permanent Under Secretary and all the Chiefs of Staff, is responsible for senior talent management across the Armed Forces. The SAC selects tri-Service OF8 and OF7 military appointments. In addition, it ratifies single Service OF8 appointments. Single Service selections at OF7 and below are delegated to the Service Chiefs. The previous Secretary of State chose to be an observer on the SAC and had no voting role. However, as all OF8 appointments are formally ratified by the Secretary of State, in line with Defence Council requirements and with Ministerial responsibilities to Parliament, it is helpful for him to understand the discussion before he invites the Prime Minister to agree the appointments prior to final approval by the Sovereign. The SAC is not responsible for the selection of 4-Star appointments.

This reformed process, provides for a modern, fair, transparent and uniform process across the appointments of our most senior staff.

**Chief of the General Staff.** General Sir Patrick Sanders was appointed as CGS for two years, building on his previous 3-years of 4-Star experience as Commander United Kingdom Strategic Command, to drive useful stability into the senior army plot. This 2-year tenure was articulated in his letter of appointment dated 22 February 2022 and confirmed again in writing, followed detailed succession planning, by the Defence Services Secretary on 20 April 2023. Recent speculation in the press that selection of his successor is the consequence of a foreshortening of General Sanders' tenure is wholly inaccurate.

Yours sincerely,



**CHIEF OF DEFENCE STAFF**

## **Annex A – Written Responses to Questions Raised During Oral Evidence Session**

- 1. Q20: a list of the recommendations from the Sheldon Report that the MOD have accepted, the nine that it has not and a rationale for why.**

The list of recommendations from the Sheldon Report has already been shared with the Committee as part of the Departmental Response to the HCDC Inquiry into DE&S.

- 2. Q32: the Minutes of meetings of the Air Force Board at which the RAF diversity drive policy was discussed.**

Recruitment and diversity have been discussed at a number of Air Force Main Board and Executive Committee (ExCo) meetings. I agreed to provide you with any minutes around the decision relating to the acceleration of women and candidates from ethnic minority backgrounds onto training courses. Below is the relevant extract from the minutes of an Air ExCo meeting, chaired by the Chief of the Air Staff (CAS), on 15 December 2021:

*‘CAS opened the discussion by welcoming the successful introduction of PARMIS<sup>1</sup> as the primary means of performance and risk reporting across the business and reminded members of the need for increased discipline in 2022 with regard to using PARMIS for MI review. He expressed a desire to conduct regular reviews of PARMIS to allow a deeper discussion on MI, supported by the use of PARMIS data displayed on screen. CAS was delighted by the level of effort, achievement and input by all involved hitherto, but noted the PARMIS data on recruitment indicated that whilst nearing the female recruitment target, the BAME target is falling behind. COS Pers offered that her team was unlikely to reach the ambitious target of 12% BAME this year but 9% was achievable. Other initiatives to improve the situation included the forward loading of courses for branches and trades attractive to BAME recruits and news that 13% of bursaries this year have been awarded to personnel from Ethnic minority backgrounds. ACAS Plans highlighted that Hd Office should be informed of the fact that the 12% targets are unlikely to be achieved.*

*DCom Cap noted that it had been a difficult year for the team who have achieved high levels against difficult targets; he added that work will continue on this front and the recommendations in the Nationality Policy Paper planned for the Jan 22 Air ExCo would help address this.*

*In summing up, CAS highlighted the need to avoid arriving in a similar place next year and that BAME recruiting should be treated as a strategic challenge. It was agreed that this challenge will endure with bigger recruitment targets for FY22/23. Air ExCo members were encouraged to think as creatively as possible regarding what different actions could be introduced in order to*

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<sup>1</sup> Air Performance and Risk Management Information System.

