



# Ministry of Defence

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Ref: FOI2016/00286

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4 February 2016

Thank you for your email of 8th January 2016 requesting the following information:

*"Since and including May 2010, communications between Emily Thornberry MP and the secretaries of state and ministers in the Ministry of Defence."*

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the Ministry of Defence, and I can confirm that some information in the scope of your request is held.

The information you have requested can be found at Annex A, but some of the information falls entirely within the scope of the absolute exemption provided for at Section 40 (Personal Data).

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 1998. Section 40 is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information.

Under Section 16 of the Act (Advice and Assistance) you may find it helpful to note that the 'Reserves Forces & FR20' Programme Update-Winter2015/16' referred to in the correspondence attached is published online via the link below:

<http://www.reservesandcadetsni.org.uk/10241/reserve-forces-and-fr20-programme-update-winter-201516/>

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, 1<sup>st</sup> Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.uk](mailto: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, <https://ico.org.uk/>.

Yours sincerely,

Top Office Group Business Manager



Ministry  
of Defence

MINISTER FOR RESERVES

MINISTRY OF DEFENCE  
[REDACTED] MAIN BUILDING  
WHITEHALL LONDON SW1A 2HB

Telephone 020 7218 9000 (Switchboard)

D/MSU 1/9/4

11<sup>th</sup> November 2015

*Dear Ms Thornberry*

In accordance with Parliamentary procedure regarding visits to other Members' constituencies I am writing to inform you that Julian Brazier MP will be visiting the City of London Academy in Islington on Thursday 19 November.

*Yours sincerely*

[REDACTED]

[REDACTED]  
Diary Secretary

Emily Thornberry MP  
House of Commons  
London  
SW1A 0AA



Ministry  
of Defence

SECRETARY OF STATE  
MINISTRY OF DEFENCE  
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Telephone: [REDACTED]  
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4.4.2.10

7th January 2016

Dear Emily

**Future Reserves 2020 External Scrutiny Team Report 2015**

Please find attached the text of a Written Ministerial Statement that will be released today.

Yours

M. Fallon

**THE RT HON MICHAEL FALLON MP**

Emily Thornberry MP  
Shadow Secretary of State  
House of Commons  
London  
SW1A 0AA

Enclosure(s)



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4.1.3.5

8th January 2016

Dear Emily

### DEFENCE REFORM: REVIEW OF IMPLEMENTATION

I am writing to let you know that Lord Levene of Portsoken has completed a further review of progress in reforming the Ministry of Defence, since his 2011 Defence Reform report. Although in 2014 Lord Levene completed the last of the three formal reviews originally envisaged, I asked him to return to the MOD once more in 2015. This time the focus has been more forward-looking and has considered the longer-term and behavioural challenges of building on the structural reforms we have already put in place. I enclose a copy of Lord Levene's letter and report, which I am also placing in the Library of the House and which will be published on gov.uk.

I welcome Lord Levene's recognition that the great majority of the reform programme he set out in 2011 has been achieved, and that by any measure the scale of that change has been impressive. The extent and scope of the reforms we have delivered have been extremely challenging, and our success is a credit to senior leaders and their teams across Defence who have worked to transform the Department for the better.

The process of reform is a continuous one, and in this latest report Lord Levene has made recommendations for further change. We will be taking these forward as part of a broader agenda of business improvement in the Department following the Strategic Defence and Security Review (SDSR).

In response to Lord Levene's main recommendations:

- **Process Simplification, and reducing senior structures.** Both of these are being pursued as part of a project to streamline and strengthen the Ministry of Defence's Head Office, better to meet Lord Levene's vision of a stronger and more strategic centre, alongside similar work in the Commands and the other Top Level Budget areas. This will enable better top-level decision-making, improved outputs and greater efficiency across Defence.

Emily Thornberry MP  
House of Commons

- **Improved planning and resource allocation.** We plan to build on the extensive delegations of authority and budgets already in place, to allow further flexibility including in the control of resources for infrastructure, not currently delegated.
- **Stronger drive for efficiency.** We already have structures in place for the Head Office and the Commands to work together in the search for ever greater efficiency. These are being strengthened so that we can look as broadly as possible at the scope for both cost savings and output improvements.
- **Management of Defence Infrastructure.** This too is being improved in line with Lord Levene's recommendations. We are developing an ambitious Footprint Strategy, to reduce the size of the built estate by 30% by 2040; further announcements will be made this year. Changes will also be made to ensure appropriate communication of infrastructure costs to the Commands. We will shortly announce a new independent Chair for the Defence Infrastructure Organisation Board further to strengthen the governance of infrastructure across Defence.

In these and other ways, the Ministry of Defence will build on the reforms in Lord Levene's original and subsequent reports.

I hope you will agree that the Department is already stronger, operates more effectively and enjoys a higher reputation than four years ago. We are therefore ready and equipped to meet the challenge of delivering the improved military capability and other ambitions set out in the SDSR.

*7 mins ea*

*M. Fallon*

THE RT HON MICHAEL FALLON MP



Ministry  
of Defence

JULIAN BRAZIER TD MP  
PARLIAMENTARY UNDER SECRETARY OF STATE AND  
MINISTER FOR RESERVES

MINISTRY OF DEFENCE  
MAIN BUILDING  
WHITEHALL LONDON SW1A 2HB

Telephone 020 7218 9000 (Switchboard)

MSU/4/4/2/10/ap

11 January 2016

*D. E. G.*

You may recall that I wrote to you in September with an update on the Future Reserves 2020 programme from the Assistant Chief of Defence Staff (Reserves & Cadets), Major General John Crackett. I am delighted to enclose the Winter 2015/16 update, which might also interest you.

Thank you for your continued support for the Reserve Forces.

*2 15*

Emily Thornberry MP  
House of Commons  
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