

Business Plan 2011–2015

Ministry of Defence

May 2011

This plan will be updated annually

Contents:

Section A: **Vision**

Section B: **Coalition Priorities**

Section C: **Structural Reform Plan**

Section D: **Departmental Expenditure**

Section E: **Transparency**

A) Vision

Against the backdrop of the National Security Strategy and the outcome of the Strategic Defence and Security Review (SDSR), our priorities from now until 2015 are:

To succeed in Afghanistan – the main effort for the MOD. Our Armed Forces are working to protect the UK by creating security and stability in Afghanistan and training members of the Afghan National Security Forces (ANSF) to help the Afghans to provide their own security in the future.

To continue to fulfil our standing commitments, including strategic intelligence, the strategic nuclear deterrent, defence against direct threats to the UK and its overseas territories, counter-terrorism and military aid to the civil authorities. Carrying out these roles is essential to our security and supports key British interests around the world.

To succeed in other operations we are required to undertake, by providing a defence contribution to UK influence, by defending our interests by projecting power strategically and through expeditionary operations, and by providing security for stabilisation.

To promote defence exports consistent with export control criteria; as part of a defence diplomacy programme to strengthen British influence and help support British industry and jobs.

To implement the Strategic Defence and Security Review (SDSR) by restructuring the Armed Forces and their capabilities; rebuilding the Armed Forces Covenant; and developing a New Employment Model.

To deliver the Defence Reform Unit's review which will identify ways of creating a simpler and more effective organisation and determine how the MOD can deliver significant reductions in running costs.

To deliver Defence in the most effective, efficient and sustainable way by meeting benchmarking, efficiency and Government sustainable development targets, building on the Defence Reform Unit's review.

Liam Fox, Secretary of State for Defence

B) Coalition Priorities

Major responsibilities

Our main focus is to succeed in Afghanistan

- Work to create security and stability in Afghanistan, including by training members of the Afghan National Security Forces (ANSF) to help the Afghans to provide their own security in the future

We will continue to fulfil our standing commitments

- Defend against direct threats to the UK and its overseas territories, provide strategic intelligence, maintain our strategic nuclear deterrent, support counter-terrorism work (CONTEST) and provide military aid to the civil authorities

We will prepare for success in any other operations that we are required to undertake

- Respond to external threats (intervention operations) and natural disasters; provide support to conflict prevention and stabilisation operations; carry out defence diplomacy, engagement and capability building activities; and build constructive bilateral relationships including with the US and France; and multilateral relationships in particular NATO (including the new Strategic Concept); facilitated by defence attachés and advisers and including activities such as international training and joint exercises

We will promote defence exports consistent with export control criteria

- Work with the Department of Business, Innovation and Skills to establish the Defence Exports Group and re-invigorate our relationships with international partners

B) Coalition Priorities

Structural Reform Priorities

- 1. Restructure the Armed Forces and their capabilities**
 - Ensure that the UK has the required Force Structure, training and equipment to carry out operations, as part of the implementation of the SDSR
- 2. Rebuild the Armed Forces Covenant and develop the New Employment Model**
 - Develop the New Employment Model and rebuild and formalise the Armed Forces Covenant which represents a promise of fair treatment, on behalf of the nation, to ensure our Armed Forces and their families are valued and respected, as part of the implementation of the SDSR
- 3. Deliver the Defence Reform Unit's review**
 - Identify and deliver ways to create a simpler and more effective department, including significant reductions in running costs
- 4. Deliver Defence in the most effective, efficient and sustainable way**
 - Meet benchmarking, efficiency and Government sustainable development targets, building on the Defence Reform Unit's review

B) Coalition Priorities

The Department will no longer...

...support or aim to provide elements of the existing force structure which the SDSR has concluded should not feature in Future Force 2020, for example:

- We will withdraw Harrier from service early
- We will decommission HMS ARK ROYAL early
- We will reduce the non-deployable administrative structure of the Services
- We will reduce the number of heavy armour platforms
- We will not bring into service the Nimrod MRA4 maritime patrol aircraft
- We will reduce the number of Tornados

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to the Parliamentary timetable and approval.

