



Ministry
of Defence

How Defence Works



This document is issued and controlled by the Directorate of
Sponsorship and Organisational Policy (DSOP).
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Foreword

Defence makes a fundamental contribution to the government's overall ability to safeguard national security. As part of this overall effort, the Ministry of Defence (MOD) works across Whitehall to develop the UK's Defence policy, and also provides the means to deliver it through the generation and operation of Military Capability.

These outputs are delivered through a complex array of activities, conducted dynamically by a variety of organisations within MOD, directed and cohered by its Head Office.

This document explains for a lay reader what those activities are and how they are directed and cohered.

It reflects adjustments to the Defence Operating Model, including the intent to:

- work to a clearer overarching Defence Purpose;
- improve Defence-wide planning and accountability processes;
- clarify and strengthen governance within Head Office;
- introduce Functional Leadership as a mechanism to ensure the coherence of cross-cutting activities, including with wider government policies on the delivery of supporting services;
- build on the success of the former Joint Forces Command and to create Strategic Command, with added responsibilities for ensuring effective integration between the five military 'domains': Air, Land, Maritime, Space and Cyber;
- implement new 'sponsorship' arrangements to allow MOD's Enabling Organisations to operate effectively within Defence, but at 'arm's length' from Head Office.

The Defence Operating Model is the authoritative statement of how MOD operates and is governed at a senior level. This document summarises its key content. Updates will be published as the Operating Model evolves.

We hope this document will help a broad range of readers, internal and external to MOD, to understand how the Department discharges its critical role of defending the nation.



Permanent Secretary

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How Defence Works

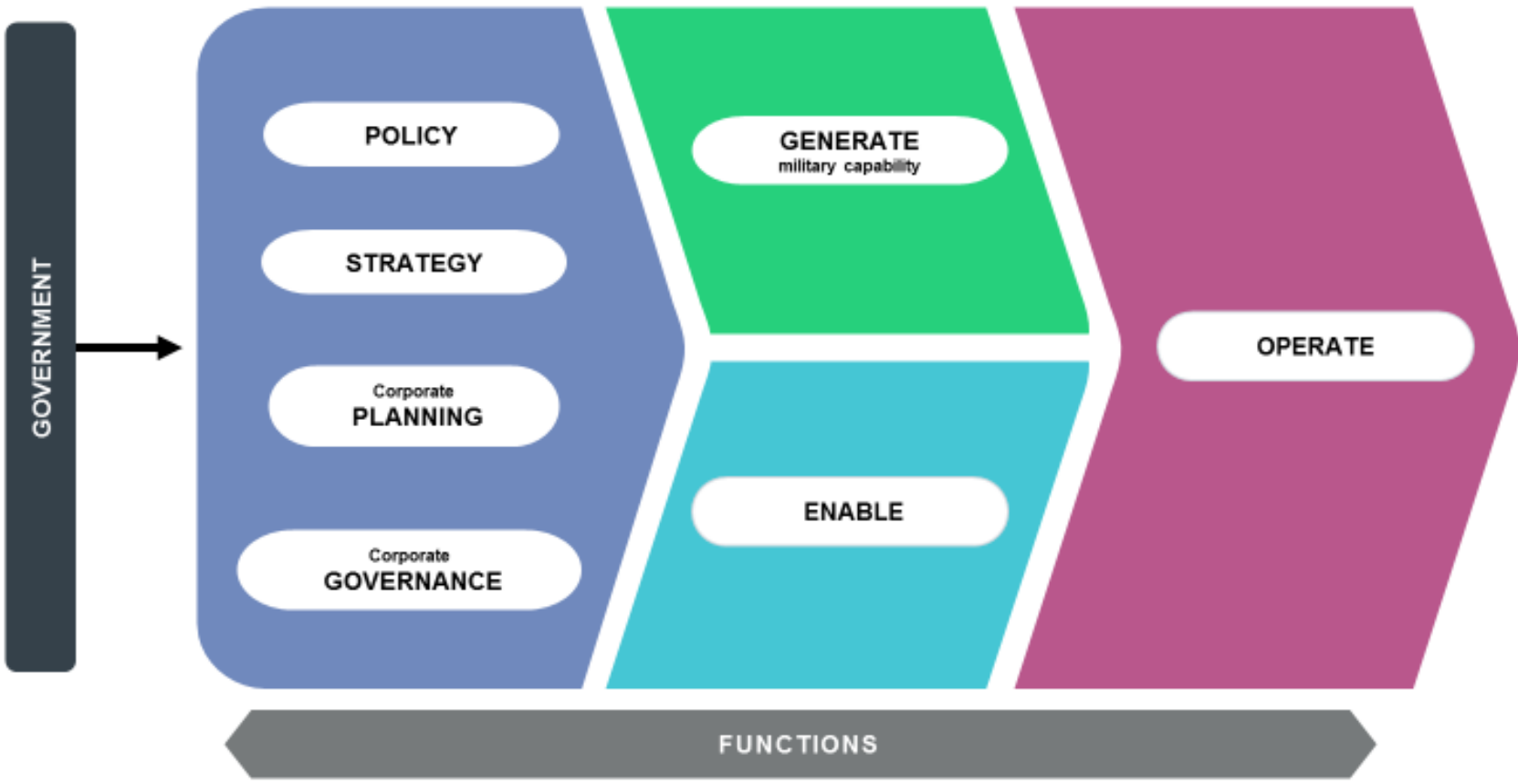


Figure 1: The Defence Operating Model

This diagram is a high level depiction of the Defence Operating Model, showing the core activities undertaken by the Ministry of Defence to deliver three Defence Outputs: Defence Policy, Military Capability and Military Operations. In the following pages, this document explains how this happens and describes the organisations that make up Defence.

Introduction

What is the Ministry of Defence?

The Ministry of Defence (MOD) is a government department led by the Secretary of State for Defence. It includes both:

- a Department of State, responsible for supporting Ministers, developing policy, developing and delivering plans, and generating Military Capability. In this sense MOD is like any other department that has a policy and delivery role. The great majority of funding and activity in Defence (including in the Military Commands) supports this role; and
- a Military Strategic Headquarters. This is very a specialised role, unique to MOD, that directs and carries out military operations on behalf of the government.

MOD's organisational structure encompasses the UK's three armed forces: the Royal Navy, Army and Royal Air Force. It also includes Strategic Command, the Defence Nuclear Organisation and the Head Office, and a range of Enabling Organisations that provide supporting services to the whole of Defence.

The basic role of MOD is summarised in the Defence Purpose:

To protect the people of the United Kingdom, prevent conflict, and be ready to fight our enemies. We are prepared for the present, fit for the future.

To achieve this, MOD must play a central role in setting the government's National Security policy and have the ability to generate and use (operate) military capability. This is a complex process supported by a wide range of inter-related activities and organisations within the Department. It is crucial therefore that there is an effective governance framework for directing, controlling and cohering this activity. This is the purpose of the Defence Operating Model. By setting out clearly and definitively how the elements of Defence operate and fit together, it helps ensure that MOD is properly accountable to Parliament both as a Department of State and for the military operations it directs and carries out.

What is the Defence Operating Model?

The Defence Operating Model (DOM) explains how MOD works as a whole, how its constituent parts work, how it integrates with the rest of government, and how it works with other organisations (including industry and international partners).

The DOM provides an authoritative explanation of:

- how MOD determines its outputs and the activities it undertakes to deliver them;
- how Defence is organised and the roles, responsibilities, authorities and accountabilities at its highest levels, meaning the most senior civil servants and military officers and the key boards and committees which govern Defence;
- the key processes and subordinate operating models;

- how business controls and corporate processes are established to ensure risk is managed appropriately and Defence business is effective and coherent;
- how MOD meets its obligations of accountability to Parliament for the appropriate use of resources.

How does the Defence Operating Model work?

At the top level the MOD Head Office works with other parts of government to develop, and periodically formally review, the UK's overall National Security policy and strategy. Ultimately these are approved by the Prime Minister. These reviews set the top-level policy that Defence must enact.

From this wider policy and strategy backdrop, MOD then develops its Defence strategy in the form of a set of documents called Defence Strategic Direction (DSD), approved by the Secretary of State for Defence. DSD sets out a series of Defence Tasks, and directs how Defence must conduct and configure its activities to deliver these tasks. DSD is reviewed periodically, typically after a review of wider National Security policy and strategy.

Each year a Defence Plan sets out in detail what each part of Defence must do to contribute to each 'Defence Task'.

