



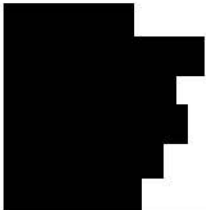
Ministry
of Defence

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Defence Equipment & Support Secretariat

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Our Reference:
FOI2014/01920
Date:
25 June 2014

Dear [REDACTED]

Thank you for your letter dated 1 March 2014 to the Secretary of State for Defence requesting the following information. Your letter was received in Defence Equipment and Support (DE&S) on 28 May 2014, so please accept my apologies for the delay in response.

- 1. Within DE&S, how many individual 'consultants' have been employed during 2013/14 for more than 1 month. By 'consultants', I mean any individual employed within DE&S who is not a Civil Servant (or military) to provide additional skills to project or support teams. These may be referred to as 'manpower substitution', 'technical support', 'customer support' or similar. They may be contracted under the FATS arrangements or directly with teams.*
- 2. For each of these consultants, how many cost more than £1200 per person per day (or equivalent).*
- 3. For these expensive consultants (costing more than £1200/day), it is assumed they contribute specialist or exceptional skills. In which case, how many have been contracted for a) more than a year and b) more than 5 years. (This should include multiple contracts or any other mechanism where individuals work within DE&S on an extended basis).*
- 4. For how many of these expensive consultants (>£1200/day) who have been employed long term (>1 year) have the employing organisation (project teams etc) have a management plan to address the skills shortage by developing appropriate internal skills.*

I am treating your email as a request for information under the Freedom of Information Act (FOIA) 2000. A search for the information has now been completed within the Ministry of Defence (MOD) and I can confirm that we hold some information relevant to your request. In order to investigate your question, and taking your description into account, we have considered information relating to the following categories of private sector support as within scope:

- **Contingent labour** - *Agency workers (known as Manpower Substitutes) are employed across the MOD on a temporary basis to fill vacant, funded posts until recruitment action is taken to appoint a salaried permanent member of staff. These posts may arise for a number of reasons, including regular staff turnover and retirements from service. Manpower Substitutes include temporary admin and clerical workers, interim managers, and specialist contractors (in finance, HR, IT and other functions).*
- **Fee earners** - *are engaged to provide external assistance on an ad hoc basis to meet a specific requirement that is urgent, unplanned and requires specialist expertise. Fee earners*

are used sparingly to provide professional services to carry out urgent, unplanned work or work where unique expertise is needed on an occasional basis.

- **Framework Agreement for Technical Support (FATS)** - *is used for work where the MOD does not possess in house the specialist technical resources and/or facilities necessary to provide the support needed by defence programmes, particularly those relating to equipment. FATS covers technical studies, technical project support and technical engineering support that support the acquisition of equipment or services and the delivery of a technical service.*
- **External Assistance** - *The bringing in of objective advice on strategy, structure, management or operations, in pursuit of our purposes and objectives. There is especially rigorous scrutiny and oversight of this category, both by the Cabinet Office and by Ministers. Under Departmental rules, advisory consultancy can be used only when other options for getting the task completed internally have been considered and rejected either because the skills and/or resources are unavailable or because there are identifiable value-for-money benefits to the MOD in bringing in outside help.*

The specific responses to your questions are as follows:

1. 1,191 manpower substitutes and one fee earner (the DE&S Chaplain) were employed for more than one month during financial year 2013/14 in DE&S to provide additional skills to the organisation. Information on the number of personnel employed as External Assistance or under the FATS arrangement is not held. In these instances, we do not contract for individual consultants but for a requirement. The successful contractor is free to deliver that requirement in the most appropriate way, using the number of personnel they feel is most suitable and DE&S does not record that detail. The contractor's pricing for that task will therefore reflect a mixture of costs of labour, facilities, equipment and so on.
2. No manpower substitutes or fee earners were paid more than £1,200 a day
3. As advised in answer to question 2, DE&S has not employed any manpower substitutes or fee earners at a cost of more than £1,200 a day and therefore this question is not applicable.
4. As advised above, we have employed no manpower substitutes or fee earners at a cost of more than £1,200 a day so, again, this question is not applicable. However, under Section 16 of the FOIA (Advice and Assistance), you may find it helpful to note that, in relation to private sector support and skills shortages, following DE&S' launch on 1 April 2014 as a bespoke trading entity within the MOD with a separate governance and oversight structure, DE&S has been given the fullest possible freedom, within an agreed cost envelope, to manage its workforce and to organise itself consistent with the delivery of its objectives. In real terms, this will include the ability for DE&S to implement its own pay and grading structures, to recruit and retain the skills it needs and to incentivise more business-like behaviours. This may well reduce the requirement for private sector support in the future. More generally, the MOD is undertaking major reforms to how it does its business. It needs access to external skills and expertise not in the public sector to do so. To spend no money on external assistance would mean Defence is unable to learn from private sector know-how and best-practice. This would hamper its ability to make the reforms necessary to make Defence as efficient and effective as possible.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, 1st Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act.

Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.gov.uk>.

Yours sincerely,

A solid black rectangular box used to redact the signature of the Information Commissioner.