1. Restructure the Armed Forces and their capabilities

(p.1 of 3)

Ensure that the UK has the required Force Structure, training and equipment to carry out operations, as part of the implementation of the SDSR

ACTIONS	Start	End
1.1 Conduct the Strategic Defence and Security Review (SDSR) including Armed Forces capability reviews	Completed	-
1.2 Publish the National Security Strategy (NSS)/SDSR White Paper	Completed	-
1.3 Start implementing SDSR outcomes	Ongoing -	
1.4 Build constructive bilateral relationships including with the US and France; and multilateral relationships in particular NATO		
i. Implement US / UK Defence Trade Co-operation Treaty	Started	Mar 2012
ii. Establish A400M Joint User Group with France	Completed	
iii. Conduct Joint User Group study on A400M to inform operating techniques and procedures and identify opportunities for synthetic and live training	Started	Dec 2014
iv. Identify potential to use Future Strategic Transport Aircraft (FSTA) spare capacity to meet French requirement for AAR and air transport (AT)	Started	Jul 2011
v. New NATO Command Structure agreed by the Alliance	Jun 2011	Jun 2011
vi. UK commitment to new NATO Command Structure implemented	Mar 2016	Mar 2016
1.5 Take forward work to develop the Queen Elizabeth Class Carriers		
i. Interim report presented to the MOD's internal Investment Approvals Board	May 2011	May 2011
1.6 Take forward restructuring activities as set out in the SDSR		
i. Implement key restructuring activities in the Royal Navy, including:		
a) Remove the Royal Navy component of the Joint Harrier Force from service	Completed	-
b) Decommission HMS ARK ROYAL	Completed	-
c) Reduce by four the number of frigates	Completed	-
d) Place at extended readiness a landing and command ship	Started	Mar 2012
e) Decommission one Bay-class amphibious support ship	Completed	-

1. Restructure the Armed Forces and their capabilities

(p.2 of 3)

Ensure that the UK has the required Force Structure, training and equipment to carry out operations, as part of the implementation of the SDSR

ACTIONS	Start	End
1.6 Take forward restructuring activities as set out in the SDSR (continued)		
f) Reduce the number of Royal Navy Personnel by around 5,000	Started	Apr 2015
(1) Deliver Tranche 1	Started	Sep 2012
(2) Identify Tranche 2	Oct 2011	Apr 2012
(3) Identify Tranche 3	Apr 2012	Oct 2012
ii. Implement key restructuring activities in the Army, including:		
a) Reduce the non-deployable regional administrative structure to enhance our focus on front-line capabilities	Started	Mar 2015
b) Restructure to deliver five multi-role brigades	Started	Apr 2015
c) Reduce our holdings of Challenger 2 main battle tanks by 40%	Completed	-
d) Reduce our heavy artillery armoured vehicles (AS90) by around 35%	Completed	-
e) Rationalise wider equipment holdings in the light of experience on operations and improved fleet management	Started	Apr 2020
f) Reduce the number of Army Personnel by around 7,000	Started	Apr 2015
(1) Deliver Tranche 1	Started	Sep 2012
(2) Identify Tranche 2	Oct 2011	Apr 2012
(3) Identify Tranche 3	Apr 2012	Oct 2012
(4) Identify Tranche 4	Oct 2012	Apr 2013
g) Restructure HQ Allied Rapid Reaction Corps (ARRC) and deployable divisional headquarters	Apr 2012	Apr 2015
iii. Implement key restructuring activities in the Royal Air Force (RAF), including:		
a) Reduce the Tornado Fleet from 40 to 18 Force Elements	Started	Mar 2015
b) Remove the RAF component of the Joint Harrier Force from service	Completed	-

2. Rebuild the Armed Forces Covenant and develop the New Employment Model (p.1 of 4)

Develop the New Employment Model and rebuild and formalise the Armed Forces Covenant which represents a promise of fair treatment, on behalf of the nation, to ensure our Armed Forces and their families are valued and respected, as part of the implementation of the SDSR