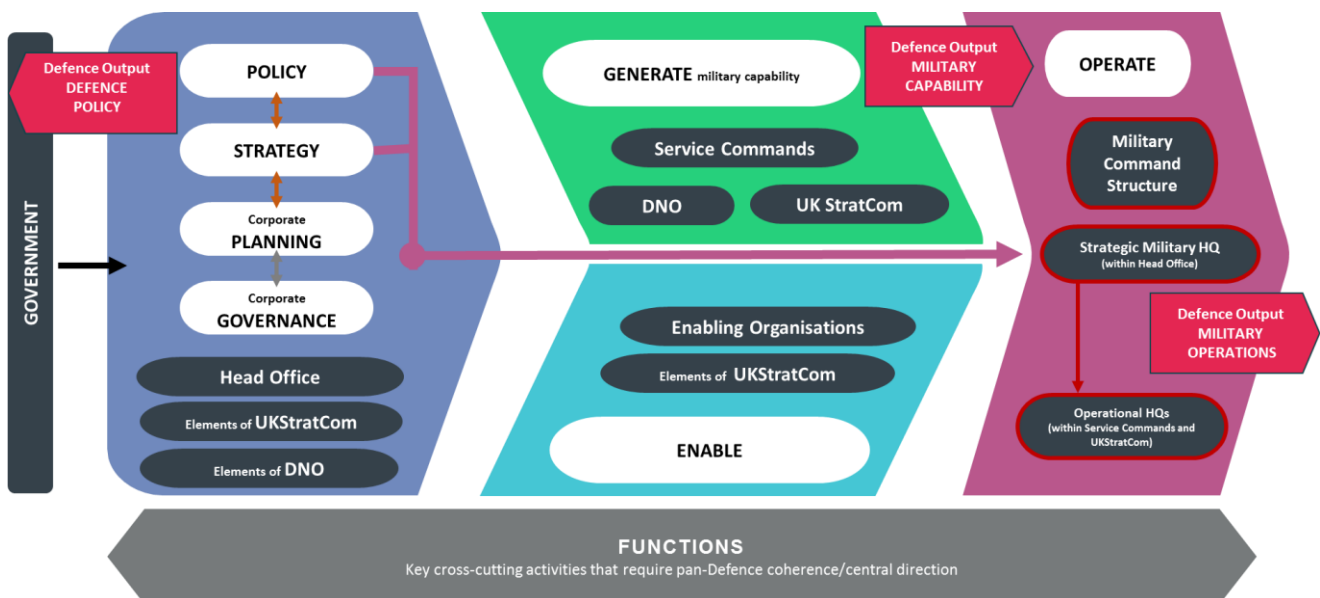


Figure 2: The Defence Operating Model – activities, organisations and outputs

Figure 2 shows the Department's outputs and the core activities which combine to deliver them. MOD's outputs can be described in three broad categories:

- working with other parts of government to develop **Defence Policy** in support of National Security Objectives;
- **Military Capability** – development of the ability, both now and in the future, to have military influence and project force;
- **Military Operations** – using the Armed Forces to support specific government goals and undertake ongoing military tasks such as operating the UK's nuclear deterrent.

Defence delivers its outputs through the seven core activities of **Policy, Strategy, Planning, Governance, Generate, Enable** and **Operate**, together with a series of cross-cutting **Functions**. The core activities and Functions are described in more detail in *How Defence Delivers*.

The DOM is based on the principles that, under the Secretary of State for Defence:

- **Head Office ‘directs’** and coheres all Defence activities, in that: it sets overarching and internal policies and strategies; constructs and monitors delivery of the Defence Plan; and sets the governance framework for the entire MOD, including for ensuring accountability, providing effective risk-management and delivering the necessary assurance to the Permanent Secretary as Accounting Officer.
- **Commands ‘generate’** today’s military capability from the resources available to them, and work with Head Office to develop future capabilities.
- **‘Enabling’ Organisations provide specialist supporting services** to the rest of Defence.

Within this framework, Commands and Enabling Organisations have considerable delegated authority. In order to ensure MOD functions as a single integrated enterprise where all of the component parts work effectively and efficiently together, Head Office must provide strong leadership in terms of both giving direction to and ensuring coherence across delegated activities.

Part of the challenge of delivering coherence is to ensure that key cross-cutting activities that are carried out in multiple parts of Defence are done in a consistent and joined-up way. This includes activities common to most organisations, such as Finance or Digital, and others specific to Defence, such as Intelligence or Military Capability Management (see full list on page 26).

To this end the DOM defines these cross-cutting activities as **‘Functions’** and recognises for each an empowered **Functional Owner**. Functional Owners are senior post-holders either within Head Office or elsewhere but with a direct authority from, and reporting to, the Permanent Secretary. A central responsibility of all Functional Owners is to set a Functional Operating Model to deliver the necessary coherence; this explains how activities are to be carried out, risks managed, and major decisions taken; it also references common rules and standards, and any exceptions. In effect, Functional Operating Models define which aspects of the activity are fully, partially or not delegated.

Defence and the Constitution

The Defence Secretary is appointed by the Prime Minister and accountable to Parliament for the activities of the Ministry of Defence and the Armed Forces.

The Defence Secretary is supported by a number of Defence Ministers:

- the Minister of State in the House of Lords;
- the Minister of State for Defence Procurement;
- the Minister for the Armed Forces; and
- the Minister for Defence People and Veterans.

These junior ministerial posts, and the individuals in them, may change at the discretion of the Prime Minister. The Defence Secretary sets the specific responsibilities of each minister and directs the Defence ministerial team.

The Defence Secretary's powers to act come from Parliamentary legislation (for example the Armed Forces Acts) and the common law, as well as from the Royal prerogative, both as a senior member of the government and as the Chair of the Defence Council.

The Defence Secretary is one of Her Majesty's Principal Secretaries of State and a member of the Cabinet. These are executive roles as part of the government of the day. The Cabinet, chaired by the Prime Minister, is the ultimate decision-making body of government and ministers are bound by the collective decisions of Cabinet.

The Defence Council has formal powers of command and administration over the Armed Forces, on behalf of Her Majesty the Queen, who is their Commander-in-Chief. It was created in 1964 by 'Letters Patent', under the Royal prerogative, but also has additional powers vested in it by Parliamentary legislation.

The Defence Council is not involved in the day-to-day running of MOD and the Armed Forces. The strategic direction and oversight of Defence is provided by the Defence Board, chaired by the Defence Secretary (see page 18), supported by the MOD Executive Committee, chaired by the Permanent Secretary (see page 19).

The role of the Defence Secretary was created in 1964, along with the Defence Council and the unified Ministry of Defence. Prior to this, there were a number of ministers leading separate departments responsible for different aspects of Defence, including the Admiralty (Royal Navy), the War Office (British Army), and the Air Ministry (Royal Air Force).

How Defence is Organised

The top-level organisational structure and senior leadership of the Ministry of Defence are shown in Figure 3 on page 10.

At the official level, Defence is led by the Permanent Secretary, as the Secretary of State's principal policy adviser, and the Chief of the Defence Staff, as the professional head of the Armed Forces and principal military adviser to the Secretary of State. As MOD's Accounting Officer, the Permanent Secretary has personal accountability to Parliament for ensuring the economic, efficient and effective use of Defence resources.

The **Head Office** supports the Secretary of State, Ministers, the Permanent Secretary and the Chief of the Defence Staff in the delivery of their responsibilities, directing the relevant parts of Defence as necessary. Within the Defence Operating Model (Figure 1) this means undertaking the Policy, Strategy, Planning and Governance activities, specifically:

- setting top-level security defence and policy, in conjunction with the National Security Council;
- setting the Department's strategy to meeting Defence and Security Policy and then overseeing its delivery;
- directing and cohering all activities across Defence through the planning and Annual Budget Cycle (ABC) processes;
- monitoring the performance of the activities it has directed and allocated resources to, which is undertaken by the Defence Board, the Executive Committee and through Performance and Risk Reviews;
- ensuring MOD is properly managed through a strong corporate governance framework;
- supporting the Department's accountability to Parliament.

Head Office provides strategic leadership and direction to the whole of MOD in two related ways:

- as the top-level decision-making body for MOD as a government department;
- as the Military Strategic Headquarters for the UK's Armed Forces, providing military advice to the government and directing the generation of forces and the activity those forces undertake.

The Head Office is made up of a number of director-general, or 3-star, led business areas (see organisation chart, Figure 3 on page 10).

The star system

We use the 'star system' to talk about senior positions, whereby 4-star denotes the Permanent Secretary or Chief rank; 3-star Director General, Vice Admiral, Lieutenant General or Air Marshal; 2-star Director, Rear Admiral, Major General or Air Vice-Marshal; and 1-star Deputy Director, Commodore, Brigadier or Air Commodore.

Leadership of the Department is also provided through its board structure. The primary directing board is the Defence Board, chaired by the Secretary of State. It has five sub-committees, the Executive Committee, the Defence Safety and Environment Committee, the Defence Audit and Risk Assurance Committee, the People Committee and the Investment Approvals Committee. The Executive Committee and Defence Board are supported by the Chiefs of Staff Committee, where the Chief of the Defence Staff can seek the other Service Chiefs' advice, and the Defence Delivery Group, which considers departmental priorities and cross-cutting issues. More information on the main boards and committees is in the Governance section (page 18).

The **Royal Navy**, the **Army** and the **Royal Air Force** (the single Services) are each led by a Chief who is both the budget holder for the organisation and the head of the Service. The four **Military Commands** (the three single Services and **Strategic Command**) differ in their board structure but all have a main board equivalent, including non-executives whose role it is to support and challenge the executive team and hold them to account. This is supplemented by an Audit and Risk Committee which, in line with best practice, is chaired by a non-executive.

Strategic Command¹ exists to support the joint nature of warfare conducted by the Armed Forces across five war-fighting domains – Air, Land, Sea, Cyber and Space – in the information age. It develops, generates, operates and integrates unique and pan-Defence capabilities to maintain operational and strategic advantage in an era of persistent competition.

The **Defence Nuclear Organisation** manages the Defence Nuclear portfolio across MOD, ensuring and directing coordination and coherence of nuclear business.

See pages 28 to 34 for a full description of the three Single Services, Strategic Command and the Defence Nuclear Organisation.

The 12 **Enabling Organisations** provide a range of supporting services for the whole of Defence. They follow best practice in the private sector and generally have a chief executive working with a board chaired by a non-executive.

A number of additional non-departmental public bodies form a part of MOD's family but are not considered as part of the core department.

See pages 35 to 38 for a full description of each of the Enabling Organisations.

¹ Previously Joint Forces Command.

