

## **Defence Reform - Implementation Outline**

### **What is being implemented?**

The Secretary of State agreed all the recommendations in Lord Levene's Defence Reform report. These 53 recommendations are set out in Annex C of the report. The Defence Reform recommendations provide the framework for a new organisational model for Defence.

Defence Reform forms a major part of the broader Defence Transformation agenda, which also includes, among other things, the SDSR force structure changes and change programmes like the Army's return from Germany, the New Employment Model, and the Defence Equipment & Support Materiel Strategy.

### **Who is leading the work?**

The Director General Transformation and Corporate Strategy (DG T&CS), is the Senior Responsible Owner for Defence Transformation and the Defence Reform elements of it. DG T&CS reports to the 2<sup>nd</sup> Permanent Secretary (2<sup>nd</sup> PUS) who oversees delivery with the Vice Chief of the Defence Staff (VCDS) through weekly review meetings. They are accountable for progress to the Secretary of State, advised by his Transformation Board, which meets monthly. This will include several external members of the Defence Reform Steering Group to provide support and challenge.

### **When will this be implemented?**

Some measures have already been implemented, such as the new Defence Board structure, and the Director General Finance becoming the chairman of the Investment Approvals Committee. More broadly, the Secretary of State has set a target of April 13 for implementation of the full package, recognising that some elements will be complete well before then but others will continue thereafter.

Work is continuing on particular recommendations to bottom out the detail, including preparing detailed implementation plans. But we have already produced an outline operating model for the Department as a whole, building on the Levene report, which has been circulated within the Department for feedback and refinement in advance of being considered by the Secretary of State's Transformation Board in October.

The 2<sup>nd</sup> Permanent Secretary and VCDS have set the following provisional goals:

- October 2011 – set out the top-level operating model for the Department as a whole, including the top structure of the Head Office
- December 2011 – produce a more detailed operating model
- April 2012 – implement initial changes, including the new Head Office structure
- April 2013 – main implementation target date, including the new financial model (depending on technical feasibility)
- April 2014 – full implementation

We will update the Defence Reform - Implementation Outline quarterly and once we have worked out the next level of detail we shall then publish these plans.