ACTIONS	Start	End
2.1 Introduce Armed Forces Bill	Completed	-
2.2 Issue a revised Service Personnel sub-Strategy to include New Employment Model (NEM) principles	Started	Mar 2011 (Overdue)
i. NEM Estimate Team Study to confirm NEM Programme scope, feasibility and resourcing	Completed	-
ii. Conduct Future Accommodation Project	Started	Jun 2012
a) Deliver Future Accommodation Project Interim Report	Dec 2011	Dec 2011
b) Deliver Future Accommodation Project Final Report	Jun 2012	Jun 2012
iii. Conduct NEM studies identified by NEM Estimate	Apr 2011	Jun 2012
iv. Deliver NEM Report to include costed options to inform Planning Round 2013	Sep 2012	Sep 2012
v. Develop policy and implement endorsed NEM Report outcomes	Sep 2012	TBC
2.3 Adjust the pay and allowances provision afforded to Service personnel, ensuring a balanced and fair remuneration package while maintaining affordability		
i. Double operational allowance for Service personnel	Completed	-
ii. Include Service pay in the Fair Pay Review		
a) Review interim report	Completed	-
b) Fair Pay Review Final Report Published	Completed	-
2.4 Develop rest and recuperation (R&R) arrangements to ensure a balanced use of resources, provide value for money and minimise disruption to Service personnel and their families		
i. Compensate Service personnel who have lost days from their R&R with extra days during their post-operational leave	Completed	-

2. Rebuild the Armed Forces Covenant and develop the New Employment Model (p.2 of 4)

Develop the New Employment Model and rebuild and formalise the Armed Forces Covenant which represents a promise of fair treatment, on behalf of the nation, to ensure our Armed Forces and their families are valued and respected, as part of the implementation of the SDSR

ACTIONS	Start	End
ii. Ensure short tours are no longer than 119 days to minimise disruption to Service personnel and their families	Completed	-
2.5 Consider changing the rules so that Service Personnel only have to register once on the Service register to be able to vote		
i. Agree data sharing arrangements between MOD and Electoral Registration Officers	Started	May 2011
2.6 Conduct the Future Reserves 2020 Study	Started	Aug 2011
i. Conduct Phase 1. Establish the Defence requirement for Reserves and define the strategic principles around which the balance between Regular and non-Regular manpower should be designed.	Completed	-
ii. Conduct Phase 2. Design a range of single Service Reserve Force structures and force generation options which meet the operational requirement.	Started	May 2011
iii. Conduct Phase 3. Develop a detailed concept and outline plan for implementation of the new Reserves' structures.	May 2011	Jul 2011
iv. Deliver Future Reserves Study.	Aug 2011	Aug 2011
2.7 Maintain and further improve the health and social care provided to both serving and ex-Service personnel		
i. Develop plan to implement the in-service elements of the Murrison Report	Completed	-
ii. Implement the in-service recommendations from the Murrison Report on mental health services for Service personnel		
a) Conduct post-deployment mental health project	Started	Sep 2014
b) Research developing a post-deployment mental health / post traumatic stress disorder screening tool	Started	Sep 2011

2. Rebuild the Armed Forces Covenant and develop the New Employment Model (p.3 of 4)

Develop the New Employment Model and rebuild and formalise the Armed Forces Covenant which represents a promise of fair treatment, on behalf of the nation, to ensure our Armed Forces and their families are valued and respected, as part of the implementation of the SDSR

ACTIONS	Start	End
c) Incorporate enhanced mental health assessments (EMHA) into routine Service and discharge medical examinations		
(1) Run a tri-Service trial	Started	Jul 2011
(2) Deliver EMHA Report	Aug 2011	Aug 2011
(3) Implement endorsed EMHA findings	Oct 2011	Dec 2011
iii. Work with the Department of Health to implement ex-Service personnel elements of the Murrison Report		
a) Launch a dedicated 24-hour support line for ex-Service personnel	Completed	-
b) Commission a national service to improve access to mental health services for veterans, including the introduction of 30 mental health nurses (or equivalents) in Mental Health Trusts	Completed	-
c) In co-operation with 'Big White Wall' or similar network, design a mental wellbeing website	Started	Sep 2011
iv. Include the ability for veterans to use Defence Departments of Community Mental Health (DCMH) for 6 months after their release from service in medical policy	Started	May 2011
2.8 Seek to improve education provision to Service personnel and their dependants		
i. Provide university and further education scholarships for the children of Service personnel killed on active service	Started	Oct 2011
a) Secure stakeholder agreement to implementation process	Completed	-
b) Design process to administer scholarships	Started	Sep 2011
ii. Work with the Department for Education to scope the Troops for Teachers programme	Completed	-
a) Publish Department for Education Schools White Paper including the Troops for Teachers intent	Completed	-