How Defence is Organised

Overview showing the Defence top level reporting structure

The key below is a guide to the rank or level of each post

- Defence Ministers
- 4★
- 3★
- 2★
- Enabling Organisations

- Military post
- Civilian post

D. Defence Operating Model accredited content

Top Level Overview

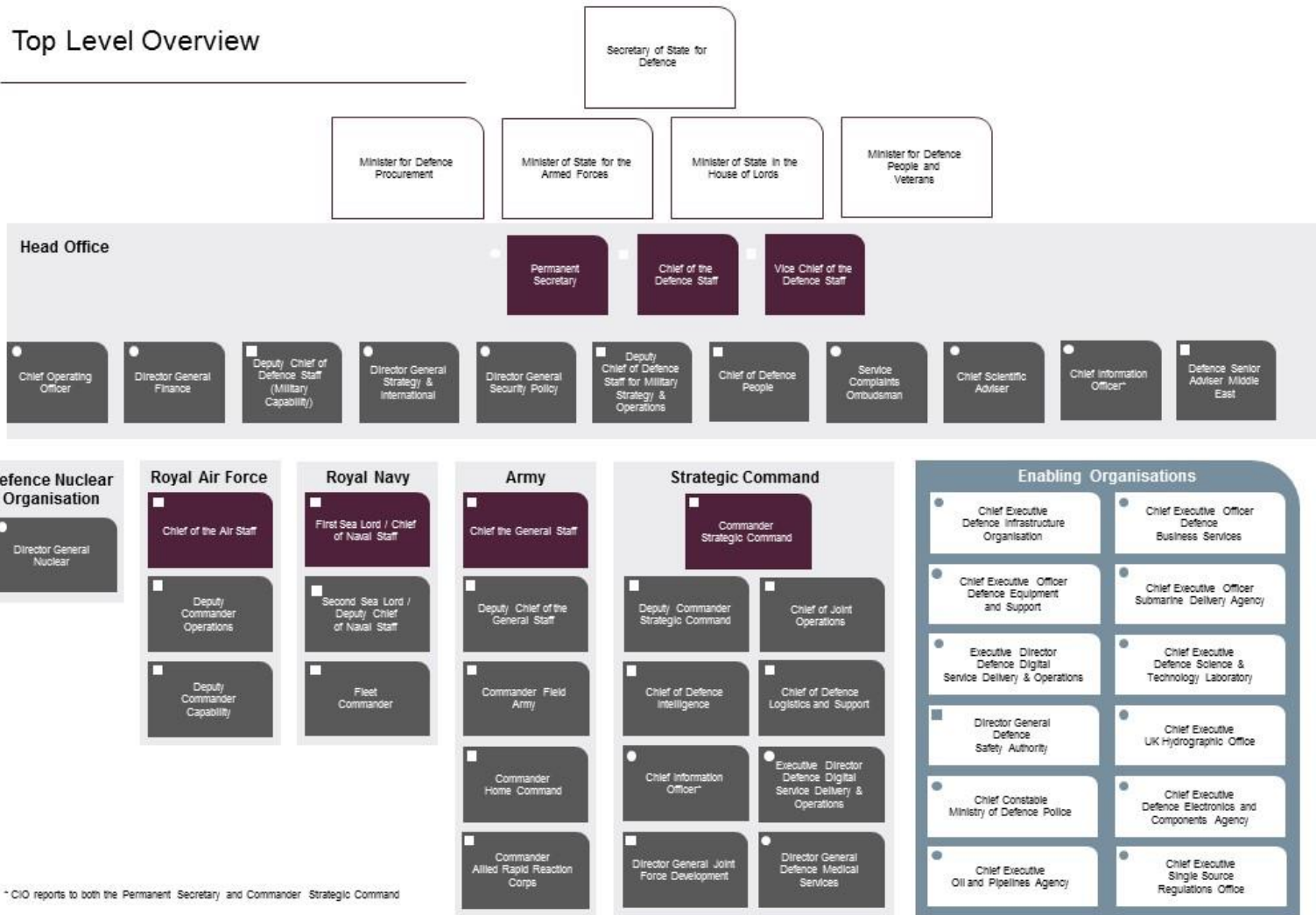


Figure 3: Top-Level Overview of the Ministry of Defence

How Defence Delivers

How Defence Delivers describes the core activities and processes of the Defence Operating Model – Policy, Strategy, Planning, Governance, Generate, Enable and Operate – and the cross-cutting Functions that ensure the effective management of Defence business.

Figure 4 shows the Department's three outputs of Defence Policy, Military Capability and Military Operations and the core activities which deliver them.

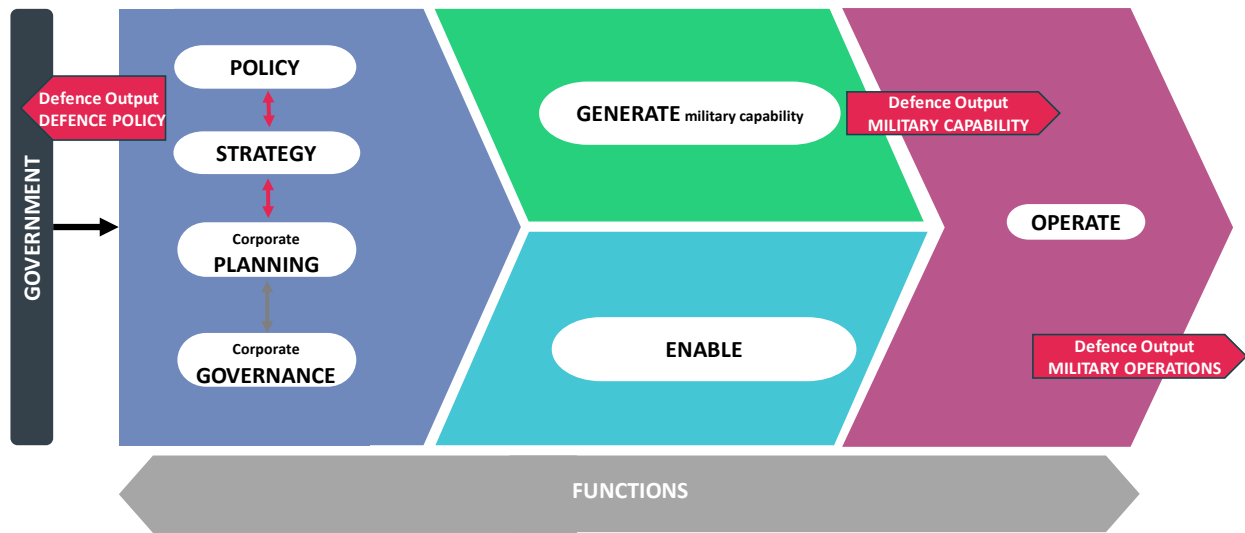


Figure 4: The main elements of the Defence Operating Model

The **Policy, Strategy, Planning** and **Governance** activities are led at the Defence-level by Head Office, supported by some senior post-holders in Strategic Command and the Defence Nuclear Organisation. Together these activities **direct** the delivery of Defence outputs.

The remaining three core activities are undertaken across the defence enterprise:

- **Generate** is shorthand for generate today's Military Capability and work with Head Office to develop future capability. Under Head Office direction, it is the responsibility of the Military Commands and the Defence Nuclear Organisation.
- **Enable** describes the support and specialist services provided by the Enabling Organisations in areas such as HR, procurement of military equipment and the management of infrastructure.
- **Operate** is about conducting Military Operations when required by Ministers.

The core activities are described in turn on pages 12 to 25.

Alongside these core activities are processes known as **Functions** that cut across the entire range of Defence business and which are both integral to the effective management of the Department and to modernising and improving the way Defence works.

Functions are described on page 26.

How Defence Delivers – Policy

Policy sets out what MOD must do to achieve the government's Defence objectives. In its simplest terms, Policy defines what needs to be done by, or within, MOD, now and in the future. It articulates the ultimate aim of defence and security in the UK and provides the overarching framework for all the outputs MOD delivers, including how MOD contributes to wider government objectives. Agreement of Defence Policy is also an output in itself for MOD in the Defence Operating Model and forms the basis for Strategy and Planning.

The Permanent Secretary is the Secretary of State's principal policy adviser and delegates responsibility for formulating advice on defence and security policy and strategy to Director General Security Policy and Director General Strategy and International who, with the Deputy Chief of Defence Staff for Military Strategy and Operations, jointly run the Head Office Security Policy and Operations (SP&O) team.

The SP&O team advises ministers on how Defence capabilities and international partnerships could, and should, be used to achieve the UK's national security and wider government objectives. It also shapes the development of national security policy and strategy across government, and the development of future capabilities and force structures within MOD.

Other Head Office teams lead MOD's contribution to policy formulation in conjunction with other government departments, co-ordinating advice and views from across MOD. These can cover a wide range of external or public policy areas. Examples include industrial policy, environmental policy, finance, and people policies including diversity and inclusion; as well as policy areas more specific to MOD such as military capability, nuclear policy and corporate and business policies.

The Chief Scientific Adviser and Director General Joint Force Development in Strategic Command advise on how the Armed Forces could develop as far as 30 years into the future, and how this should inform future iterations of government security and defence policy. Other senior stakeholders, including for example the Chief of Defence Intelligence and the Chief Information Officer, also contribute insights from their specialisms.

The Functions section (page 27) describes how policy in the form of rules and standards is implemented through the effective co-ordination of cross-cutting activities.

How Defence Delivers – Strategy

Defence Strategy is the MOD activity that involves setting and prioritising objectives, identifying and assessing different ways to achieve them and deciding on the best way forward, based upon the Defence Policy that has been agreed under the National Security Strategy. It is articulated in a document called **Defence Strategic Direction (DSD)** which sets out the **Defence Tasks** which form the basis for Planning. The Strategy Development Group, chaired by the Permanent Secretary and the Chief of the Defence Staff, is the main governance forum for the development of future Defence Policy and Strategy, including revisions to and deviations from Defence Strategic Direction.

Defence Strategic Direction

The DSD document sets out how it will achieve the 'Future Force' and describes how MOD will use and adapt its existing Military Capability. As well as defining the Defence Tasks, it provides the central framework for long-term planning and describes the Defence Planning Assumptions that are an integral part of the Defence Force Development process and inform Policy, Strategy and Planning. Ultimately DSD is approved by the Secretary of State for Defence.

Head Office prepares an annual Defence Plan from DSD and uses both documents to explain what is required of all the various organisations across Defence in order to meet the objectives assigned to them. These organisations respond in the form of Command and Corporate Plans, Functional Strategies and Plans and Portfolio and Programme Plans.

