



UK Armed Forces Monthly Service Personnel Statistics November 2015

Published 10 December 2015

This publication provides information on the number of **Military Personnel** in (defined as the **strength**), joining (intake) and leaving (outflow) the UK Armed Forces. Detail is provided for both the Full-time Armed Forces and Reserves. Further statistics can be found in the Excel tables. In addition, there is an update of quarterly statistics on Separated Service (the proportion of personnel breaching harmony guidelines).

The recent trends in personnel numbers in this report relate to the targets outlined in the **Strategic Defence** and Security Review (SDSR) 2010, the Three Month Exercise (3ME), Army 2020 (A2020) and the Future Reserves 2020 (FR20) programme. Following the release of the National Security Strategy and Strategic Defence and Security Review (SDSR) 2015, Defence Statistics are working to incorporate new information into future publications.

Some of the statistics previously published in the following publications can now be found in this release: Monthly, Quarterly and Annual Personnel Reports, UK Reserve Forces and Cadets, Service Personnel Bulletin 2.01 and Service and Civilian Bulletin 2.03.

Key Points and Trends

▲ 196 670	Strength of UK Forces Service Personnel at 1 November 2015 an increase of 710 (0.4 per cent) since 1 November 2014
▼ 141 280	Full-time Trained Strength at 1 November 2015 a decrease of 5 420 (3.7 per cent) since 1 November 2014
▲ - 4.1%	Surplus/Deficit against the planned number of personnel needed (Liability) at 1 November 2015 an increase in the deficit from -3.6 per cent, as at 1 November 2014
▲ 26 290	Strength of the Trained FR20 Volunteer Reserve at 1 November 2015 an increase of 2 560 (10.8 per cent) since 1 November 2014
▲ 13 690	People joined the UK Regular Armed Forces in the past 12 months (1 November 2014 – 31 October 2015) an increase of 1 460 (11.9 per cent) compared with the previous 12 month period
▲ 8 660	People joined the FR20 Volunteer Reserve in the past 12 months (1 November 2014 – 31 October 2015) an increase of 3 120 (56.3 per cent) compared with the previous 12 month period
▼ 18 080	Regular personnel left the Armed Forces in the past 12 months (1 November 2014 – 31 October 2015) a decrease of 3 550 (16.4 per cent) compared with the previous 12 month period
▼ 3 780	FR20 Volunteer Reserve personnel left the Armed Forces in the past 12 months (1 November 2014 – 31 October 2015) a decrease of 1 170 (23.6 per cent) compared with the previous 12 month period

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Would you like to be added to our contact list, so that we can inform you about updates to these statistics and consult you if we are thinking of making changes? You can subscribe to updates by emailing DefStrat-Stat-Tri-Enquiries@mod.uk **Contents**

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A glossary and other supporting documents are available here:

https://www.gov.uk/government/publications/armed-forces-monthly-service-personnel-statistics-

supplementary-documents

Supplementary tables containing further statistics can be found at https://www.gov.uk/

https://www.gov.uk/ government/statistics/ uk-armed-forcesmonthly-servicepersonnel-statistics-

2015

Introduction

This publication contains information on the **strength**, **intake** and **outflow** for the UK Armed Forces overall and each of the Services; **Royal Navy/Royal Marines (RN/RM)**, **Army** and **Royal Air Force (RAF)**. In addition, there is an update of quarterly statistics on Separated Service (the proportion of personnel breaching harmony guidelines).

Detailed statistics and historic time series can be found in the **Excel tables**. These include statistics on **rank structure**, **military salaries** and the number of **applications** to each of the Services. Further statistics will be added in due course; in the meantime, historic statistics can be found in the following archived publications: **Monthly**, **Quarterly** and **Annual** Personnel Reports, **UK Reserve Forces and Cadets**, **Service Personnel Bulletin 2.01**, **Service and Civilian Bulletin 2.03**, **UK Armed Forces Maternity Report**, **Diversity Dashboard** and **Quarterly Location Statistics**. The **glossary** contains definitions of terminology used in this publication.

The next edition of this publication will be published on GOV.UK at 9:30am on 14 January 2015. A calendar of upcoming MOD statistical releases can be found on GOV.UK.