3. Deliver the Defence Reform Unit's review

Identify and deliver ways to create a simpler and more effective department, including significant reductions in running costs

ACTIONS	Start	End
3.1 Establish the Defence Reform Unit, led by Lord Levene	Completed	-
3.2 Conduct work-stream analysis to review effectiveness and efficiency of:	Started	May 2011
i. Policy, strategy, financial planning and performance management		
ii. Armed Forces force generation, including harmony and tour length		
iii. Acquisition and support		
iv. Corporate services and estate		
a) Establish Defence Infrastructure Organisation (DIO)	Completed	-
b) Establish Defence Business Services (DBS)	Jul 2011	Jul 2011
v. Top-level governance, and the most senior posts	Started	Jul 2011
3.3 Complete the Defence Reform Unit's review		
i. Present Defence Reform Unit findings to the Defence Secretary	Jul 2011	Jul 2011
ii. Publish Defence Reform Review Report and Response	Sep 2011	Sep 2011
iii. Publish an implementation plan setting out how the Defence Reform Unit's review will be delivered	Sep 2011	Sep 2011
3.4 Implement Defence Reform Review endorsed outcomes	Sep 2011	Apr 2015
3.5 Reduce the number of MOD civilians in the core Department by around 20,000	Started	Apr 2015
i. Deliver Tranche 1 profile	Started	Mar 2012
ii. Deliver Tranche 2 profile	Apr 2012	Mar 2013
iii. Deliver Tranche 3 profile	Apr 2013	Mar 2014
iv. Deliver Tranche 4 profile	Apr 2014	Mar 2015

4. Deliver Defence in the most effective, efficient and sustainable way (p.1 of 3)

Meet benchmarking, efficiency and Government sustainable development targets, building on the Defence Reform Unit's review

ACTIONS	Start	End
4.1 Continue to drive delivery of efficiencies over the Spending Review 2010 period, including work under the Transforming Defence programme	Started	Apr 2015
4.2 Define future programmes for further efficiencies, including work under the Transforming Defence programme, throughout the Spending Review 2010 period, building on the Defence Reform Unit's review	Started	Apr 2015
i. Agree the Transforming Defence Portfolio	Oct 2011	Oct 2011
4.3 Take forward activities to achieve efficiencies, including as part of the Defence Reform agenda, and to reduce non-front line costs by £2bn per annum by 2014/15, through:	Ongoing	-
i. Endorse MOD Efficiency Programme, identify a Senior Responsible Officer and agree implementation timetable	Completed	-
ii. Implementing changes to Service and civilian allowances	Started	Apr 2015
iii. Estate rationalisation (both sales and running cost savings)	Started	Apr 2020
a) Interim announcement on planning for the return of personnel from Germany and the associated rationalisation of the Defence Estate	Jul 2011	Jul 2011
iv. Equipment support savings	Started	Apr 2015
a) Establish Defence Suppliers Forum (DSF)	May 2011	May 2011
b) Conduct Major Project Review Group (MPRG) review of Successor Deterrent	Completed	
c) Implement Submarine Enterprise Performance Programme (SEPP) to deliver at least £900M savings over 10 years	Started	Apr 2022
1) SEPP Initial Gate Business Case submission to Investment Approval Board	Aug 2011	Oct 2011
2) Place BAES Foundation Contract	Started	Mar 2012

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review Period, as agreed with the Treasury. It is split into money spent on programmes (including the frontline), and capital (for instance new buildings and equipment).

We have included a bubble chart setting out in detail how our settlement will be allocated for the 2011/12 financial year, across key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

