



Ministry of Defence

Top Level Messages February 2015

With an annual budget of £34 billion, Defence protects the security and interests of the UK at home and abroad. Having taken difficult decisions to balance the budget, Defence is now on a strong and sustainable footing and we are investing in our people and the equipment they need to keep Britain safe. Our agile Armed Forces, which hundreds of men and women are joining every month, have the best people and kit to take on threats we face now and in the future. Investing in the best of British capabilities underlines that a strong defence requires a strong economy.

KEEPING BRITAIN SAFE AND SECURE (Page 4)

Iraq and Syria

- In both Iraq and Syria, we support those who are committed to inclusive, non-sectarian government and the rule of law, and those who are on the front line resisting terrorists and extremists.

Sierra Leone

- The Ministry of Defence continues to support DfID in a cross-government humanitarian response to combat Ebola in Sierra Leone. The MOD has established treatment centres in country and trained healthcare workers to staff these facilities.
- The MOD continues to adjust to the evolving situation and remains determined to play their part in the UK's effort to contain Ebola.
- Whilst there are initial signs that the incidence has slowed in Sierra Leone, HMG continue their efforts on both the national and district level in order to defeat Ebola in the country.

Afghanistan

- We can be proud of what we have achieved: the terrorist threat to the UK from this region has been substantially reduced. But we have paid a high price, with the tragic loss and injury of UK servicemen and women, including our reserve personnel – we recognise their extraordinary courage and dedication. Our thoughts are with the families and friends of the 453 British soldiers who lost their lives in Afghanistan.
- The UK is now part of the Resolute Support Mission, which began at the start of 2015, to train, advise and assist the Afghan National Security Forces (ANSF). The UK will have around 470 non-combat troops in Afghanistan, principally focused on our leadership role in advising the Afghan National Army Officer Academy (ANAOA).
- The UK will support President Ghani, Chief Executive Abdullah and the National Unity Government to help improve the lives of all Afghans.

Libya

- What happened at Bassingbourn is completely unacceptable. In January, the MOD published the overall findings of a report into General Purpose Force training at Bassingbourn Camp, which was commissioned by the Prime Minister. Work to implement its recommendations is underway.
- The report was produced by a senior civil servant from the MOD, who was not involved in the delivery of the training, and a senior civil servant on loan from another government department, to provide an additional element of independence and challenge.
- The situation in Libya remains highly challenging and the immediate priority in Libya is an agreement to a political settlement. The UK is actively supporting the United Nations in its efforts to secure this settlement.

TRANSFORMING DEFENCE (Page 6)

Defence Reform

- Transforming Defence is delivering battle-winning Armed Forces, a smaller, more professional Ministry of Defence and a hard-headed approach to what we can afford.
- Transforming Defence is underpinned by people who lead at every level, who work together to make Defence as a whole stronger, and who use modern, innovative ways of doing business.
- Lord Levene reported to the Defence Secretary in Dec 14 on his third review of implementation of his 2011 Defence Reform recommendations. He reported that he was *“impressed with the fundamental transformation the Ministry of Defence has undergone in the last four years”*.

DE&S Materiel Strategy

- Defence Equipment and Support (DE&S) launched on 1 April 2014 as a Bespoke Trading Entity, an arm's length body to the MOD. A range of unique management freedoms allow it to manage its business and workforce, within an operating cost envelope set to drive significant efficiencies.
- DE&S' new status and freedoms marked the beginning of a three-year transformation into a best-in-class acquisition and support organisation.

Defence Resources

- The Defence budget for 2014-15 is £33.8 billion. The budget and the defence programme are in balance across the next ten years, with appropriate levels of contingency and risk built in. £160 billion will be spent on equipment and support over the next 10 years, ensuring the UK Armed Forces are among the world's best equipped.
- NATO assesses the UK to be the largest defence spender in the EU, the second largest in NATO and one of only four NATO countries currently meeting the NATO 2% GDP guideline. We expect to continue to meet this guideline in 2015/16.
- The Department is planning to make around £4.3bn of efficiency savings over the SDSR period, including pay freezes and reductions to back office functions.