Many of the organisations and Functions that make up Defence develop their own more detailed supporting strategies, aligned with DSD. Examples include regional and thematic strategies which provide objectives for how Defence works with international allies and partners, and a Capability Strategy that explains how MOD's resources will be deployed to develop and deliver military capability as far as 30 years into the future.

Defence Force Development

Defence Force Development (DFD) is an evidence-informed process by which forces and capabilities are designed, tested and generated to meet policy requirements effectively and efficiently. DFD's principal aim is to develop options for commanders, officials and, where necessary, ministers, to inform strategy choices and improve the outputs of the Military Commands and MOD. It is an iterative process in which Head Office directs top level budget holders to develop existing capabilities, as well as evolving it towards a defined Future Force (through the use of the Defence Plan and other relevant DOM processes).


DFD enables MOD to deliver forces that are fit-for-purpose, resilient and sustainable in order to meet current and future challenges. To do this, MOD must understand how well it is meeting today's challenges and be able to adapt to the pace of change of those challenges, that is, to be 'agile'. It must also be able to evaluate advances in a wide range of technologies and set a trajectory for developing military capability that best meets the range of possible futures. The DFD process includes the development of Concepts, which describes how forces will need to operate and adapt to meet predicted future threats and subsequently develop the military capability that Defence needs now and in the future.

National Security Objectives and Defence Tasks

Defence activity is designed to help deliver the UK's three National Security Objectives (NSOs) of 'protect our people', 'project our global influence' and 'promote our prosperity'.

The UK's NSOs are further supported by a framework of 25 Defence Tasks which state what the UK's defence capability should be used for and what capability should be maintained. The Defence Tasks cover Defence activity both in the UK and overseas and, by training to conduct these tasks, MOD is best prepared to support the NSOs.

The Defence Tasks form the basis of the Defence Plan and the delivery of Defence Outputs.



Defence Framework – 25 Defence Tasks by NSO

NSO 1 – PROTECT our people	NSO 2 – PROJECT our global influence	NSO 3 – PROMOTE our prosperity
Provide the Nuclear Deterrent (CASD & Nuclear Enterprise)	Contribute to understanding the global security environment through forward presence and intelligence gathering	Conduct and encourage innovative research and development (R&D) to enable the UK to gain operational advantage and access to allies R&D
Deter and defend against threats to UK (including landmass, airspace, territorial waters, EEZ, space)		Maximise Defence contribution to the wider economy including employment and skills
Deter and defend against threats to UK bases and territories overseas	Resource NATO staff posts and the highest priority NATO force contributions (including Command and Control)	Maximise Defence contribution to inward investment
Contribute to the resilience of the UK by supporting civil contingency operations and the protection of Defence's CNI and cyber space	Resource core staff posts within the global Defence Network, including Defence Attaches, Advisors, Loan Service personnel, key Exchange posts and British Defence Staffs	Promote Defence Exports, lead Strategic Campaigns, and increase global opportunities for UK industry in the defence sector
Hold forces at readiness to support and conduct CT operations in the UK	Contribute to the wider global Defence Network and Non-NATO international posts, including other Exchange posts, Liaison Officers, embeds and other X-Govt partners	Shape and strengthen the competitiveness of UK Defence industry and successfully collaborate overseas
Conduct overseas Hostage Rescue missions	Provide force elements for NATO and other reassurance measures and exercises	Contribute to the Fabric of the Nation including the Union
Contribute to the resilience of the UK by supporting the protection of non-Defence CNI and cyber space	Conduct capacity building with partners, allies and multinational organisations in support of UK strategy	
Conduct overseas strike operations, unilaterally or as part of a coalition/alliance		
Conduct major combat operations under NATO Article V		
Conduct operations to restore peace and stability unilaterally or as part of a coalition/alliance		
Conduct non-Article V combat operations unilaterally or as a framework nation or as part of a coalition/alliance		
Support NEO, Humanitarian Assistance and Disaster Relief operations		
Direct the Defence Enterprise and Generate, sustain, and enable the Force		

Figure 5: Defence Tasks by National Security Objective

How Defence Delivers – Planning

The primary planning document is the annual **Defence Plan** which directs the work of the whole of the Department and is structured around the Defence Tasks set out in Defence Strategic Direction (DSD). The Defence Planning Process (Figure 6) translates DSD into deliverables and activities for these plans. The Defence Plan informs the development of Command Plans and Enabling Organisation Corporate Plans.

The Defence Planning Process is led by Head Office in close consultation with all parts of Defence. It involves prioritising and planning the delivery of outputs in each part of Defence in order to meet MOD's overall strategic intent as set out in DSD and other supporting strategies (e.g. Functional Strategies).

The process includes the allocation of appropriate resources across Defence to deliver these outputs through the Annual Budget Cycle. The key output from the Planning Process is a clear articulation of the required deliverables against the 25 Defence Tasks, which each have a number of sub-tasks and activities. The Planning process is shown in Figure 6, along with how Policy and Strategy is set.

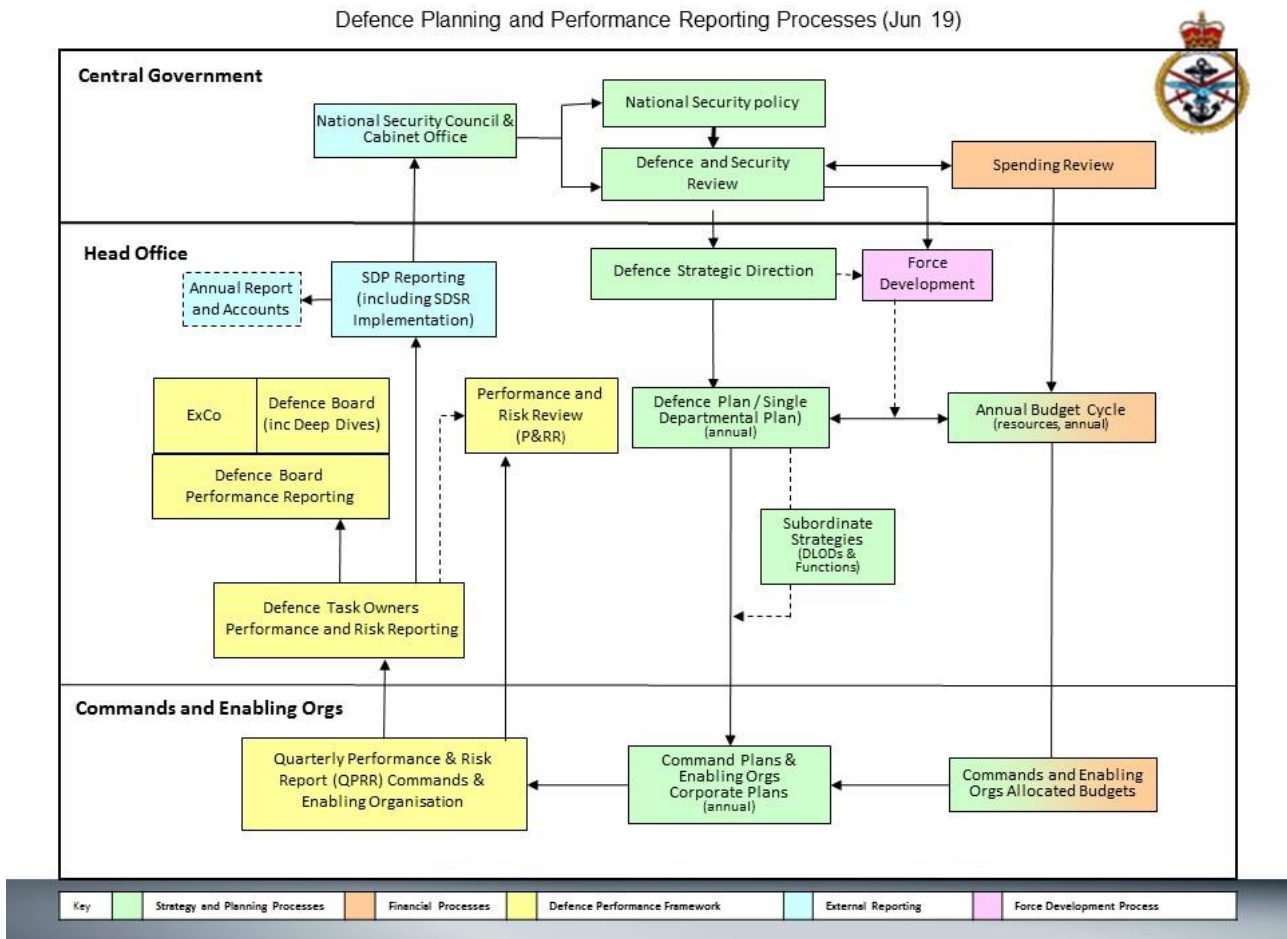


Figure 6: MOD's Planning Process

Command Plans explain how the Military Commands will deliver the Defence Tasks (or elements of the Defence Tasks) that are assigned to them in the Defence Plan. Once approved, alongside their allocated budget, they form the contract between the Military Command and Head Office on what will be delivered for the forthcoming year. Enabling

Organisations produce an annual **Corporate Plan** that fulfils the same purpose as a Command Plan. In the DOM it is the link between the Defence Plan and the production of a Command/Corporate Plan that bridges the Planning and Generate activities (see page 21 for the description of Generate).

In addition, each Director General / 3-star in Head Office produces a **Business Plan** for their area to describe the work they will undertake in the forthcoming year and how that aligns to the Defence Plan and Defence Tasks.

Functional Plans will explain how the Functional Owners in Defence will deliver their Functional Strategies which, if approved by the Executive Committee, will have their key elements included within the Defence Plan and, if necessary, DSD.

The **Equipment Plan** describes the agreed programme of record for the planned financial investment that MOD will make in future military equipment and equipment support, and any changes from previous years. It is an important subsidiary plan of the Defence Plan.