A National Statistics publication

The United Kingdom Statistics Authority has designated these statistics as National Statistics, in accordance with the Statistics and Registration Service Act 2007 and signifying compliance with the Code of Practice for Official Statistics.

Designation can be broadly interpreted to mean that the statistics:

- · meet identified user needs;
- are well explained and readily accessible;
- are produced according to sound methods; and
- are managed impartially and objectively in the public interest.

Once statistics have been designated as National Statistics it is a statutory requirement that the Code of Practice shall continue to be observed.

Policy background

The main factors affecting decisions about the size of the Armed Forces required by the MOD to achieve success in its military tasks include:

- An assessment of current and future threats to UK national security;
- The need for contingent / reactive capability the requirement to be able to respond immediately to domestic or international crisis;
- Current operational and international obligations (e.g. NATO, UN);
- Changes in technology, the introduction of new equipment and restructuring that leads to equipment becoming obsolete or surplus to requirements;
- The need to deliver against the military tasks as efficiently as possible, maintaining a balanced, affordable defence budget.

The Service personnel statistics in this publication relate to the planned Future Force 2020, as set out in the 2010 Strategic Defence and Security Review (SDSR). SDSR 2010 set out reductions of 17,000 Full-time Armed Forces personnel by 2015. A 'Three Month Exercise' (3ME) and Army 2020 White Paper announced a further 12,000 reductions to the Army, to be fully implemented by 2020, bringing the total number of reductions to the Full-time Armed Forces, from the 2010 position, to approximately 29,000. Furthermore, Army 2020 stated that the reductions in the size of the Regular Army and the implementation of the Army 2020 structure would be achieved by 2018.

Full-time Armed Forces personnel:

In order to meet the targets set out in SDSR 2010 and 3ME, a redundancy programme coupled with adjusted recruiting (intake) and contract extensions was set. This combination of measures enabled the Armed Forces to maintain the right balance of skills across the rank structures into the future. With the redundancy programme now complete, the Services continue to draw on a variety of measures to balance force levels against their 2020 targets.

In parallel to the changes outlined above, the Future Reserves 2020 (FR20) programme, which aims to increase the size of the Reserve Forces, targets the Volunteer Reserve.

On 23rd November 2015, the Ministry of Defence published the National Security Strategy and Strategic Defence and Security Review 2015. This document sets out the government's National Security Strategy for the coming five years, and how it will be implemented. Defence Statistics are working to incorporate new information from this in future publications.

Future Reserves 2020 (FR20) Programme

- 2010 The 2010 Strategic Defence and Security Review (SDSR) identified the future Armed Forces that the UK would need over the next ten years and beyond. It identified that the Reserve Forces should be an integral part of this Future Force; providing additional capacity as well as certain specialists whom it would not be practical or cost effective to maintain in the UK Regular Forces.
- 2011 The 2011 Independent Commission to Review the UK's Reserve Forces, available here, reported against this context and recommended:

Maritime Reserve should increase to 3,100 trained personnel.

Army Reserve should increase to 30,000 trained personnel.

Royal Air Force Reserves should increase to 1,800 trained personnel.

These became the FR20 Programme trained strength targets.

Information on measures the MOD planned to take in order to achieve these targets is in the FR20 White Paper "Reserves in the Future Force 2020: Valuable and Valued" published in July 2013, available here.

Subsequently to this, details of the planned growth of the FR20 over the next 5 years were placed in the House of Commons Library on 19 December 2013. This statement included annual trained strength targets along with intake targets to support the planned growth, and can be viewed in full **here**.

UK Service Personnel

UK Service Personnel comprise the total **strength** of the military personnel employed by the Ministry of Defence (Excel tables, table1). The current strength of the UK Service Personnel is 196 670, which includes:

- All UK Regular personnel and all Gurkha personnel (which at 1 November 2015 comprised 78.6 per cent of UK Service Personnel);
- Volunteer Reserve personnel (which at 1 November 2015 comprised 17.3 per cent of UK Service Personnel);
- Other Personnel including the Serving Regular Reserve, Sponsored Reserve, Military Provost Guard Service, Locally Engaged Personnel and elements of the FTRS (comprised 4.1 per cent of UK Service Personnel at 1 November 2015).