NATO

- Progress is being made across the full spectrum of decisions with a particular emphasis on the implementation of the Readiness Action Plan (RAP) which includes the creation of the Very High Readiness Joint Taskforce (VJTF). The UK will play an active and central role in the VJTF and will remain at the forefront of NATO efforts to deliver a secure, stable and safe Europe.
- The meeting of NATO Defence Ministers in February is the first key decision point of 2015 as progress on turning the decisions taken at the 2014 Wales Summit into reality is reviewed. Defence Ministers will be looking to take the first formal decisions on the size,

scope and nature of the VJTF and to focus efforts between then and the next meeting in June.

- As 2014 transitioned into 2015 the assurance activity that NATO put in place following the illegal Russian annexation of Crimea is set to continue and develop from a specific response to the new norm. Reassurance of Eastern Allies will continue with the UK having played a significant role during 2014 with an equally important contribution already planned for 2015. The level of assurance activity delivered by Allies, both in terms of breadth and depth, has been impressive to date with more to follow during 2015.

INVESTING IN CAPABILITY (Page 7)

Unmanned Aircraft Systems (UAS) / Remotely Piloted Aircraft Systems (RPAS)

- UAS / RPAS are predominately used for intelligence, surveillance and reconnaissance (ISR) tasks and provide vital intelligence in support of our commanders, enabling them to stay one step ahead of the enemy.
- Reaper is the UK's only armed RPAS. It currently operates in the Middle East, in support of the Iraqi government and coalition allies' ongoing operations to combat the threat of ISIL. UAS are currently used to improve the situational awareness of Royal Navy ships at sea.
- All UK forces operate in accordance with International Humanitarian Law, following the principles of distinction, humanity, proportionality and military necessity. The UK's clearly defined Rules of Engagement are formulated on this basis. The same strict Rules of Engagement that govern the use of conventional military aircraft also apply to RPAS.

Equipment Plan/ Major Projects Report

- The Defence Equipment Plan published on 13th January sets out our plans to spend around £163bn on new equipment and support for the Armed Forces over the next ten years. For the third consecutive year we have a realistic and affordable plan.
- The National Audit Office has recognised the progress the MOD is making in their independent review of the equipment plan and the Major Projects Report.
- The sample of major MOD projects considered in the Major Projects Report this year show the MOD's best cost performance since 2005 and best time performance since at least 2001, with delivery of military requirements routinely good over the period.

INVESTING IN PEOPLE AND TRAINING (Page 8)

- The Armed Forces are always recruiting as there is a constant need to replace those who are promoted, or complete their service, with new talent.
- The campaign to restructure and revitalise the Reserve Forces is a five year programme and MOD is committed to meeting the target of 35,000 trained Reservists by 2018/19.
- The MOD is reducing the Armed Forces by some 33,000 (19%) by 2020 across the whole rank structure (5,500 Navy, 19,500 Army, 8,000 RAF) and the civilian workforce is being reduced by some 32,000 (38%) by 2020.
- More than 388 companies have signed a Corporate Covenant, pledging specific support for the Armed Forces Community, and interest continues to grow. In December 2014 we published the 3rd Armed Forces Covenant Annual Report.
- The provision of good quality accommodation for members of the Armed Forces and their families remains a key priority for the MOD, directly supporting military capability and the MOD transformation agenda.

SECTION 1 – KEEPING BRITAIN SAFE AND SECURE

Iraq and Syria

- The UK is supporting the moderate opposition in Syria who are fighting both Assad and ISIL. We welcome Arab and US airstrikes against ISIL and al-Qaeda affiliates in Syria. There is a legal case for action in Syria and Iraq.
- We intend to continue providing vital air support and are looking at improving our ability to track and target ISIL fighters on the ground. We will also gift counter-IED equipment as well as identifying what other equipment we could provide to Iraq.
- We are still looking at what further training we could provide on top of the courses we have already completed, and although this would probably be near Erbil, this does not mean we would only train Kurdish forces at that site.

Sierra Leone

- The current Ebola crisis in West Africa is beyond the capacity of national authorities and Non Governmental Organisations (NGOs) alone. The UK and other international partners are responding to requests for assistance from the United Nations and the World Health Organisation. The Ministry of Defence is assisting the Department for International Development in providing a key component in the UK's response.
- The British Armed Forces established an Ebola training academy and trained over 4,000 healthcare workers. The British Armed Forces have built six UK treatment centres across the country, all are now open and are scaling up to full capacity. These centres (to be operated by Save the Children and other NGOs) have a total capacity of over 600 beds.
- The MOD has also provided support to Public Health England to isolate and transport UK nationals for specialist care; the Royal Air Force transported William Pooley and Pauline Cafferkey, both suffering from Ebola, to special facilities in London.