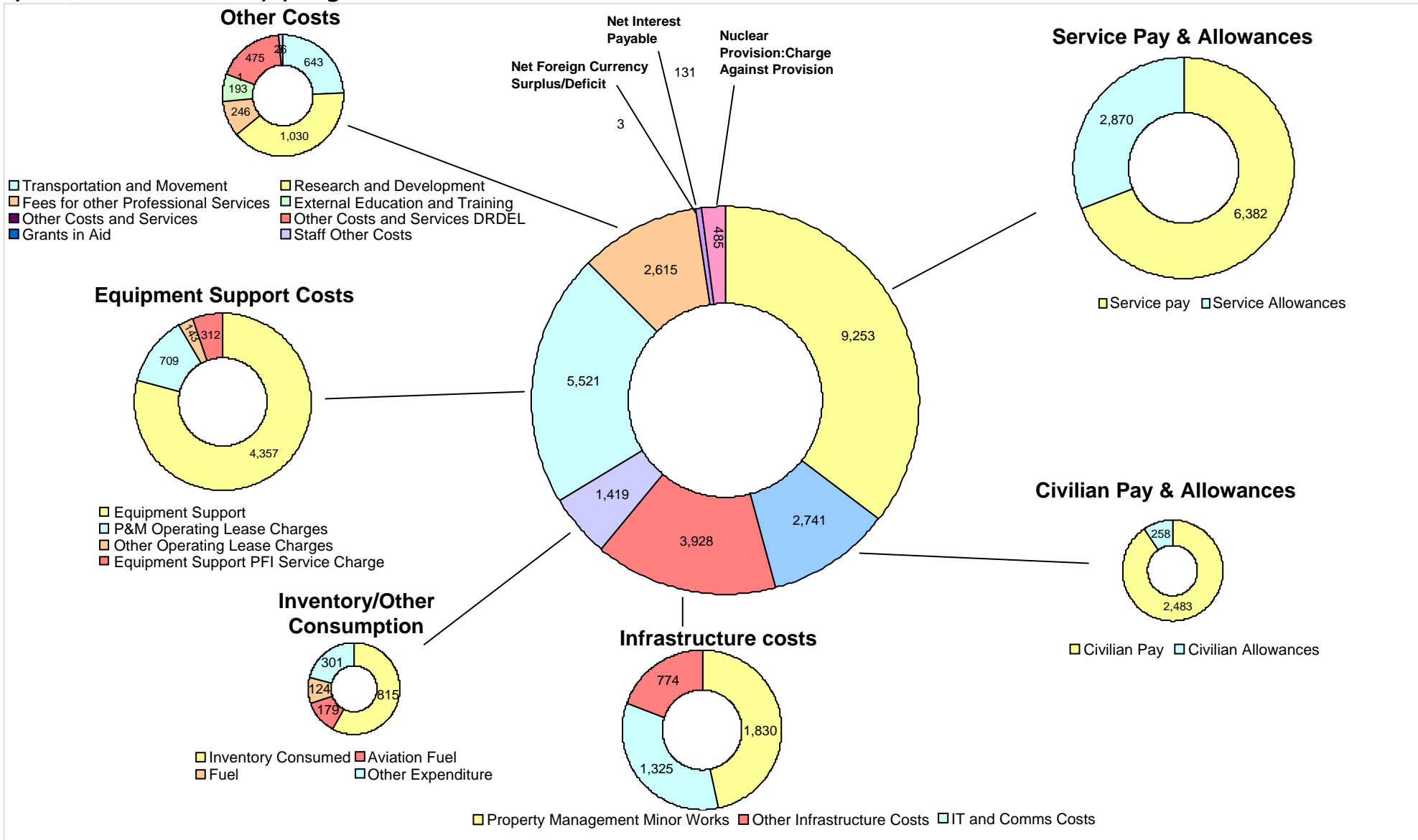
£Bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	32.9	33.8	34.4	34.1	33.5
<i>Programme spending⁴</i>	24.3	24.9	25.2	24.9	24.7
<i>Capital spending</i>	8.6	8.9	9.1	9.2	8.7

Programme spending: spending on activities, goods and services, such as pay and benefits.
Capital spending: spending on assets with a lasting value, such as buildings and equipment.

1. Detailed breakdown of these budgets will be published by April 2011
2. Excludes departmental Annually Managed Expenditure
3. Numbers may not sum due to rounding
4. Excludes depreciation

Planned Departmental Expenditure 2011/12

This bubble chart sets out further detail on how our settlement will be allocated for the 2011/12 financial year, across our key programmes and activities



Common Areas of Spend

This data aims to let the public compare MoD operations against other public and private sector organisations, by setting out the cost of common operational areas against common data standards. Here, departments are setting out historical data from 2009/10 to form a baseline for future updates.

In 2009/10, the MoD¹...