Strength is the number of personnel.

Volunteer Reserves voluntarily accept an annual training commitment and are liable to be mobilised to deploy on operations. They can be utilised on a part-time or full-time basis to provide support to the Regular Forces at home and overseas.

The strength of the UK Forces has increased between 1 November 2014 and 1 November 2015, by 0.4 per cent (710 personnel). Over the same period, there has been a decrease in the strength of UK Regular personnel and Gurkhas, driven by planned reductions in the numbers of personnel under SDSR 2010, the 3ME and A2020, and there have been increases in the Reserves populations.

Table 1: UK Forces Strength by Service						
	1 Nov 14	1 Nov 15	Increase/	% Increase/		
Strength			Decrease	Decrease		
Naval Service	38 100	38 220	+120	0.3%		
Army	120 730	121 430	+700	0.6%		
Royal Air Force	37 140	37 020	-120	-0.3%		
		Sou	rce: Defence Stati	stics (Tri-Service)		

 The Maritime Reserve has increased by 390 (12.7 per cent) since 1 November 2014, the Army Volunteer Reserve has increased by 3,650 (14.9 per cent) since 1 November 2014 and the RAF Volunteer Reserve has increased by 600 (31.8 per cent) since 1 November 2014.

Table 2: Recent Trends in the Strength of the UK Forces							
	1 Apr 13	1 Apr 14	1 Apr 15	1 Aug 15	1 Sep 15	1 Oct 15	1 Nov 15
UK Forces Personnel	211 340	198 810	195 690	195 600	195 670	196 500	196 670
UK Regulars	170 710	159 630	153 720	152 020	151 700	152 150	151 890
Gurkhas	3 510	3 050	2 870	2 710	2 700	2 690	2 680
Volunteer Reserve	30 360	28 860	31 260	32 920	33 290	33 630	34 030
Other Personnel	6 760	7 280	7 840	7 950	7 980	8 030	8 080

Full-time Trained Strength and Liability

The **Full-time Trained Strength** (which comprises military personnel who have completed 'Phase 1' and 'Phase 2' training) is counted against the **Liability**. The difference between the two is measured as either a surplus or deficit. This is one indicator of the Service's ability to execute military tasks. Other indicators include the surplus / deficit within key trades or in specific Ranks.

- The Strength of the Full-time Trained UK Armed Forces is 141 280, a decrease of 3.7 per cent (5 420 personnel) since 1 November 2014. The Full-time Trained Strength is 29 760 for the RN/RM, 80 260 for the Army and 31 270 for the RAF.
- The Full-time Trained Strength (FTTS) comprises: 138 340 Regular personnel (97.9 per cent); 2 540 Gurkhas (1.8 per cent); and 400 Full Time Reserve Service personnel (0.3 per cent) who can fill Regular posts and are deployable.

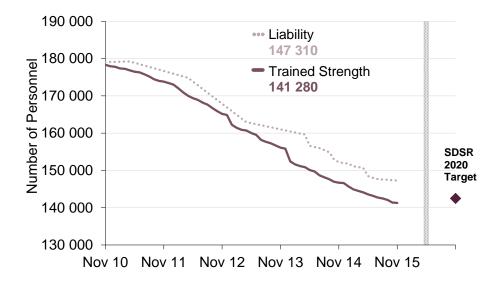
Full-time Trained Strength includes all trained UK Regular personnel, Gurkhas and a number of Reserve Forces personnel filling Regular posts whilst serving on Full Time Reserve Service (FTRS).

Liability is the number of Service personnel needed, based on the Defence Planning Round, set for each of the three Services.