*ensure the required ethnic minority representation is achieved across all professions’.*

**3. Q47: when the Strategic Reserve was last mobilised and when the MOD plans to do it next.**

The last time that the Strategic Reserve was mobilised at scale was OP GRANBY in 1991. There have been examples since then of smaller scale mobilisation of individuals from the Strategic Reserve. For instance, 19 ex-Regular Army personnel were mobilised in an enabling function to support the mobilisation of Active Reserve Forces as part of the MOD’s response to the COVID-19 pandemic. The Army also ran a small-scale trial conducted by a single Unit in 2017 focussed on voluntary reporting of ex-Regular Reserves as a platform to understand and learn for future utilisation of Strategic Reserves.

There are currently no plans to exercise mobilisation of the Strategic Reserve. AGILE STANCE work on Reserves mobilisation has focussed on the Active Reserve. A series of mobilisation exercises of Active Reserve elements will take place across each of the single Services, between Jan-Mar 24 and in Sep 24, to inform and develop the UK’s ability to mobilise Reserve Forces at pace and scale. This is being developed concurrently to work that will establish warfighting and UK resilience demand signals, including equipment requirements. The result will lead to a revised strategy and communications across stakeholder groups (ex-regular personnel, their families and employers, Parliament, Ministers, and society as a whole), together with an updated AGILE STANCE Directive, to develop the capability and capacity to mobilise the Strategic Reserves at scale.

**4. Q71: CDS indicated that he wished to write to the Committee on what the UK could deliver to NATO.**

The United Kingdom has maintained our role as a leading contributor to NATO, consistently meeting our commitment to spend at least 2% of GDP on Defence. The UK will be one of only two Allies that can bring to bear nuclear, offensive cyber, precision strike weapons and fifth-generation strike aircraft across the NATO region.

We have re-emphasised our commitment to playing a leading role in NATO, including through a substantial offer to the new NATO Force Model.

The Royal Navy will continue to provide the most comprehensive maritime contribution to NATO warfighting capability of any European Navy, routinely declaring Carrier, Anti-Submarine Warfare (ASW) and Littoral Strike capabilities with their enablers to the Alliance’s maritime forces. UK capital ships will continue to operate as NATO flagships and we will be highly visible in NATO maritime activity in the High North, Baltic and Mediterranean Seas and the Atlantic Ocean.

The Army will continue to lead the multinational Enhanced Forward Presence Battlegroup in Estonia and will provide the land component of the Very High Readiness Joint Taskforce in 2023 and, in 2024, the land component of the inaugural Allied

Reaction Force. Whilst maintaining our warfighting Division, the Army will also offer to strengthen, with Allies, the UK-led Allied Rapid Reaction Corps as a strategic reserve for NATO's land forces.

The RAF continues to conduct NATO air patrols over Poland, Romania and Estonia. It will also provide to NATO its significant intelligence, surveillance and reconnaissance capabilities, Air-to-Air refuelling, and modern strategic transport fleets, as well as its highly capable fourth and fifth-generation combat aircraft.

We will also continue to lead in new domains too, and we were the first ally to offer offensive cyber capabilities to the Alliance.

- 5. Q102 – 4: whether reports on the Submarine Service and the Red Arrows will be published (or shared with the Committee), whether legacy cases will be investigated by the Defence Serious Crime Unit will investigate legacy incidents or indeed whether there is consideration being given to creating a legacy unit embedded within Defence Serious Crime Unit.**

#### *Red Arrows*

The RAF plans to publish the findings of the non-statutory inquiry into 'Unacceptable Behaviour in the RAFAT (Red Arrows)' once all linked investigations, which remain ongoing, are complete.

#### *Submarine Service*

As the investigation is currently on-going it would be inappropriate to pass these findings to the Committee at this stage, but the HCDC will be notified – at the earliest opportunity – when it is appropriate to do so.

The First Sea Lord has been clear that any activity which falls short of the highest of standards the Royal Navy sets itself is totally unacceptable. Sexual assault and harassment will not be tolerated and anyone who is found culpable will be held accountable for their actions regardless of their rank or status.

#### *Defence Serious Crime Command*

The Defence Serious Crime Command's (DSCC) Professional Standards & Review (the term recognised by Service and Home Office Policing) conducts investigations into a wide range of activity: historic or 'cold case' reviews; dip checking (i.e. selecting investigations at random to conduct a review to check for accuracy, timeliness, compliance etc) of ongoing cases to provide assurance; re-investigation of cases closed or which failed to meet a standard required to pursue prosecution, or cases directed for a Victims Right to Review or for any other reason which vary widely.