... employed 75,230 civilian full-time equivalent (FTE) people; engaged 1,237 temporary staff and had an average staff cost of £31,465
... had an office estate of 278,601sqm with a cost of £91.7M equating to a cost per occupying FTE of £4,476
... procured goods and services with a cost of £22.1Bn with third party suppliers, and were able to provide detailed categorisation for 75% of this
... had major projects with a value of £67.1Bn of which the largest were Typhoon and Future Strategic Transport Aircraft (FSTA)
... spent £812m with third party suppliers on ICT and had an average cost of user access devices (broadly equating to desktops) per FTE of £1,661
... managed expenditure of £1.4bn, and spent £2.8bn on civilian staff costs and £9.5bn on military personnel costs
... spent £565.7M on the HR, Finance, Procurement, Legal and Communications aspects of Corporate Services
... identified 1,597 incidents of Fraud but were unable to provide a value.
... spent and granted £920M to Small and Medium Enterprises and £151M with Voluntary and Charitable Sector

During the baseline year, few of the data standards above were available for consistent comparison across government. So historical data has not always been prepared on a consistent basis. Departments have set out caveats and exceptions that explain how their data fits with the common standard, and are critical to understanding this data. We are working to improve substantially the quality of data and particularly consistency across departments.

More detailed data, the caveats, definitions and supplementary information is available in Annex A. In future, we will publish updates to this information as part of our regular reporting of business plan data.

Notes:

1. Organisations covered: Ministry of Defence. Organisations excluded: Hydrographic Office, Meteorological Office (Met Office), Defence Science and Technology Laboratory (Dstl)

E) Transparency

Transparency is key to improved outcomes and productivity in our public services. Public reporting of data promotes higher quality and more efficient services, choice and accountability. Transparency is a driver of economic growth because it enables the development of tools to support users, commissioners and providers of public services.

This section sets out how departments will publish information that will allow taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. The commitments in this section will be kept under continuous review – it is essential that public services are consistently pro-active in publishing information to help citizens make the best decisions and routinely appraise their success in delivering meaningful transparency to their users.

This Business Plan makes commitments to the publication of key data sets that will improve the transparency of the public service – at the same time, it commits to providing data that is of good quality so that it can be used for effective comparison and to publishing this information in such a way so that it is as accessible as possible. In addition, departments are expected to work with data users to promote awareness of new data sets as they are published so that they become the focus of innovation and enterprise.

In most cases, the data¹ will be available free of charge.

1. This excludes the data that MOD Trading Funds are permitted to sell in the commercial marketplace under their trading fund status.

Information strategy (p.1 of 2)

All work on transparency will be taken forward at Board level by 2nd Permanent Under Secretary. Implementation of transparency will be taken forward by the MOD Chief Information Officer.

Our approach to transparency

Increased transparency will help improve accountability, efficiency and effectiveness. We are committed to increasing the transparency of our information and data, while taking into account the need to protect certain types of information, especially for security reasons, in accordance with the Freedom of Information (FOI) Act. The proactive publication of data online (in re-usable format wherever possible) is key to achieving this, and data will be published in line with the Public Data Principles wherever possible.

A considerable amount of information is available via MOD's corporate websites, and our FOI Publication Scheme helps the public understand what information they can access from the department. As new datasets are published, they will be signposted on www.data.gov.uk.

The principles of transparency are built into the Department's internal Information Strategy and Plan.

Right to Request data

In addition, the public are able to request data from the Department in advance of legislative changes under existing FOI mechanisms. This enables us to process and track requests via established means, and to ensure consistency of approach on those occasions when data needs to be withheld, by reference to FOI exemptions. We will seek wherever possible to put data into a reusable format before release.

The Department has certain responsibilities for national security issues. As far as possible, information on these activities has been made available as part of this business plan. However, national security concerns prevent certain information from being published. Where this is the case, departments are working with the Treasury and Cabinet Office to agree separate, internal systems of accountability to ensure efficient and effective use of public money.

Information strategy (p.2 of 2)

Publication of Data

As at April 2011, 171 published Defence datasets were signposted via www.data.gov.uk. In addition, much work has been done, and is in hand, to deliver the transparency commitments set out by the Prime Minister in May 2010, to release new data relating to:

- ICT contracts
- Tender documents for contracts over £10,000
- New items of central government spending over £25,000
- New central government contracts over £10,000
- Names, grades, job titles and pay rates for the most senior Civil Servants and NDPB officials
- Organograms

Further work is underway to embed the principles of transparency across the Department, including its Trading Funds. The principles, and benefits will be included in plans and in letters of delegation. In addition, work is ongoing to progressively identify additional classes of data and new datasets for publication. New datasets will, wherever possible, be published in reusable format, and with accompanying underlying data to help users understand the published dataset. New datasets will be clearly signposted as they are published on www.data.gov.uk.