The Head Office's Corporate Effectiveness team leads the development of the Defence Plan and ensures that the related plans are coherent and mutually reinforcing.

Annual Budget Cycle

Led by Director General Finance, the Annual Budget Cycle (ABC) is the process for allocating financial resources across MOD, consistent with the requirements of the outputs detailed in the Defence Plan. It is an integral part of the Defence Planning Process and is aligned with the 10-year timeframe set out in DSD.

The agreed budgets are delegated to Military Commands, the Defence Nuclear Organisation and Enabling Organisations, who are then responsible for using it to deliver the outputs in their Command or Corporate Plans. The Military Commands, Defence Nuclear Organisation and Enabling Organisations may adjust funding across the tasks and requirements they have been given but must keep within the overall spending limits set by Head Office. They must also remain within Department-wide constraints, such as the manpower commitments set by government, or commitments to spend a certain proportion of the Defence Budget on equipment.

Head Office plays a more strategic role, providing a framework and supporting infrastructure for the Planning Process. It maintains the Departmental financial position and reports this to the Defence Board and Ministers who provide direction on any changes which may be required. As a Department of State, MOD operates within a centrally-set financial framework in order to meet its obligations to appropriately manage public money.

Performance Management

Performance and delivery are monitored against the Command and Corporate Plans with reports submitted to Head Office on a quarterly basis. A key part of this performance assessment is the Commands' report on capability generation through the Capability Readiness Assessment Framework (CRAF). The Director Generals and 3-star officers who are accountable for each of the Defence Tasks then provide an overall performance assessment of delivery for Defence. These assessments are included in a quarterly Defence Performance Report which provides a strategic overview of MOD performance against the Defence Plan, highlighting areas that require strategic discussion and/or action to the

Executive Committee and Defence Board. This internal reporting forms the basis of the required reporting to Cabinet Office and HM Treasury on priority outcomes outlined in the Single Departmental Plan (SDP). The SDP shows how Defence is meeting government commitments and agreed priority areas, linked to our Spending settlement.

The Military Commands are also held to account for delivery of their Command Plans through quarterly Performance and Risk Reviews chaired by the Permanent Secretary and the Chief of the Defence Staff. They review performance, risk and assurance assessments, providing formal challenge and support, and take action as required.

Enabling Organisations use a similar process to that for the Military Commands to review performance and risk.

How Defence Delivers – Governance

Governance is about ensuring the Ministry of Defence is managed properly, in line with government rules and standards. It makes sure the organisation works effectively and coherently to deliver its Policy and Strategy objectives and meets the Secretary of State's obligations to Parliament (see page 7). Governance is also about decision-making. The Corporate Governance structure describes Defence's senior boards and committees and their decision-making responsibilities.

Risk and Controls

Organisations of the size and scale of MOD face a wide range of risks to the effective achievement of their objectives. MOD therefore has a risk management policy to identify and manage risks to avoid unwanted surprises and to identify opportunities.

The understanding of our exposure to risk and the controls and mitigations in place should inform decision-making, improve performance and the delivery of objectives and outcomes. The risk management process also allows MOD to design and tailor controls (in the form of rules and standards) and take mitigating actions to manage the risks should they materialise.

Many of these rules, standards and controls are the responsibility of Functions (see page 26), which provide a consistent and manageable approach to certain aspects of MOD activities as well as implementing wider government policy affecting MOD as a department. Examples include Civil Service or military personnel policy, rules on financial or commercial management, and safety regulations. Functions also use a range of mechanisms to implement internal rules and standards. These include Joint Service Publications (JSPs) and Policy, Rules and Guidance for civilian staff, which apply to the whole of Defence.

Control of Departmental core programmes and projects is the responsibility of the relevant Senior Responsible Owner.

Boards and Committees

The MOD governance structure of its top-level boards and committees is shown in Figure 7. This section describes the roles and responsibilities of the different boards and committees and how they fit together to support the Department's top-level decision-making processes.

The **Defence Council** provides the formal legal basis for the conduct of Defence in the UK through a range of powers vested in it by law (see page 7). It is a formal body with the Secretary of State as the most senior individual on the Defence Council, which comprises the other Defence Ministers, the Permanent Secretary, the Chief of the Defence Staff, the Service Chiefs (heads of the Armed Forces) and the heads of the Department's major corporate functions.

In addition, the three Service boards (the Admiralty Board, the Army Board and the Air Force Board), which are sub-committees of the Defence Council, meet annually for each Service Chief to report to the Secretary of State on the health of their respective Service.

The **Defence Board** is chaired by the Secretary of State and comprises all Defence Ministers, the Permanent Secretary, the Chief of the Defence Staff, the Vice Chief of the

Defence Staff, Director General Finance and up to four non-executive directors² (including a lead). It is the main Departmental Board in MOD and is responsible for the top level leadership and management of Defence; its main focus is the strategy and plans for generating military capability. It also ensures alignment of resources and objectives and reviews performance and risk.

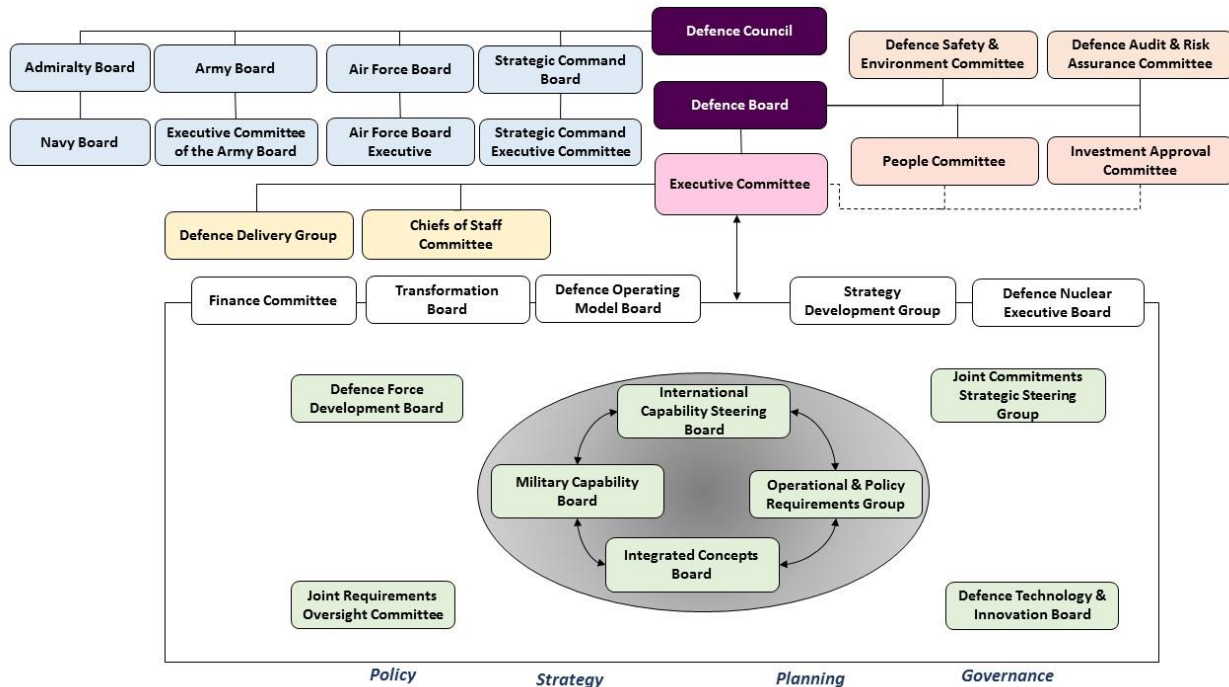


Figure 7: The Corporate Governance framework – MOD's senior boards and committees

The **Defence Audit and Risk Assurance Committee** is a sub-committee of the Defence Board and supports the Board and the Accounting Officer by reviewing the comprehensiveness, reliability and integrity of MOD's risk assurance framework. It is chaired by a non-executive director and advises on:

- issues raised by assurance providers including Defence Internal Audit (DIA), the National Audit Office (NAO) and Military Command or Enabling Organisation Audit Committees.
- accounting policies, the annual report and accounts of the Department, including the process for the review of the accounts prior to submission for audit, levels of error identified, and the management's letter of representation to the external auditor.
- effectiveness of anti-fraud policies, whistle-blowing processes and arrangements for special investigations.

To discharge these duties, the Audit and Risk Assurance Committee will scrutinise and challenge the work of the assurance providers.

The **Executive Committee** supports the Defence Board and provides top-level leadership and decision-making across Defence by owning the Defence Operating Model and

² Non-executive directors are usually senior leaders from the commercial private sector with experience of managing complex organisations.

managing its risks, agreeing plans for the delivery of Defence objectives, ensuring coherence and leading transformation. The Executive Committee is chaired by the Permanent Secretary and is attended by the Chief of the Defence Staff, the Vice Chief of the Defence Staff and the key Head Office civilian Director Generals and military 3-stars (see page 8). It considers the major managerial and strategic policy issues impacting Defence at a more delivery-focused level than the Defence Board.

The **Defence Safety and Environment Committee** is the principal forum in Defence responsible for the governance of Health, Safety and Environmental Protection. It is chaired by the Permanent Secretary. It brings together all the various parts of Defence at the most senior level to consider issues and risks across the Department and to ultimately make Defence safer for our people, those affected by our activities, and the environment, wherever we are working in the world.

The **Defence Delivery Group** (DDG) focuses on strategic delivery performance and cross-cutting issues across MOD. Chaired by the Permanent Secretary and the Chief of the Defence Staff, it comprises the Chiefs of Staff and Chief Executives of Defence Equipment & Support and the Defence Infrastructure Organisation and allows them to develop a mutual understanding of Defence priorities and planning to help drive forward the Department's transformation portfolio and provide an opportunity to discuss collective issues arising from the Performance and Risk Review discussions.

The **Chiefs of Staff Committee** is the principal means through which the Chief of the Defence Staff as the professional Head of the Armed Forces gathers the collective military advice of the Service Chiefs in advance of other governance meetings.