Table 3: Full-Time Trained Strength against the Liability							
	1 Apr 13	1 Apr 14	1 Apr 15	1 Aug 15	1 Sep 15	1 Oct 15	1 Nov 15
Trained Strength	160 710	150 890	144 120	142 490	142 100	141 390	141 280
Liability	162 940	159 640	150 700	147 580	147 490	147 400	147 310
Surplus/Deficit	-2 230	-8 750	-6 580	-5 090	-5 390	-6 000	-6 020
% Surplus/Deficit	-1.4	-5.5	-4.4	-3.5	-3.7	-4.1	-4.1
					Source:	Defence Statis	tics (Tri-Service)

- The current deficit against the Liability is 4.1 per cent for the UK Armed Forces. There is a deficit of 1.6 per cent in the Royal Navy/Royal Marines (RN/RM), 4.1 per cent in the Army and 6.4 per cent in the Royal Air Force (RAF).
- A proportion of the Army deficit (of FTTS against the Liability) is likely to be due to the
 numbers of Service personnel reducing to meet the targets previously set out in the SDSR
 2010 and 3ME/A2020 and planned Liability reductions not keeping pace. During this
 transitional drawdown period the published Army Liability has lagged behind the number of
 personnel actually needed due to the way in which it is calculated.
- The SDSR 2010 envisaged that by 2020 the UK Armed Forces would have 142,500 personnel, comprising 29,000 for the RN/RM, 82,000 for the Army (following 3ME/A2020) and 31,500 for the RAF. Defence Statistics are working to incorporate new information from SDSR 2015 into future publications.

Figure 1: Full-Time Trained Strength against Liability and 2020 target from SDSR 2010



As at 1 November 2015, the trained and untrained strength of the UK Regular Forces (which excludes Gurkhas) was 151 890, of which 138 340 were trained personnel.

- The largest numbers of trained UK Regular Forces personnel are in the Army followed by the RAF and the RN/RM.
- There are 13 550 untrained personnel in the UK Regular Forces, of which 8 190 are in the Army. The untrained strength reflects the number of personnel who can potentially join the trained strength.

Intake and Outflow since October 2009

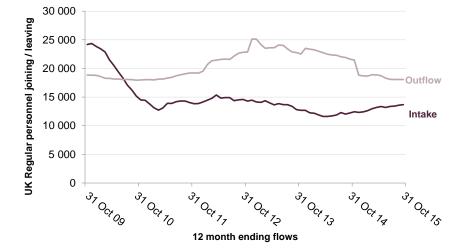
Intake and Outflow over the past six years are presented in Figure 3. Since 2010 outflow has exceeded intake for each 12 month period, following the announcement of the reduction in the size of the Armed Forces.

Excluding personnel who left on redundancy, in the 12 months to 31 October 2015, there was a net outflow of 3 550 personnel from the UK Regular Forces. This difference has reduced compared with the 12 months to 31 October 2014, when 5 380 more personnel left the UK Regular Forces than joined.

Intake

- Intake into the trained and untrained UK Regular Forces was 13 690 in the 12 months to 31 October 2015. This has increased slightly compared to the 12 months to 30 September 2015 (13 580) and is up from 12 240 in the 12 months to 31 October 2014.
- Of the current intake, 8.8 per cent was into the Officers and 91.2 per cent was into the Other Ranks.
- From the beginning of the financial year on 1 April 2015 to 31 October 2015, 8 420 people have joined. This is an increase compared with intake of 7 710 in the same period last year (1 April to 31 October 2014).
- The intake pattern for each Service differs. Compared to the 12 months to 31 October 2014, intake to the RN/RM has increased by 1.6 per cent, the Army has increased by 16.2 per cent and the RAF has increased by 11.1 per cent.

Figure 3: Intake to and Outflow from the UK Regular Forces (over a 12-month period)



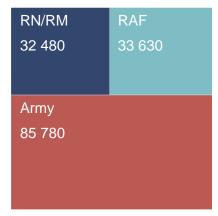


Figure 2: Trained and untrained Strength of the UK Regular Forces, by Service, as at 1 November 2015

UK Regulars are full time Service personnel, including Nursing Services, excluding FTRS personnel, Gurkhas, mobilised Reservists, Military Provost Guarding Service (MPGS), Locally Engaged Personnel (LEP), and Non Regular Permanent Service (NRPS).

Intake is defined as the number joining the Strength, whereas **outflow** is the number leaving.