Statistical Reports

The MOD is unable to publish the underlying raw datasets behind some statistical reports for data protection reasons, since it would be possible to identify individual service personnel and MOD civilians from the raw data. However, the wider data behind many MOD official statistics publications can be accessed in aggregate format via the MOD's Build Your Own Table statistical tool available at www.dasa.mod.uk.

Input indicators

The Department will adopt the following indicators to help the public scrutinise our inputs:

Input indicator	When will publication start?	How often will it be published?
Additional cost of operations in Afghanistan, per Service person deployed	April 2011	Annual
Additional cost of new equipment (urgent operational requirements) for operations in Afghanistan, per Service person deployed	April 2011	Annual
Cost of standing military commitments/tasks and contingent operations per committed Service person	April 2011	Annual
Average percentage by which the cost of the MOD equipment programme varies compared to forecasts in year	April 2011	Quarterly
Cost of major force elements, per ship, per brigade, per aircraft (fixed wing), per helicopter	April 2011	Annual
Cost/benefit ratio of the major change and efficiency programmes being undertaken in Defence	Apr 2011	Biannual
Percentage of non-front line costs versus front line costs, split by Service	Apr 2011	Annual
Direct personnel costs, per Service person	Apr 2011	Annual
Direct personnel costs, per MOD civilian	Apr 2011	Annual
Defence spending as a percentage of Gross Domestic Product*	Apr 2011	Annual

*Using the NATO definition of defence expenditure

Impact indicators

The Department will adopt the following impact indicators:

Impact indicator	When will publication start?	How often will it be published?
Progress toward a stable and secure Afghanistan from written updates to Parliament ¹	Ongoing	Monthly
Number of Service personnel deployed to support civil agencies (e.g. police and fire service) during emergencies (including counter-terrorism)	Apr 2011	Annual
Number of attachés and advisors deployed in support of conflict prevention and defence diplomacy activities	Apr 2011	Annual
Number of Service and MOD civilian personnel deployed on all operations in a year	Apr 2011	Annual
Number of Force Elements (typically ships, aircraft or ground force sub units) showing critical or serious weakness against the total number of Force Elements for Strategy of Defence priorities	Apr 2011	Annual
Average number of months that the MOD equipment programme is delayed in year	Apr 2011	Quarterly
Percentage of Service personnel that are deployable	Apr 2011	Annual
Percentage change in filling skills areas where there are insufficient trained Service personnel to meet the specified requirements	Apr 2011	Annual
Percentage of Service personnel (split by Officers and Other Ranks) who are satisfied with Service life in general	Apr 2011	Annual
Overall public favourability of the UK Armed Forces	Apr 2011	Annual

1. The Foreign Secretary lays as a Written Ministerial Statement in the House on behalf of the Secretary of State for Defence and the Secretary of State for International Development.

Other data

We will publish a full range of datasets and our full departmental organogram on our website: www.mod.uk under the Transparency Section.

Other key data:
UK Armed Forces Quarterly Manpower Statistics (requirements, strengths, intake and outflow from the Armed Forces by Service)
UK Regular Armed Forces Stationed Location (stationed location and movements of UK regular forces worldwide)
UK Armed Forces Quarterly Mental Health Report
Operational Fatality and Casualty Statistics (fatality and casualty statistics for UK military and UK civilians on operations in Afghanistan)
Armed Forces Continuous Attitude Survey Main Results (information on the attitudes, opinions and circumstances of serving military personnel)
Civilian Personnel Statistics (MOD civilian workforce by grade equivalence and budgetary area, and total civilian time series)
UK Regular Forces Rank Structure
UK Defence Statistics (the annual statistics compendium of the Ministry of Defence)
MOD Annual Reports and Accounts
Annual assessment of affordability (annual assessment of the affordability of the equipment and support programme against the 10 year financial horizon)
Ministry of Defence Statistics via Build Your Own Table (tool that allows users to generate tables of defence statistics in the format they require, including service personnel statistics, MOD civilian statistics and war pensions statistics)