Afghanistan

Security and the ANSF

- The ANSF now has full responsibility for security across Afghanistan. They have performed well against a determined and capable enemy and enabled the first democratic transition of power in the country's history, by providing security for the Presidential election.
- The UK has helped to build a strong Afghan National Security Force of around 330,000 personnel (as of 21 January 2015) almost from scratch:
 - Around 163,000 in the Afghan National Army;
 - Around 157,000 in the Afghan National Police, and;
 - Around 7000 in the Afghan Air Force.
- Throughout 2015, the Taliban and other militant groups are expected to retain the intent and capability to target Afghan Government personnel and institutions, the ANSF and foreign personnel and interests. There can be no guarantees, but we have given Afghanistan the best chance of a stable future.

Resolute Support Mission

- The ISAF mission concluded at the end of 2014 and the ANSF now have full responsibility for security across Afghanistan.
- All UK combat troops left Afghanistan before the end of 2014. All of our major materiel is now out of the country.
- The UK is now part of the NATO Resolute Support Mission to train, advise and assist the ANSF. Resolute Support began at the start of this year and is a non-combat mission.
- The UK, and the international community, remains committed to Afghanistan for the long term. The UK will contribute £70m per year until at least 2017 to help sustain the ANSF and £178m per year in development aid.
- The UK has taken the coalition lead at the ANAOA, helping to develop the future leaders of the Afghan National Army. It will be capable of training 1050 male students and 90 female students every year.
- We are also providing advisors to the security Ministries.

Redeployment

- All of our major materiel is now out of Afghanistan.
- Our current estimate is that redeployment has cost in the region of £300-£350M. This includes the cost of preparing assets for transportation, and the cost of the transport itself. This amount is to be charged to the Special Reserve.

Locally Engaged Civilians

- We are grateful to local civilian staff who worked for the UK in Afghanistan - they played a very important part in our joint efforts towards a shared goal of a more secure, stable and prosperous Afghanistan.
- We want to support those local staff so that they can go on contributing to a brighter future for them and their country. For those who are eligible, this support is based on:
 - A generous in-country package of training and financial support; or
 - A financial payment;
 - Or, for those who fulfil additional eligibility criteria, such as those staff regularly involved in working on the frontline, the opportunity to apply for relocation to the UK.
- The safety of our local civilian staff, current and former, is important but we need to be clear – the ex gratia scheme is directly linked to redundancy connected to the drawdown of UK military operations and is not a staff protection measure.
- Any current or former staff member who is threatened and at genuine risk due to their employment with us will be supported via our separate intimidation policy. In extreme cases, this may include relocation to the UK.
- As of 18 January, 45 staff (69 people including families) have been relocated to the UK. We expect around 40 members of staff to be relocated each month throughout 2015.

Service of Commemoration

- Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall will attend a service of Commemoration to be held at St Paul's Cathedral on 13 March 2015 to mark the end of combat operations in Afghanistan.

Libya

- Despite some trainees performing to a good standard, there was a breakdown in discipline among certain others. These problems were compounded by the deterioration of the security situation in Libya and, following the unfortunate and completely unacceptable events in Cambridge in October, the MOD agreed with the Libyan government to end the training programme early.
- The report into training, requested by the Prime Minister on 5 November, identified some areas in which the MOD could have done better: communication with the local authorities and local MP could have been more effective; that the MOD should consider basic and leadership training of any future cohort before it comes to the UK and; to consider applying UK Service Discipline to foreign troops under training. On 9 January, the Defence Secretary laid a written statement in Parliament outlining the completion of the report, commenting on its conclusions and recommendations, and expressing regret at the incidents allegedly involving trainees and at a lack of effective communication with the local community. The MOD is now implementing the report's recommendations.
- There are ongoing legal proceedings against five trainees in custody.
- The MOD would normally seek to undertake training such as General Purpose Force training, where invited, in the host country. However, the Libyan government requested that Libyan troops were trained outside Libya away from the influence of armed groups in Libya in order to protect its neutrality. Training of foreign recruits in the UK on this scale is unusual but this offered the most rapid, effective way of meeting the Libyan Government's requirement, and at the lowest cost.
- Where the MOD conducts UK-based training of foreign forces in the future, it will apply lessons from the conclusions of the report. The MOD is clear that we will not be repeating this training at Basingbourn and will work with the Libyan authorities and international partners on how to take the training of Libyan security forces forward. However, the immediate priority is an agreement to a political settlement. The UK is playing a crucial role in this.