It does so in compliance with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services best practice and will be inspected to that standard.

- 6. Q107: whether the helpline for homeless veterans announced this week will be extended to veterans in Northern Ireland and if so when.**

The Office for Veterans Affairs is working to identify how the principles of the pathway can be applied to Northern Ireland. Measures to support veterans in Northern Ireland at risk of homelessness should be finalised in the coming months.

## **Annex B – Answers To Subsequent Questions Posed by the Committee**

Due to the time constraints on the Committee, members did not have the time to ask the full range of questions they had prepared. The answers are as follows.

### **People/Workforce**

#### **1. This year's AFCAS results are fairly damning across the board. What areas are you most concerned about and what is being done in response?**

The AFCAS – like YourSay, RESCAS and FAMCAS – is a vital means for the Department to gather views and experiences of our workforce over time, enabling assessment of trends. This information, along with other people reporting systems, are key evidence sources in the development of People strategies and policies.

The 2023 AFCAS results identify specific concerns with regards to accommodation, pay and benefits, welfare support, and fairness at work.

#### *Accommodation*

I am clear that our people and their families deserve a higher standard of service than many have been receiving. The Department has been working with its suppliers to deliver sustained improvements, while exercising our rights to withhold payments from contractors to the fullest extent which our contracts allow.

As a result, the backlog of repairs has massively reduced with thousands of tasks now resolved. Repair maintenance backlog figures have reduced from a peak of 21,000 in December 2022 to 4,136 as of 18 September 2023, while active complaints have reduced from the peak of 4,190 in early November 2022 to 952 by 28 September this year.

Regular weekly calls between DIO, Pinnacle, VIVO and Amey are ensuring that the focus on complaints is still maintained. As communicated within the Defence Command Paper Refresh, Defence will be investing an additional £400M over the next 2 years into its accommodation provision, this is on top of investment directed through the Defence Accommodation Strategy which we launched in October 2022.

#### *Incentivisation*

The Haythornthwaite Review was laid before Parliament on 19 June and we are focused on taking forward all 67 recommendations to modernise our offer across the whole force. Such is the scale and scope of the Review, we have identified three key areas of the Review's recommendations to take forward as a priority: greater career flexibility through a Spectrum of Service; enhanced effectiveness of our offer by adopting a Total Reward Approach; and the digitalisation and simplification of our

people system. As a matter of priority, over the next three years, we will address our most critical skills shortfalls, particularly in digital and STEM (Science, Technology, Engineering and Maths).

### *Families*

We launched the Armed Forces Families' Strategy in January 2022. It establishes Defence's 10-year plan to drive modern, family-friendly elements into people-related policies. In September 2022, the Wraparound Childcare initiative was launched; since then, over 7,000 Service children have been registered onto the scheme, with over £3.5 million already claimed to support families. By 2024, we will have expanded this access to childcare for those working in overseas' locations. We will also launch the Defence Early Years strategy by March 2024, to increase capacity in childcare provision, serving Defence locations across the UK.

### *Unacceptable Behaviours*

Whilst progress has been made in tackling unacceptable behaviours, it is disappointing that AFCAS reports 13% of personnel believe they have been subject to bullying, discrimination, or harassment in the last 12 months.

Delivering improvements by increasing confidence, transparency, flexible working, and tackling unacceptable behaviours through zero tolerance policies is a priority for me and the Service Chiefs. To support this, we are transforming our Service Justice and Service Complaints' systems to increase trust and accountability.

### *Pay and Reward*

Whilst the reported drop in satisfaction with the financial offer is disappointing, we are working hard to improve this for Service Personnel:

- On the 13 July 2023, we announced the 2023 pay award which gives a targeted increase to personnel ranging from 9.7% for our most junior personnel to 5.8% for officers of 1\* rank. This is on top of annual increments which are built into our Armed Forces pay scales.
- In line with the recommendations in the Haythornthwaite report we will be conducting a review to simplify our Armed Forces allowances policy.
- Building on the advice from the Haythornthwaite report we will be seeking to improve understanding of the Armed Forces Pension through improved communications.
- We will also take a holistic look at all the elements of the Armed Forces offer by trialling a new Total Reward approach.

