

LF/Org/12/12

2 Apr 12

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**DEFENCE REFORM – SENIOR OFFICER AND CIVIL SERVICE LIABILITY REVIEW – ARMY  
FINAL REPORT**

References:

- A. LF/Org/12/12 dated 6 Feb 12.
- B. DRU/05/06 dated 18 Nov 11.
- C. DRU/05/06 dated 12 Mar 12.

1. **Introduction.** Since our last report on Army Senior Liability (Reference A), we have confirmed the 1 Apr 11 baseline with the DRU, completed our evaluation and agreed our conclusions with CGS. In sum, we have identified reductions that amount to a c.22% reduction in senior Officer liability in the ranks OF7-5, with a commensurate reduction in Civil Servants and equivalent grades. Some of these reductions will take place immediately, whilst others will not be achieved until at least 2015, given that they depend in part on the outcomes of a number of major change programmes; the drawdown from Germany, the implementation of Army 2020 and the adoption of a new Army HQ operating model alongside the disaggregation of Fin/Mil Cap responsibilities from the Centre to the Front Line Commands.

2. **Baseline and Methodology.** The 1 Apr 11 liability baseline agreed with the DRU comprises 28.33 Maj Gens<sup>1</sup>, 107 Brigs and 342 Cols posts including those in the Resilience Margin<sup>2</sup>. To define those posts in scope, we have excluded those in the Front Line and ensured Compensating Reductions for those new positions we have created since 1 Apr 11. Then, with reference to the Joint Service Job Evaluation criteria, the Army's 3 subordinate commands<sup>3</sup> have identified posts that can either be deleted or de-enriched, with civilianisation as a further option. By definition, the Army TLB is a Front Line Command and incorporates the Standing Jt Comd (UK). Therefore, there are numerous posts in the TLB, outside of the Front Line formations and units, which are instrumental to the delivery of military effect. So it is against this background, that posts have been identified for reduction, scrutinised by a Military Judgement Panel with both uniformed and civil service representation and then briefed to the Army Command Group. CGS has personally approved the finally agreed measures.

3. **Results.** The Army TLB will reduce its non Front Line senior Officer cohort by **5 Maj Gens, 17 Brigs and 64 Cols**, over the next 5 years. The list at Annex A provides the detail of those posts broken into 3 areas:

- Posts we are already reducing as a part of our PR11 settlement and the outcome of

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<sup>1</sup> Including the Army's 1/3<sup>rd</sup> of Comd JHC's liability.

<sup>2</sup> The Resilience Margin is a pool of liability into which personnel are placed when undertaking training on long courses and other administrative activity e.g. Senior Officer Resettlement.

<sup>3</sup> Commander Land Forces, Force Development and Training, Personnel and Support Command.

## RESTRICTED—MANAGEMENT

SDSR. Most of these posts contribute towards the 44% reduction in military staff being undertaken by the Army HQ in the 2008-2015 timeframe.

- Posts we have been able to identify now as a result of rationalisation and the likely A2020 structure.
- Indicative post numbers in areas whose reorganisation is yet to be completed, as it is subject to the ongoing Army HQ operating model and Fin/Mil Cap work.

4. **Senior Civil Service and Band B posts.** The Army HQ has reviewed 7 SCS posts, 54 Band B posts and 270 equivalent grades<sup>4</sup>. As a result of this process, we will reduce by two SCS posts<sup>5</sup> and 17 Band Bs. Additionally 119 specialist equivalent grade posts will be removed.

5. **Conclusion.** The Army has worked hard to reduce its senior Officer and Civil Service liability in line with Reference B and in doing so has delivered a streamlined and efficient structure with de-enrichment taking place wherever possible. Against a background of Transformation that is not yet complete, and in some areas the outcomes uncertain, we have ensured that our 'star count' ratio remains stable and low at 0.2% of total headcount and will look to engage with the other TLBs in the coming months to ensure they also reduce their senior Army posts by a minimum of 18%. The result will be a sustainable number of senior positions, coherent with our total size, whilst maintaining satisfactory career progression for our most talented Officers.



Annex:

A. Senior Officer Liability Review – Statistics Sheet.

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<sup>4</sup> There is variance in the civilian baseline between DRU and the Army TLB, due to differences in assumptions on 'equivalent grades' such as teachers. Despite this, we have considered NSOG/OBS posts although believe it is not especially meaningful to do so, given that these grades achieve equivalency on the basis of salary, rather than their span of responsibility. The reduction in NSOGs is due largely to Germany drawdown, when their outputs will no longer be required.