SECTION 2 - TRANSFORMING DEFENCE

Defence Reform

- Transforming Defence includes the force structure and capability changes set out in the 2010 Strategic Defence and Security Review, and the changes to the structure and management of the Ministry of Defence resulting from Lord Levene's 2011 Defence Reform report.
- The Defence Secretary published Lord Levene's 3rd annual review of Defence Reform implementation to Parliament on 17 Dec 14 (available on gov.uk [here](#)). Lord Levene recognises the "*fundamental transformation*" undergone by the MOD in the last four years, and "*much stronger*" financial management. He also describes a number of further challenges to build on and strengthen the reforms. The Secretary of State has asked Lord Levene to return for a further review of progress in 2015.
- The operating model put in place under Defence Reform is described in detail in How Defence Works. Key changes since Lord Levene's 2011 Defence Reform report include:
 - Smaller, more strategic Head Office with the Defence Board chaired by the Secretary of State.
 - The operating model reached full operating capability in Apr 14. It gives Service Chiefs responsibility for managing delegated budgets to deliver agreed Defence outputs, with personal accountability to the Permanent Secretary for delivery.
 - Establishment of Joint Forces Command.
 - "Whole Force approach" to managing people across Defence – ensuring the most effective balance of military, civilian, reservist and contractor personnel.
 - Bringing in private sector expertise to support delivery in the Defence Infrastructure Organisation and Defence Business Services.
 - Defence Equipment and Support became a bespoke trading entity in Apr 14.
- Defence Reform continues to support the operating model through a renewed focus on encouraging the right behaviours, reducing bureaucracy, improving organisational learning and exploiting the opportunities presented by the Digital agenda.

DE&S Materiel Strategy

- DE&S has been granted management freedoms, agreed with HM Treasury and the Cabinet Office, recognising the unique circumstances of DE&S as a specialist organisation. This allows DE&S to implement its own pay and grading structures to develop, manage, attract and retain the skills it needs and to incentivise more business-like behaviours.
- DE&S staff remain Crown Servants, retaining responsibility for output, but private sector skills are being procured through Managed Service Provider contracts to provide tailored expertise in Project Delivery, Human Resources and Management Information/Finance/IT.
- On 17 November 2014 the Project Delivery Managed Service Provider contracts were awarded to CH2M HILL and Bechtel. The contract for the Human Resources MSP was awarded to PwC. DE&S expects to begin procurement of the Management Information, Finance and IT MSP within the next few months.

Defence Resources

- Because of prudent financial discipline, the Treasury has granted the MOD the largest level of delegated spending in Whitehall.
- At an organisational level, the MOD is unrecognisable from its structure in 2010 with significant efficiencies delivered. The Front Line Commands have greater control over their spending and how they meet their outputs.
- The MOD is planning to make further efficiency savings of £1.1bn from 2015/16 onwards. Private sector support has been engaged to help identify savings across the largest equipment support projects. Nearly £3bn of potential savings over the next ten years have been identified.
- Other efficiency successes include:

- The Maritime Support Delivery Framework represents a new approach to contracting support services at the Naval Bases. The first two contracts will deliver savings totalling £350m.
- The Department reviewed a number of its in-service projects. One such project was the Strategic Sealift PFI, an availability contract for roll-on roll-off ferries. The reviewed contract allowed net savings of £86m from reduced annual unitary charges and sale proceeds.
- The Submarine Enterprise Performance Programme is a continuing programme aiming to make the Enterprise more efficient, improve performance and increase sustainability. Financial benefits of £356m have already been delivered.