## **2. Where are your biggest pinch points in personnel across the three Services?**

In April 2023 over 250 Pinch Points were reported internally within MOD covering both the Armed Forces and MOD Civilian workforce and with different levels of criticality. Within this there are 36 Armed Forces and 34 MOD Civilian Pinch Points that are assessed as the most critical (Significant or above). Current forecasting accounting for recovery plans is that the number of critical Pinch Points should reduce to 23 Armed Forces and 12 Civilian Service Pinch Points within three years. There is scope to reduce these critical Pinch Points further – perhaps as low as 10



Armed Forces and one Civilian – within five years. In both cases we must guard against over-optimism: sustained effort and focus will be required from single Services and TLBs to achieve these targets.

In total the current shortfall of personnel in the most critical PPs represents 1.8% of the combined AF Regular Strength and MOD Civilian Strength. The Royal Navy, the British Army and the Royal Air Force are experiencing the same challenges as every employer in the UK and are competing for people against a national shortage, with recruitment of engineers proving particularly problematic. We are experiencing skills and capability shortages in additional critical areas including cyber/digital, Medical and Health and Project Management. Our greatest challenge and the focus of collective recovery action are the technical trades and force enablers which take time to train and impact critically on our deployable capability.

All three services have sufficient personnel to meet their operational commitments. However, the introduction of new platforms has increased the requirement for personnel trained in operating and maintaining these. The single Services and MOD organisations use a range of mitigation measures and recovery strategies tailored to the specific issues for each Pinch Point. These include: Financial incentives, organisational redesign, greater cross Service approach to improve inflow as part of our Armed Forces recruitment activity and, the implementation of incentivisation retention positive policies outlined in the Defence Command Paper, including recommendations from HRAFI, accommodation investment and other initiatives such as Pan-Defence Civil Service recruitment for Project Delivery roles.

Whilst Pinch Points represent an organisational challenge that Defence has prioritised to address, all three Services have sufficient number of trained personnel to meet their requirements, provide resilience, ensure agility, and protect the lived experience of our people.

**3. There is an especially high level of dissatisfaction amongst Naval personnel with the regularity of deployments, decompression and post operational tour support and Post Operational Stress Management. Are you concerned about retaining talent?**

Data from the 2023 Armed Forces Continuous Attitude Survey (AFCAS) supports the fact that Royal Navy (RN) personnel are mostly satisfied with the regularity of deployments with: 60% RN and 43% RM reporting that deployment frequency was about right; 29% RN and 5% RM felt deployments were too often and 11% RN and 52% RM not often enough. Whilst the RN's level of satisfaction regarding deployment length is less than the general figure across Defence (70%), it must be recognised that the nature of RN deployments results in personnel being deployed for longer periods than the other services and there are a large number who believe that they do not deploy frequently enough. To alleviate this dissatisfaction, the RN employs a number of crewing models to maximise availability whilst providing an improved experience for personnel. They are also reviewing crewing options for future platforms including the possibility of dual-crewing, multi-crewing and hybrid-crewing with industry partners and partners across government.

Only 13% of RN personnel are satisfied with post-operational stress management and 18% with decompression and post operational tour support. The Royal Navy is always looking for opportunities to refine and improve the experience of its personnel, especially those that face specific challenges due to the nature of their work, such as submarine crews, and tailor programmes of support for service people and their families around platform types before, during and after deployment. This approach is exemplified by the targeted package of support delivered to the returning CASD submarine, that included, but was not limited to, additional leave, care packages for families and career interviews for the returning crew.

Retaining high quality and talented people will always be a challenge in a competitive market, however, the RN is actively engaged to address outflow, reviewing and mitigating the main reasons cited by people for leaving, whilst seeking to deliver programme stability to allow our people greater certainty. Flexible crewing options will help deliver while also increasing platform availability.