<sup>5</sup> Command Secretary (Secretariat) (SCS2), whose functions will be subsumed by the Command Secretary (Resources) and, upon withdrawal from Germany, the Director Legal Services Post (SCS1).

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ANNEX A TO  
LF/Org/12/12  
Dated 2 Apr 12

SENIOR OFFICER LIABILITY REVIEW - STATISTICS SHEET

Ser		Maj Gen	Brig	Col	Remarks
a	1 Apr 11 Baseline	28.33	107	342	
b	Remove Front Line	- 7 <sup>7/8</sup>	- 33	- 72	
c	<b>In scope</b>	<b>21</b>	<b>74</b>	<b>270</b>	
e	New Posts that require Compensating Reductions	+1	+3	+4	
f	De-enrichment & A2020 Offset	0	+1	+11	
g	<b>Total Reductions Required (d+e+f)</b>	<b>5</b>	<b>17</b>	<b>64</b>	
h	PR11 & SDRS Reductions	-3	-5	-15	
i	Identified Reductions	-2	-12	-37	See Appendix 1
j	Further Reductions once Fin Mil Cap and Army HQ op model known	0	0	-12	
k	Reduction as % of those in scope (g/(c+e+f))	5/22 = 22.7%	17/78 = 21.8%	64/285 = 22.7%	

Appendices:

1. Detailed Senior Officer Post Reductions.
2. Detailed Civilian Post Reductions.

**SENIOR OFFICER LIABILITY REVIEW - DETAILED POST REDUCTIONS**

Ser	Maj Gen	Brig	Post	Col	Timing	Remarks
<b>PR11 &amp; SDSR Reductions</b>						
1	GOC 2 Div GOC 5 Div Comd BFG (-3)	Comd 2 Sigs Bde Comd 19 Bde DRA DRLC BES(A) (-5)	Comd 2 Sigs Bde Comd 19 Bde DRA DRLC BES(A) (-5)	AD MIS AD Firm Base AD Estates AD CSD Apps AVANTI Project -6 Col Prosecutions BFG APC -4 (-15)	Ongoing - 2015	
<b>Identified Reductions</b>						
2	DGAMS Resilience Margin (-2)	Army 2020 -3 Army Inspector D Olympics Comd Rhine Garrison Merge DETS(A) & DRT(Ops) D Med Cap Dir BFG Health Services President AOSB Resilience Margin -2 (-12)	Army 2020 -3 Army Inspector D Olympics Comd Rhine Garrison Merge DETS(A) & DRT(Ops) D Med Cap Dir BFG Health Services President AOSB Resilience Margin -2 (-12)	AD MASA UK Garrison Comds -4 Germany Dep Garrison Comds -3 Dep Team Leader BORONA AMD Cols -2 Col AWS to be civilianized COS APC to be civilianized Merge COS DETS(A) & DRT(Ops) Head Army Recovery Capability AD Manpower Systems BES(A) Cols -2 BFG Clinical Health Directors -4 Resilience Margin -15 (-37)	Ongoing - 2017 dependent on BFG drawdown	
<b>Future Reductions following Army HQ Operating model and Fin Mil Cap work complete</b>						
3				COS LF Review of Army HQ -2 CLF -2 FDT -5 PSC-1 A further 2 posts to be identified idc. (-12)	NLT 2015	

**SENIOR OFFICER LIABILITY REVIEW – CIVILIAN POST REDUCTIONS**

Ser	SCS 2	SCS 1	Post	Band B	Timing	Remarks
1	Comd Sec (Secretariat) (1 x post)				Immediately	
2			35 x Fire Service Officer Grades (NSOG/OBS)		2015-2020	Assumes that Asset Review DFRMO project delivers outsourced solution
3			40 x Medical Grades (principally Civilian Medical Practitioners) (NSOG/OBS)		By 2015	Assumes early UK re-basing savings and delivery of Healthcare 2013 project in Germany
4			2 x NSOG/OBS (1 x lecturer, 1 x welfare worker) positions filled by Agency workers		By 2015	Assumes non replacement.
5			5 x Broader Banded (BB) B1 5 x BB B2		By 2015	Anticipated AVANTI/RPP/Healthcare 2013/RDP post savings
6		Director Legal Services HQ BFG (1 x post)			By 2020	Predicated on BFG drawdown
7			3 x BB B1 4 x BB B2		By 2020	Predicated on BFG drawdown
8			42 x Teaching grades (NSOG/OBS)		By 2020	Predicated on BFG drawdown (School closure programme)