NATO

- The UK provided a significant contribution to NATO's Immediate Assurance Measures in 2014, contributing 3,000 troops to NATO exercises with Eastern Allies and four RAF Typhoon aircraft to NATO's Baltic Air Policing mission. Planning for 2015 will see the UK making a contribution of similar scale and scope which will ensure the UK remains at the forefront of NATO's assurance efforts.
- Work is ongoing on the Readiness Action Plan (RAP), including the Very High Readiness Joint Taskforce (VJTF), the Defence Investment Pledge and Defence Capacity Building with progress seen on a number of work strands already. Implementation of the VJTF is rightly the main focus within NATO but progress is being made on all issues in parallel.
- Ongoing efforts by NATO to enhance its readiness and responsiveness are both necessary and welcome. The changing geostrategic security situation in Europe, coupled with increasing threats from Africa and the Middle East require a response from NATO. The decisions reached at the Wales Summit will see NATO evolve, as it ends combat operation in Afghanistan, to be better able to respond quickly, efficiently and effectively to the threats and challenges expected in future.

SECTION 3 – INVESTING IN CAPABILITY

Unmanned Aircraft Systems (UAS) / Remotely Piloted Aircraft Systems (RPAS)

Types of UAS

- The UK's Armed Forces have a number of types of Remotely Piloted Aircraft System/ Unmanned Aircraft Systems at their disposal. These are predominately used for surveillance and reconnaissance tasks. They provide vital intelligence in support of our forces on the ground.
- The UK Armed Forces are currently using two types of RPAS/UAS on operationally. The RAF operates REAPER. This is the UK's only armed RPAS.
- The Royal Navy operates SCAN EAGLE. This system is unarmed and is only used for intelligence gathering and reconnaissance. The capability is being provided as a service provision by Boeing UK and will initially consist of 300 hrs surveillance per month.
- The British Army operates three types unarmed UAS systems but none are currently deployed on operation. UAS operated by the Army are:
 - Watchkeeper
 - Desert Hawk 3
 - Black Hornet

Autonomy

- UAS/RPAS are not autonomous. There is always a "man in the loop" controlling the system. There are no plans to replace military pilots with fully autonomous systems. UK military personnel are and will always be involved in the decision to employ and release weapons. The MOD has no intention of developing any weapons systems that are used without human involvement.

Middle East Deployment

- UK Reaper Remotely Piloted Aircraft Systems (RPAS) have been deployed to the Middle East to provide additional Intelligence, Surveillance and Reconnaissance support to the Iraqi Government and coalition allies in support of ongoing operations.
- Reaper and its sensors provide a persistent surveillance capability which will add substantially to the coalition's understanding of activity on the ground. By arming Reaper, we can add to our existing ability to conduct strikes in support of the coalition and the Iraqi authorities.
- In Syria, the aircraft are there purely to gather intelligence, and will not be authorised to strike. We are clear that we will return to Parliament for a separate decision if we propose to take military action against ISIL in Syria, but as the PM has said, if there were a critical British national interest at stake or there were the need to act to prevent a humanitarian catastrophe, we would act immediately and explain to Parliament afterwards.

Civilian Casualties

- All civilian deaths are regrettable. We expect all states concerned to act in accordance with international law and take all feasible precautions to avoid civilian casualties when conducting military operations. Remotely Piloted Aircraft Systems, like manned aircraft, operate with precision weapon which helps minimise the risk of inadvertent civilian casualties. It is the terrorists who target civilians and who cause the most suffering.
- In over 70,000 hours of UK Reaper RPAS operations there has been only one known incident that resulted in the deaths of civilians. On 25 March 2011, an attack on two pick-up trucks resulted in the destruction of a significant quantity of explosives and the death of two insurgents but, sadly, four Afghanistan civilians were also killed. In line with ISAF procedures, an ISAF investigation was conducted to establish if any lessons could be learned or if any errors in operational procedures could be identified. In that case, the report concluded that the actions of the Reaper crew had been in accordance with extant procedures and rules of engagement.

Equipment Plan/ Major Projects Report

- We continue to hold a substantial contingency of £4.6bn over the next ten years to deal with cost growth and around £8bn of headroom to fund extra priority programmes.
- The stability, soundness and realism of the plan allowed the announcement by the Prime Minister of an investment package of £1.1bn in military capability in July 2014.
- The MOD remains on track to deliver the vision for the Armed Forces outlined in the 2010 Strategic Defence and Security Review (SDSR).
- The continuing cost stability of the MOD's equipment plan shows that the correct mechanisms are in place to ensure affordability.
- Good progress is being made in delivering efficiency savings and we are confident that the overall equipment plan is affordable as a result. Nearly £3bn of potential savings have already been identified from the support budget alone.