## **Haythornthwaite Review**

### **4. Have you identified any quick wins from the Haythornthwaite Review?**

We have long recognised the need to refresh our career structures and remuneration to reflect the needs of all who are joining – and considering joining – the Armed Forces. That is why the Secretary of State for Defence commissioned the independent Haythornthwaite Review, which is the first complete look at the terms and conditions, and incentivisation, of service in our Armed Forces, since the Bett Review of the 1990s.

The 2023 Defence Command Paper outlines three key areas of the Review's recommendations which Defence will take forward as a priority:

- greater career flexibility through a Spectrum of Service, which will enable us to be better at retaining and surging talent across the whole force. This will include increasing fluidity between the military, the Civil Service and industry. We will promote 'zig-zag' or 'portfolio' careers for all our people who want them;
- enhanced effectiveness of our offer by adopting a Total Reward Approach, to offer a more compelling and competitive incentivisation package; and
- the digitalisation and simplification of our people management system, to remove the barriers that prevent flexibility and workforce agility and restrict access to talent.

In terms of some specific "quick wins", we have identified the following:

- Undertaking further research to gather longitudinal data, that will enable us to better measure what our people value most about the terms we offer them;
- A modern, commercially-sourced pensions communication campaign;
- The simplification and automation of allowances provision;
- Revision and enhancement of overseas allowances;
- Broadening the scope of medallic recognition to reflect the evolving nature of conflict; and
- The roll-out of a hybrid working accommodation trial

**5. The Review suggests introducing a 'Spectrum of Service' to allow people to serve in a variety of ways throughout their career in a manner which suits their personal and family life – what might the benefits and disadvantages of such a development be for as the head of the Armed Forces?**

The Haythornthwaite Review recommended that a Spectrum of Service framework should be created that enables each Service to negotiate terms of service with every one of their people. Defence intends to implement this framework, enabling us to be better at retaining and surging talent across the whole force. This will mean increasing fluidity between the military, the Civil Service and industry, as well as between full- and part-time employment, through transforming career structures and creating a continuum between regular and reserve service.

Allowing personnel to serve in a more flexible manner and in a way that suits their personal circumstances will allow us to:

- Attract from a greater pool of talent, which will not only assist with our general inflow but will also help to attract talent from areas where we have not been as strong e.g. underrepresented groups or individuals with niche or in-demand skills.
- Retain talent longer, where personnel currently feel that they must leave if they want to work more flexibly at different stages of their life. A more flexible approach will allow personnel to dial their levels of commitment up or down to suit their circumstances.
- Retain people within the Defence enterprise, including the Civil Service and industry, where individuals can utilise their skillsets for the benefit of Defence and the nation outside of the Armed Forces but still have the option to return to uniformed Service.
- Supports the Service person to be more responsive to any change in family circumstances that occurs without it damaging their career.

While we would not describe them as disadvantages, there are elements that we would need to ensure we get right in a spectrum of service employment model to ensure that all Defence Tasks can be met. There will need to be a balance between the exigencies of the Service versus the preferences/needs of an individual which will need to be closely monitored and managed.

There will still be a requirement to have the right people, with the right skills and capability at the right levels of readiness. All of this can be achieved with a Spectrum of Service model but there may need to a cultural shift to achieve this.

**6. The Review warns that a Tri-Service recruitment model can deliver benefits but must not undermine each Service's ability to set its own overall approach to recruitment. How will you strike the balance between centralisation and flexibility? Are the three service chiefs supportive of the idea of a Tri-Service model?**

The Armed Forces Recruitment Programme (AFRP) was presented to the Chiefs of Staff Committee in February 2023, where Service Chiefs agreed with the principle of a Tri-Service solution whilst requesting a more centralised governance structure (previously Army Lead Service). At the subsequent People Committee in May 23, it was noted that success in AFRP is critical and as such is fully supported by the People Committee on behalf of the Defence Board.