Regular Personnel

Outflow

- Outflow from the trained and untrained UK Regular Forces was 18 080 in the 12 months to 31 October 2015; down from 21 630 in the 12 months to 31 October 2014.
- From the beginning of the financial year on 1 April 2015 to 31 October 2015; 10 270 people have left the UK Regulars. This is a decrease compared with outflow of 11 110 in the same period last year (1 April to 31 October 2014).
- In the 12 months to 31 October 2015, 840 trained and untrained personnel left the UK Regular Forces under Tranche 4 of the Armed Forces Redundancy Programme. This compares to 4 010 in the 12 months to 31 October 2014, leaving on Tranche 3; the largest of the four Tranches of redundancies. As a result, overall outflow is now lower.

Armed Forces Redundancy Programme Tranche 1-4 statistics are available at:

Voluntary Outflow

encompasses all trained personnel who voluntarily exit before the end of their agreed engagement or commission period.

Time Expiry is a term used to describe those in the Armed Services who reach the end of their engagement or commission and then leave.

Other Wastage is outflow from the trained strength due to, amongst others, medical reasons, misconduct, compassionate, dismissals and death.

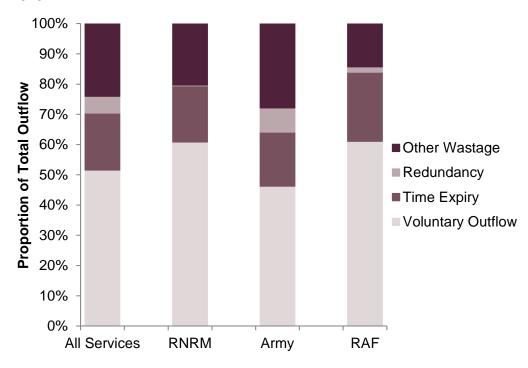
https://www.gov.uk/government/collections/uk-armed-forces-redundancy-program-statistics-index

At a Tri-Service level, more personnel left the trained UK Regular Forces by Voluntary Outflow (VO) than for any other reason (Figure 4).

- In the 12 months to 31 October 2015, 7 820 trained personnel left through VO.
- The VO rate is higher amongst Other Ranks (5.6 per cent), compared to Officers (5.1 per cent).

There is no single reason why personnel leave on Voluntary Outflow, but the **Armed Forces Continuous Attitude Survey** shows reasons that Service personnel have given for leaving the Armed Forces, including the impact of Service life on family and personal life and opportunities outside the Armed Forces.

Figure 4: Outflow from the trained UK Regular Forces, by exit reason, in the 12 months to 31 October 2015



Future Reserves 2020 (FR20) programme monitoring

The written ministerial statement released on the 19th December 2013 details the planned growth of the FR20 over the next 5 years.

FR20 Volunteer Reserve Strengths as at 1 November 2015

Progress against FR20 trained strength targets is reported in table 6a of the **Excel tables**. The total **trained and untrained strength** of the FR20 Tri-Service Volunteer Reserve was 33,680; an increase of 4,880 or 16.9 per cent since 1 November 2014.

The **trained strength** of the FR20 Tri-Service Volunteer Reserve was 26,290; an increase of 2,560 or 10.8 per cent since 1 November 2014.

Table 4: FR20 Volunteer Reserve strength by Service							
		1 Nov 14	1 Nov 15	Increase/	% Increase/		
				Decrease	Decrease		
Maritime Reserve	Trained	1 940	2 220	+280	+14.2%		
	Untrained	1 100	1 220	+110	+10.1%		
Army Reserve	Trained	20 320	22 320	+2000	+ 9.9%		
	Untrained	3 560	5 450	+1890	+53.2%		
RAF Reserves	Trained	1 470	1 750	+280	+19.3%		
	Untrained	400	720	+310	+77.2%		
			Sou	rce: Defence Stati	stics (Tri-Service)		

FR20 Intake as at 1 November 2015

Intake statistics report how many people have joined the trained or untrained strengths. As well as new recruits, this can include personnel coming from the Regular Forces, other Reserve populations, or Reserve re-joiners.

Progress against intake targets are reported in table 7c of the **Excel tables**. The RAF Reserves total intake between 1 April 2015 and 31 October 2015 was 580, this exceeds their finacial year 2015/16 target of 520.