SECTION 4 – INVESTING IN PEOPLE AND TRAINING

Recruitment

- The Armed Forces need to increase attraction rates for a number of key trades (such as Medics, Cyber) with Engineers (Nuclear, Maritime, Aviation); the latter issue is being explored in collaboration with other Government departments. The Armed Forces are actively recruiting to sustain manning balance across all skill sets, preserve future operational capability and to support Regular/Reserve manning ratios.

Reserves

- Reserves and Regulars will work alongside and complement each other to meet Defence's needs. The Reserves will provide a larger proportion of the overall force, including capability in specialist areas that it is not practical or cost effective to maintain full time.
- One of the FR20 objectives is to increase trained strength by the end of 2018/19: From 1,830 in 2012 to 3,100 for the Maritime Reserve (Royal Naval Reserve and Royal Marines Reserve); from 19,410 in 2012 to 30,100 for the Army Reserve; and from 970 in 2012 to 1,800 for the Royal Auxiliary Air Force.
- MOD is investing an additional £1.8bn over ten years in financial incentives, integrated training and better provision of equipment.
- MOD has improved the offer it makes to Reservists in recognition of their commitment to train and deploy when required. As well as payment for attending training and deployment, Reservists will receive:
 - Payment in lieu of holidays;
 - An annual tax-exempt training bounty for completing the training commitment;
 - Pension contributions into the Armed Forces Pension Scheme (from April 2015)
 - Accredited training and access to Standard Learning Credits;
 - Occupational health checks and improved medical support; and
 - Improved access to welfare support.

The Armed Forces Covenant

- More than 388 organisations have signed a Corporate Covenant. The specific nature of support provided will depend on the features of the organisation, but could range from specific measures to support the employment of Veterans, Reserves or spouses, to more tailored packages of support for Service personnel. Over the next 12 months the new Defence Relationship Management organisation will take on responsibility for delivering signed Corporate Covenant pledges as part of the Chief of Defence Personnel's wider Employer Engagement programme.
- In July 2014 the Prime Minister announced that all Local Authorities in mainland Great Britain had signed a Community Covenant. We will be holding a series of Community Covenant Conferences in February and March this year to discuss the needs of Armed Forces Community and how Local Authorities and local communities can work together to support them. Details can be found at :www.gov.uk/the-armed-forces-covenant

The Armed Forces Pension Scheme

- AFPS 15 will be 'One Scheme for All' meaning that Reserve Forces will be members of the same pension scheme as Regular Service personnel from 1 April 2015, thereby making the transition between Regular and Reserve service easier. (Reserves will not qualify towards Early Departure Payment (EDP) benefits).

Forces Help To Buy

- A three year trial of the Forces Help to Buy scheme went live on 1 April 2014. It offers Regular personnel advances of up to 50% of salary, capped at £25,000, interest-free and repayable over a 10 year period in order to buy a home.
- The scheme is being monitored, with proposals for the future scheme in September. As of 31 December 2014, FHTB has helped more than 2,200 Service personnel to buy a home.
- The MOD continues to provide discounted rental accommodation to Service personnel.

Service Accommodation

- Whilst there is always more that can be done, Service accommodation continues to benefit from significant investment including improvement programmes, new build and purchase from developers.
- Service accommodation offers a range of benefits for the Armed Forces and their families, including: subsidised charges; comprehensive support arrangements; location at or near duty station; access to MOD provided facilities; and availability of welfare and Unit support.

- The Government is investing £1.8 billion in the Army's basing plan; £1 billion of this will be spent on building new accommodation. Around 1,900 new family homes and 7,800 new rooms for single soldiers will be built, and around 800 rooms for single soldiers and 450 homes for families will be upgraded. This programme is also expected to bring jobs and investment into surrounding communities.
- The Single Living Accommodation Modernisation project (SLAM) is a tri-Service programme delivering modern accommodation for Armed Forces personnel across Great Britain. The project has provided 19,400 new rooms on 120 projects, across some 40 sites. The MOD has a world-wide stock of around 160,000 bed-spaces and continues to develop SLA where funding permits, as well as developing a new management system to maximise usage of the rooms/ bed spaces and target investment.
- Investment continues to be made in UK Service Family Accommodation (SFA) estate, with over 99% (at 31 March 2014) meeting the top two standards (of four) for condition. The MOD has also invested heavily in new Service homes, with the purchase of some 1040 new properties from developers in areas of high demand or to meet future requirements.