The **People Committee** provides departmental direction, guidance and oversight on all strategic Defence people and training matters and holds the Chief of Defence People (CDP) to account for the delivery of the People Portfolio as the People Functional Owner.

The People Committee is a sub-committee of the Defence Board, providing advice as appropriate and taking decisions on its behalf on strategic People matters. It is chaired by a non-executive director and reports via the Executive Committee to help maintain departmental coherence on cross-cutting issues. It provides direction and guidance to the Chief of Defence People and to the Defence People Leadership Team on all matters relating to the delivery of the People Portfolio.

The **Investment Approvals Committee** (IAC) acts on behalf of the Defence Board as the senior body in MOD responsible for decisions on major investment proposals. It sets and enforces the policy and guidance for all investment and disinvestment decisions, including where decisions are delegated. The IAC reports to the Defence Board through the Executive Committee and advises Defence Ministers on a course of action. The IAC is chaired by Director General Finance.

How Defence Delivers – Generate

The term 'Generate' covers the activities needed to deliver Military Capability, as required by HM Government, for use on operations. The Military Capability generated is one of the three Defence Outputs. It is the combination of equipment, trained personnel and support to achieve the tasks the Armed Forces are given.

These activities are largely the responsibility of the Military Commands and enable them to fulfil the objectives in their respective **Command Plans** and ultimately to deliver the Defence Tasks as directed by the Defence Plan. These reflect the strategic decisions on military capability investment made by the Head Office. The Finance and Military Capability (FMC) organisation in Head Office makes sure the United Kingdom has the military capability it needs now and in the future by developing and delivering safe, innovative, affordable military capability across the Defence Lines of Development. FMC is also responsible for assuring capability coherence across Defence and alignment with strategic policy requirements and plans.

The Military Commands agree the support they need from the Department's Enabling Organisations to generate military capability. For example, the relationship between each Military Command and Defence Equipment and Support (DE&S) is managed through a Command Acquisition Support Plan (CASP) which formally captures the agreed outputs DE&S will deliver, such as buying equipment and providing logistic support. Similar mechanisms are in place for other enabling services such as infrastructure, provided by the Defence Infrastructure Organisation; and information technology, provided by Defence Digital.

Military Capability

Military Capability is made up of force elements which are generated and combined by the Military Commands to enable the conduct of an operation or task. The Military Commands generate the force elements at the required level of readiness to deploy when needed. These are known as Force Elements at Readiness (FE@R).

There are a number of factors that the Military Commands must consider when making decisions on Military Capability. These factors combined are known as the Defence Lines of Development (DLODs) and are used to ensure that an integrated, secure and comprehensive Military Capability is delivered. The DLODs cover the provision of suitable personnel, training and equipment to deliver Defence outputs, organisational relationships, information-handling, doctrine and concepts, infrastructure, and logistics and security. In addition to each of the individual DLODs, the MOD needs to ensure that it can operate with and alongside other nations, partners, allies and international institutions when deemed appropriate. This is known as interoperability.

The required capabilities are developed by the Military Commands, as directed by Head Office, through the process known as Defence Force Development (DFD; see Strategy, page 13). An output of the DFD process are proposals for investment in a capability change and / or science and technology. These are developed by the Military Commands and enable Head Office to make informed investment decisions and provide strategic direction to the Military Commands.

MOD's Military Capability is managed through an end-to-end process which aims to translate Defence Strategic Objectives into delivered capability that is integrated across the

Defence Lines of Development and is ready for use on Military Operations. Delivery of FE@R is assessed through the Capability Readiness Assessment Framework.

Each Military Command has a Capability Management Group that sets the strategy and manages capability across the respective domain. The Capability Management Group is supported by a number of Capability Planning Groups that investigate specific capability areas and develop plans for new capabilities.

How Defence Delivers – Enable

‘Enable’ describes the wide range of activities that support various parts of Defence in carrying out their business. In its broadest sense, most activities within Defence can be described as ‘enabling’, because they help and support other parts of MOD. These inter-relationships and joint working are crucial to delivering Defence Outputs.

‘Enable’ covers the work of the twelve Enabling Organisations that provide supporting services to the Military Commands, the Defence Nuclear Organisation (DNO) and Head Office, and (in some cases) each other. Many of these supporting services are essential to the ‘Generate’ activities in the Commands and DNO. In addition, a wide range of activities that enable and support Defence Outputs are delivered outside the Enabling Organisations across the whole of Defence.

Enabling Organisations are led by Chief Executives or similar. They are ultimately accountable to the Permanent Secretary for meeting the delivery objectives agreed in their **Corporate Plan** and for the effective management of the organisation (except for the Defence Safety Authority and the Single Source Regulations Office which for constitutional reasons report to the Secretary of State).

In general, Enabling Organisations have a set of arrangements for dealing with their customers across (and in some cases outside) Defence, and a separate governance relationship with Head Office known as Sponsorship. This involves the Enabling Organisation operating fully within Defence but at ‘arm’s length’ from Head Office.

Sponsorship

Sponsorship within MOD is a set of interrelated mechanisms derived from best practice governance principles, based on private sector ‘shareholder’ experience developed for use in government.

Sponsorship is applied in ways that fit the circumstances of each individual Enabling Organisation, but the aim is to ensure that:

- each Enabling Organisation has clear objectives and the resources to deliver them;
- performance and risk in delivering against these objectives are properly monitored;
- the right service delivery arrangements are in place between the organisation and the Military Commands and other customers;
- there are agreed strategies for the long-term business success and effectiveness of the organisation.

MOD’s Enabling Organisations are governed through independently-chaired boards with a majority of non-executive members, Corporate Plans including agreed Key Performance Indicators and regular Performance and Risk Reviews. The MOD’s Chief Operating Officer is responsible for operating these mechanisms.

See page 35 for more information on the Enabling Organisations.

How Defence Delivers – Operate

‘Operate’ is about conducting Military Operations when required by Ministers. Military Operations are one of the three Defence Outputs and are Defence’s unique contribution to the UK’s National Security Objectives as defined by Policy and Strategy.

Democratic control of our Armed Forces is exercised by Ministers. Military Operations are carried out on the authority of Ministers to deliver a specific task, using the forces generated by the Military Commands. They cover a wide range of missions: from assistance to flooded communities and humanitarian disaster relief, to maintaining a Continuous At Sea Deterrent and the ability to engage in combat in response to a threat to the UK or its interests.

The requirement to deploy Armed Forces on operations is usually part of a planned campaign or in response to a crisis. As a Military Strategic Headquarters, MOD directs the generation of forces and the activity those forces are to undertake. This work is led by the Security Policy and Operations team in Head Office.

The Chief of the Defence Staff nominates a **Joint Commander** to lead the operational-level planning and execution of an operation and, within the resources and constraints assigned to the operation, is responsible for achieving the designated Military Strategic Objectives; such objectives both define and limit the military commitment.

Defence Commitments Management Organisation (DCMO)

The DCMO is designed to be able to react quickly to a crisis and form suitable teams to decide on an appropriate response to a crisis situation. DCMO is a virtual organisation for managing commitments at the strategic level. It develops military strategy, prepares advice for Ministers and tasks military forces.

The **Permanent Joint Headquarters** (PJHQ) is part of DCMO and is the UK’s Standing Joint Headquarters. The Chief of Joint Operations (CJO) commands PJHQ and, when directed by the Chief of the Defence Staff, is responsible for the operational command of UK forces assigned to overseas joint and combined operations. CJO’s role is primarily that of a commander but with the secondary responsibility to oversee the running of PJHQ.

The **National Contingent Commander** makes sure that, for certain operations, parts of the UK Force are directed appropriately by the relevant command chains in line with national aims. This national command authority is exercised through CJO and also means that Head Office receives timely advice to help develop national policy.

The **Standing Joint Force Headquarters** (SJFHQ) is a rapidly deployable component that provides operational command and control for the UK-led Joint Expeditionary Force on small and medium-sized operations. When deployed, SJFHQ is responsible to CJO through the PJHQ Chief of Staff for Operations.

International Defence Engagement

International Defence Engagement is the use of Defence capability to influence others through building international defence relationships (see Figure 8).

Operations are a critical element of Defence activity. However, the means in which we use our assets, short of crisis response and combat, to achieve influence is known as Defence

Engagement. An International Defence Engagement Strategy, developed and implemented with the Foreign and Commonwealth Office, brings together all the resources that are available to deliver the National Security Objectives. These include (but are not limited to) bilateral and multilateral defence relationships, exports, senior visits, capacity-building, maritime deployments, military exercises, Defence Attachés/Advisers and the global overseas network.