In the 12 months between 1 November 2014 and 31 October 2015 **8,660 people joined** the Tri-Service FR20 Volunteer Reserve (3,010 trained and 5,650 untrained); a **56.3 per cent increase** on the same 12 month period last year.

Table 5: Intake to FR20 Volunteer Reserve, trained and untrained							
	1 Nov 13	1 Nov 14	Increase/	% Increase/			
Intake	31 Oct 14	31 Oct 15	Decrease	Decrease			
Maritime Reserve	910	1 030	+120	+13.8%			
Army Reserve	4 060	6 640	+2590	+63.8%			
RAF Reserves	580	980	+400	+69.9%			
		Sou	rce: Defence Stati	stics (Tri-Service)			

FR20 Outflow as at 1 November 2015

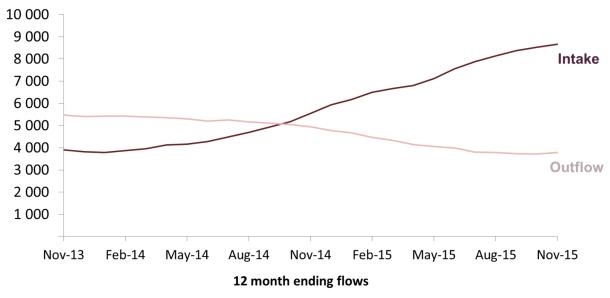
Outflow statistics report how many personnel have left the trained or untrained strengths. The majority of outflow is personnel leaving the Armed Forces, though a substantial proportion do transfer to another part of the Armed Forces, such as the Regulars or another Reserve Force. In the 12 months between 1 November 2014 and 31 October 2015 **3,780 people left** the Tri-Service FR20 Volunteer Reserve (2,490 trained and 1,290 untrained); a **23.6 per cent decrease** compared to the same 12 month period last year.

Table 6: Outflow from FR20 Volunteer Reserve, trained and untrained						
	1 Nov 13	1 Nov 14	Increase/	% Increase/		
Outflow	31 Oct 14	31 Oct 15	Decrease	Decrease		
Maritime Reserve	460	640	+190	+41.0%		
Army Reserve	4 210	2 750	-1460	-34.7%		
RAF Reserves	280	390	+100	+36.5%		
		Sou	rce: Defence Stati	stics (Tri-Service)		

Future Reserves 2020 (FR20) programme monitoring

Intake and Outflow over time

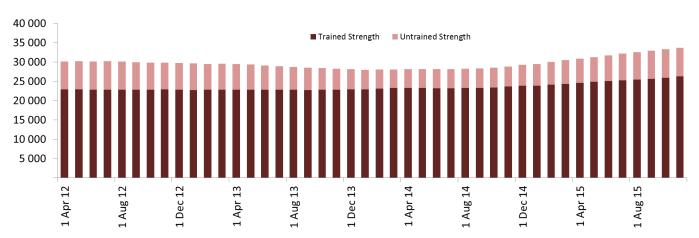
Figure 5: FR20 Volunteer Reserves (Trained and Untrained) Intake and Outflow



By studying intake (number of personnel joining) and outflow (number of personnel leaving) over time the graph shows that since the start of the FR20 Programme, more people are now joining the Reserve Forces and less people are leaving. Initially outflow was higher than intake; this situation results in a decrease in total strength (as illustrated in Figure 5 and Figure 6). During 2014 a crossover occurred whereby intake became higher than outflow; once this happens the total strengths start to increase (again illustrated in Figure 5 and 6). The FR20 Programme has sought to increase recruitment level and to improve the proposition for the Reserves. Hence there is now a widening gap between intake and outflow, which if sustained, will result in continuing growth in the strength numbers; the overarching aim of the Programme.

Total Strength over time

Figure 6: FR20 Volunteer Reserve Trained and Untrained Strength



Since April 2012 trained strength has shown a gradual increase, whereas untrained strength initially decreases (reaching its lowest point in early 2014) before commencing a steady increase.