There has been extensive dialogue with bidders to ensure their proposed solutions provide the flexibility required by the single Services, with a particular focus on ensuring roles which are critical to the defence of the nation will be met, and the opportunity for single Services to change priorities in-year and between years exists.

The future tri-Service recruiting solution will have a governance framework built around a Command Recruiting Support Plan (CRSP). The CRSP is the formal agreement for recruiting between Service Chiefs and CDP. The CRSP allows Front Line Commands (FLCs) to be intelligent customers, with the Supplier and the Armed Forces Recruitment HQ as delivery agent on behalf of CDP. Once the CRSP has been signed it forms the basis for the ongoing assessment of progress against the agreed plan for a given Recruiting Year. CRSP customer reviews will provide the opportunity to adjust processes and provides the single Services with the opportunity to define and update their requirements annually providing flexibility and agility to change workforce requirements.

It is through this process that the balance between centralisation and flexibility is established. This tri-Service approach is reinforced through the governance process with the VCDS-chaired 2\* Sponsor Group representing each Service, and Principal Personnel Officers integral to the decision making and approval of future solution concepts.

These governance processes ensure that flexibility can be applied when needed, with Chief of Defence People having oversight of the contract delivery, to ensure the future strategic workforce capabilities are being recruited for and delivery is in line with Defence priorities.

The AFRP contract will be awarded in May 2025 with evaluation of bids taking place in 2024, the successful bidder will deliver recruitment from January 2027. Until that point current recruiting processes remain extant.

**7. How long do you think it will take to respond to the Haythornthwaite Review and will you commit to clearly communicating how you “intend to go about delivering on the review’s recommendations” including putting “in practical terms how the principles outlined” in the Review “will be applied and how things will change for personnel in the short, medium and long term” as recommended?**

As DCP23 outlines, we aim to take forward delivering our priorities from the Haythornthwaite Review immediately. The Defence Secretary will continue to study the Review’s 67 complex, interconnected recommendations and make a more detailed formal response later in the year.

A programmed of integrated activity to deliver the Review will be developed working closely with Defence-wide stakeholders. This collaborative process and, together with an ongoing supporting communications campaign, it will enable us to ensure that the principles outlined in the review are applied and that our people fully understand the likely impact on them and their families.

#### **8. Is there a budget for the implementation of the Haythornthwaite Review recommendations?**

The Review provides an indicative estimate of the full cost of implementing its recommendations; however, some key data which will be required is not included. The Review also acknowledged that there was already work underway in Defence, covered by existing budgets, that would deliver some of its recommendations. Defence now needs to acquire the missing costing data and calculate more accurately the overall budget and funding methodologies required to take the recommendations forward within the context of the affordability of the department's wider programme.

#### **Readiness**

#### **9. How would you define Readiness and how holistic is the MOD's measurement of both operational and strategic Readiness?**

#### **10. Is readiness a political priority and, in your experience, do Ministers understand what is required in order to ensure readiness of UK Armed Forces to respond to different situations whether they be a domestic or an international crisis or an act of war? How often do you exercise such situations with Ministers and the wider NSC?**

I will answer these questions together as they are intertwined.

UK Defence doctrine defines readiness as **"The period of time measured from an initiation order to the moment when the headquarters or unit is ready to perform its task from its peacetime location (permanent or forward deployed) or ready for deployment."** (JDP 0-01.1 (DCDC 2019)). This aligns with NATO's definitions of readiness.

Readiness and lethality are underpinned by enablers and our ability to deter threats, both by punishment and by denial, at home and overseas. Our adversaries must have no doubt about our ability and willingness to fight and win. Our readiness to deter will therefore be increased through investment in the resilience and of the UK's munitions infrastructure, including storage facilities and stockpiles. We are also re-investing in key areas such as Strategic Lift and the Strategic Base to improve our resilience, readiness, availability, capability, and sustainability.

DCP23 outlines how the Department will invest an additional £2.5 billion in our munitions and stockpiles, on top of the increased investments committed at the

Autumn Statement and Spring Budget. We will invest in such capabilities as complex weapons, general munitions, and operational spares stocks to meet the needs of sustained operation.