Early changes in the strengths were likely due to the restructuring of the Reserve Forces during the initial stages of the FR20 Programme. Subsequent improved recruitment and training of Reserves, as a result of the FR20 Programme, has resulted in larger numbers both joining and completing training and therefore increased strengths for both trained and untrained personnel.

Separated Service

Separated service measures absence from normal place of duty. The time an individual experiences separated service is compared against each Service's "**Individual Harmony**" guidelines to ensure a balance between duty and leisure for all Service Personnel.

A breach of individual harmony guidelines occurs when Service personnel experience separated service for longer than the period outlined in individual harmony guidelines which are based on the structures and organisation of that Service; for the RN/RM 660 days away over a 36 month period for the Army no more than 498 days away and the RAF no more than 468 days away.

Separated Service concerns personnel who are serving away from their usual place of duty or are unable to enjoy leisure at their normal place of duty or residence at place of duty.

Individual Harmony is the freedom to enjoy leisure at the normal place of duty or residence at place of duty; this includes leave and adventurous training.

Using 1 October 2015 as an example:

Trained UK Regular personnel breaching over 1 October 2012 – 30 September 2015

Trained UK Regular personnel as at 1 October 2015

Table 7 shows the rate at which individual harmony guidelines have been breached by Service.

Table 7: Separated Service Comparisons							
	1 Apr 14	1 Jul 14	1 Oct 14	1 Jan 15	1 Apr 15	1 Jul 15	1 Oct 15
% Breaching Harmony							
RN/RM	0.7	0.7	0.5	0.4	0.4	0.4	0.4
Army	3.9	3.8	3.8	3.3	3.0	2.8	2.6
RAF	1.4	1.4	1.5	1.5	1.3	1.2	1.3
				Sour	ce: Defence	Statistics (Tri-Service)

Compared with 1 October 2014, all three Services have seen a decrease in breach rates at 1 October 2015. The RN/RM has shown a downward trent in 2014 which has levelled out in 2015.

Further Information

Rounding

Figures in this publication have been rounded to the nearest 10, though numbers ending in a "5" have been rounded to the nearest multiple of 20 to prevent the systematic bias caused by always rounding numbers upwards. For example; a value of "25" would be rounded down to "20" and a value of "15" would be rounded up to "20".

Additionally, totals and sub-totals are rounded separately and so may not equal the sums of their rounded parts.

Percentages are calculated from unrounded data and presented to one decimal place.

Revisions

A revision has been made in table 10 in the supporting Excel Tables. The number of Trained UK Regular personnel breaching harmony guidelines at 1 July 2015 for the RAF Other Ranks has been revised from 330 to 340, a difference of 10 personnel. This has resulted in a subsequent change to the associated percentage from 1.3 per cent to 1.4 per cent.

RAF Regular Reserve totals as at 1 October 2015 have now been finalised and have therefore been revised in tables 8a and 8d of the supporting **Excel tables**.

There are no regular planned revisions of this Bulletin.

Symbols

- || Discontinuity in time series
- * not applicable
- .. not available
- Zero
- ~ 5 or fewer
- p Provisional
- e Estimate
- r Revised

Italic figures are used for percentages and other rates, except where otherwise indicated.

Further Information (cont.)

Contact Us

Defence Statistics welcome feedback on our statistical products. If you have any comments or questions about this publication or about our statistics in general, you can contact us as follows:

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https://www.gov.uk/make-a-freedom-of-information-request/the-freedom-of-information-act

Other contact points within Defence Statistics are:

Defence Expenditure Analysis	030 6793 4531	DefStrat-Econ-ESES-DEA-Hd@mod.uk
Price Indices	030 6793 2100	DefStrat-Econ-ESES-PI-Hd@mod.uk
Naval Service Manpower	023 9254 7426	DefStrat-Stat-Navy-Hd@mod.uk
Army Manpower	01264 886175	DefStrat-Stat-Army-Hd@mod.uk
RAF Manpower	01494 496822	DefStrat-Stat-Air-Hd@mod.uk
Tri-Service Manpower	020 7807 8896	DefStrat-Stat-Tri-Hd@mod.uk
Civilian Manpower	020 7218 1359	DefStrat-Stat-Civ-Hd@mod.uk
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