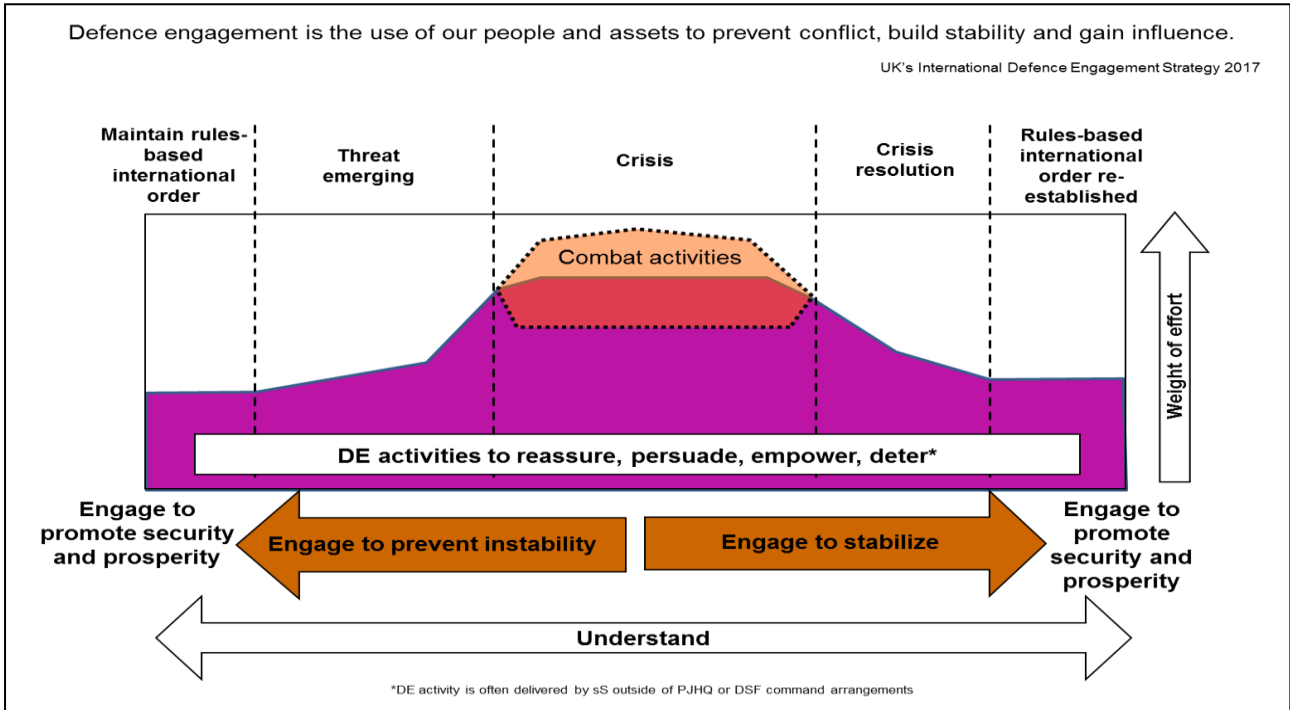


Figure 8: Understanding Defence Engagement

How Defence Delivers – Functions

Functions are activities that need to be carried out in a coherent way across all the organisations in Defence, enabling the smooth conduct of MOD business.

Functional Leadership in Defence is fully consistent with the principle of delegated delivery and with the government's wider Functional Model. It is principally about ensuring coherence in the way some business or operational support activities are carried out. It provides direction to ensure that the Department works effectively, efficiently, legally and compliantly with wider government policy.

Each Function is led by a 3-star **Functional Owner** (see page 6) who is responsible for developing and implementing a **Functional Strategy** that will deliver direction and coherence across the whole of MOD, supported by a sub-operating model and plan, and is accountable for the Function's performance.

Functional Owners develop cross-cutting policy and strategy in consultation with the Military Commands, DNO and Enabling Organisations. Most Functional Owners are based in Head Office, but a small number are based in Strategic Command, and, in some cases, Functional Owners are supported day-to-day by a Functional Lead.

MOD is implementing Functional Leadership of the core government Functions, as well as a number of additional MOD-specific activities. The core government Functions are:

- Analysis, Commercial, Communications, Digital, Finance, Legal, Project Delivery and Security.

In addition, MOD has a number of Defence-specific Functions:

- Health Safety & Environmental Protection, Healthcare & Medical Operational Capability, Infrastructure, Intelligence, Military Capability Management, People, Support and Transformation.

Functions vary hugely in terms of their scale, the activities they cover, the extent to which they need to be coordinated and cohered, and the means of doing so. Functional Leadership in MOD is overseen by the Defence Operating Model Board which is chaired by the Chief Operating Officer.

Functional Authorities

Functional Owners can use various authorities and levers to implement their strategies:

- develop cross-cutting Policy and Strategy in consultation with the Military Commands, the Defence Nuclear Organisation (DNO) and/or Enabling Organisations;
- propose objectives for the Defence Plan which, if resourced, are reflected in Command Plans and Enabling Organisation Corporate Plans;
- establish high-level management controls where necessary for effective, efficient & coherent business; these would typically form part of a Functional Sub-Operating Model;

- setting working-level internal controls for day-to-day business via policy, rules and standards (such as Joint Service Publications);
- speak authoritatively for MOD in wider government and international forums;
- seek co-operation and management information from across MOD in support of the above;
- have oversight in MOD of a relevant government profession.

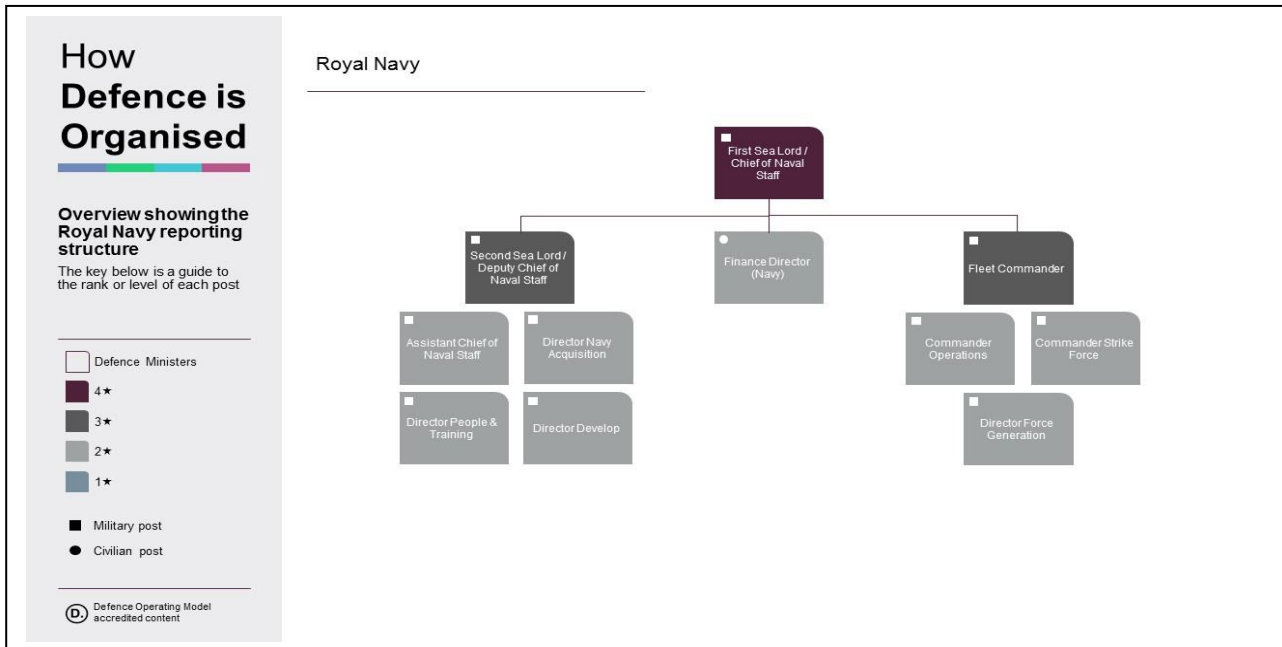
Functional Accountabilities

Functional Owners are accountable for:

- developing, then implementing a Functional Strategy, using Functional authorities and levers to optimal effect;
- ensuring the risks to their Function's area of responsibility are appropriately managed;
- conducting all the necessary assurance, for example in relation to rules and standards set by the Function;
- proactively engaging and consulting with the Military Commands, DNO and Enabling Organisations and resolving or escalating any tensions.

How Defence is Organised

The Royal Navy



The Royal Navy provides security at sea, prevents conflict, delivers humanitarian assistance and strengthens international partnerships in order to protect and develop the UK's economic interests. Its ships, submarines and aircraft are deployed every day around the world, together with the Royal Marines, who are the Royal Navy's amphibious troops and the UK's Commando Force. They are supported by the logistics and supply ships of the Royal Fleet Auxiliary. The Royal Navy also delivers the Continuous At Sea Deterrent on behalf of NATO and the nation.

The Headquarters of the Royal Navy is in Portsmouth, and the service is led by the First Sea Lord and Chief of the Naval Staff, a 4-star Admiral. The First Sea Lord is supported at 3-star level by the Second Sea Lord, who is responsible for people, training, capability development and acquisition; and the Fleet Commander, who is responsible for force generation and operations.

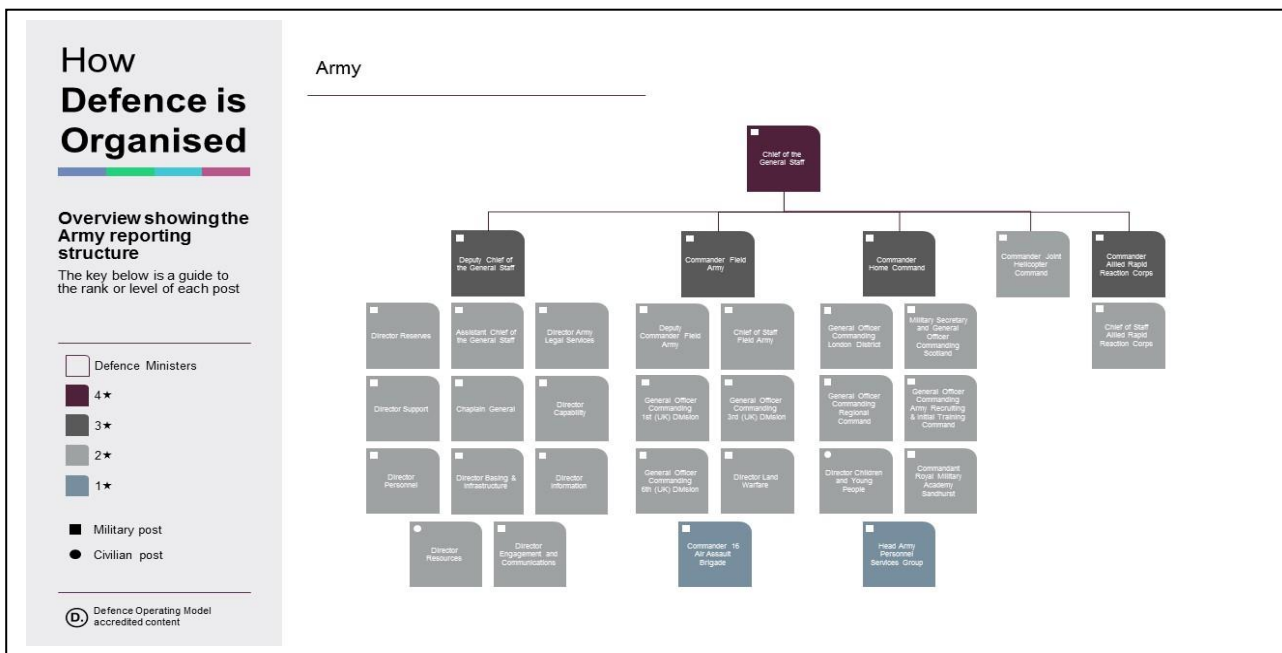
The Royal Navy has five key outputs:

- delivering operational advantage in the North Atlantic to maintain the freedom of manoeuvre for our nuclear deterrent and increase operational advantage in the underwater battlespace;
- developing a Carrier Strike capability capable of deploying around the world as a sovereign group or with our allies;
- developing a Future Commando Force, returning to commando roots, with specialist troops using cutting-edge technology to deliver intelligence, reconnaissance, strike operations and humanitarian assistance;

- increasing Forward Presence, representing Global Britain around the world with every platform acting as a sensor, an intelligence station and an embassy;
- improving the use of technology and innovation to deliver more capabilities to the front line faster and remain ahead of the nation's adversaries.

This is underpinned by key enablers shaped around people, support, acquisition, infrastructure and headquarters reform to ensure a Global Navy, delivering on behalf of Global Britain.

British Army



The main purpose of the British Army is to defend the nation, protect our people, project our influence and promote our prosperity. The Army delivers fighting power that can influence events on land in accordance with desired political outcomes. Versatile, adaptable and the ultimate guarantor of the nation, the Army deploys its soldiers overseas and at home across a wide range of military and non-military tasks.

The Army Headquarters is in Andover. The Army is led by a 4-star General, the Chief of the General Staff (CGS). CGS is directly supported by the Deputy Chief of the General Staff (3-star) and the Assistant Chief of the General Staff (2-star).

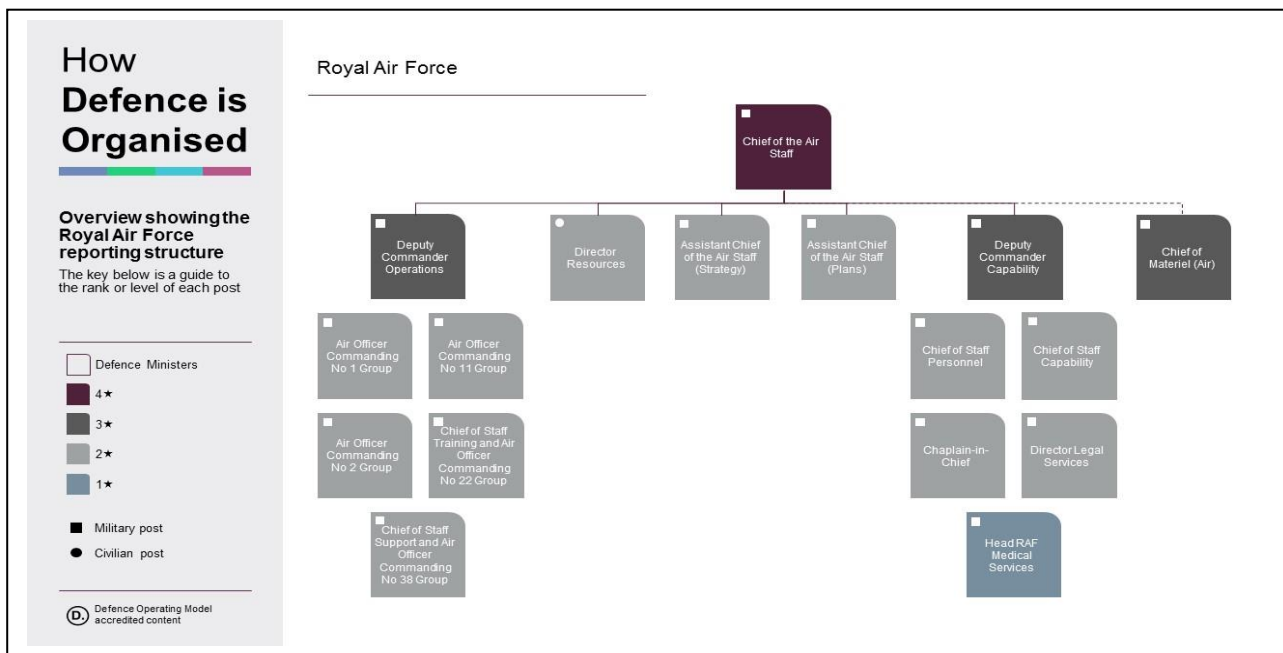
Subordinate to CGS are two 3-star commanders and one 2-star commander: Commander Field Army, who is responsible for generating and preparing forces for current and contingency operations; Commander Home Command, who sustains the foundations of the Army's fighting power; and Commander Joint Helicopter Command, who is responsible for the tri-Service ('joint') organisation that brings together all UK battlefield aviation.

Our vision for the Army is one which:

- attracts, develops and nurtures a 21st Century workforce;
- engages persistently to provide understanding and global influence for Britain, while reducing external threats;
- anticipates, adapts and acts at speed to resolve crises at home and abroad, across all domains;
- innovates and digitalises to transform the force and maximise its integration with partners and allies.

And when the nation and its allies are threatened, the Army is ready to fight and win.

Royal Air Force



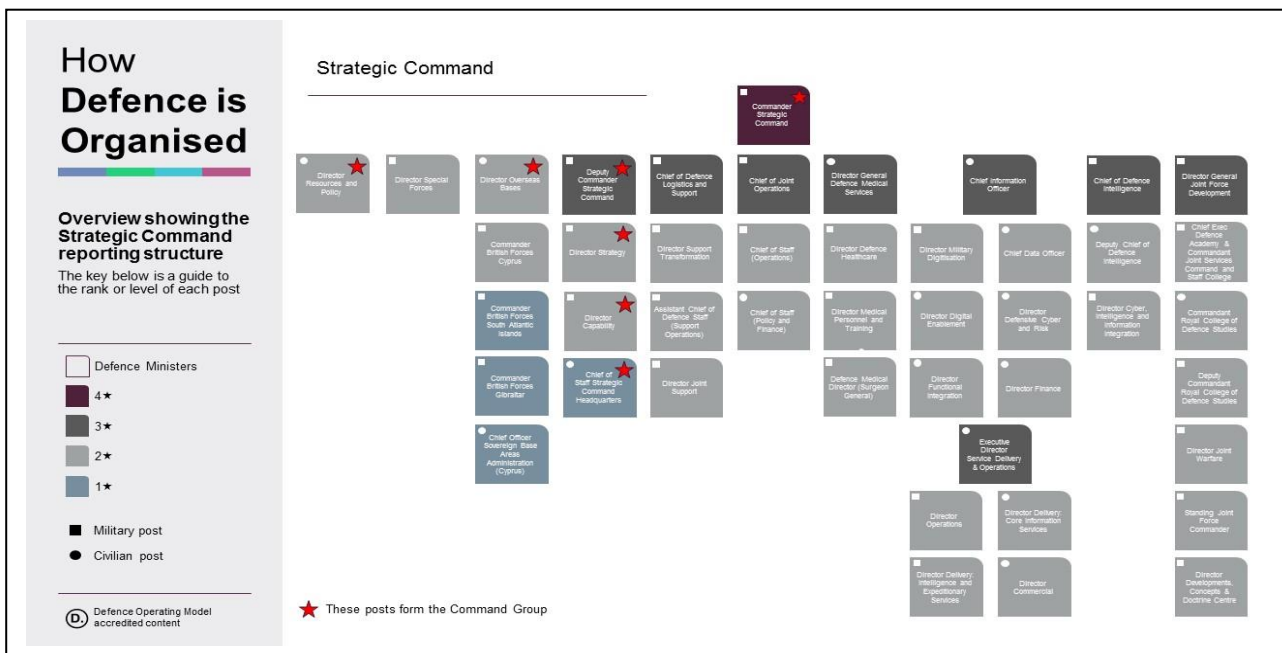
The main purpose of the Royal Air Force is to deliver the necessary military effects across a full range of air and space power. It protects the integrity of UK airspace on a daily basis and conducts other conflict and crisis management operations at home and abroad.

The headquarters of the Royal Air Force (Air Command) is located at High Wycombe and the Service is led by the Chief of the Air Staff (CAS), a 4-star Air Chief Marshal. CAS is supported at 3-star-level by Deputy Commander Operations, who is responsible for the conduct of air and space operations at home and overseas, and Deputy Commander Capability, who is responsible for the strategic planning and delivery of all aspects of Royal Air Force capability, including people, equipment, infrastructure and training.

The RAF's core roles are:

- **Control of the Air** – securing freedom of action in the air domain and enabling freedom of manoeuvre across the maritime and land domains.
- **Attack** – delivering air power effects, kinetic and non-kinetic, across the domains.
- **Intelligence, Surveillance and Reconnaissance** – developing situational awareness and enhancing understanding.
- **Air Mobility** – enabling operations by deploying, sustaining and recovering forces and delivering decisive effect through activities such as humanitarian relief.
- **Air Command and Control** – enabling the delivery of air power.
- **Space** – developing space situational awareness and responsible, on behalf of Defence, for the operate and generate elements of space capability.

Strategic Command



Strategic Command has a number of responsibilities that provide the structure and coordination of the Armed Forces, the most significant of these being Multi-Domain Integration which ensures that the Armed Forces can respond to threats across all five domains (Air, Land, Sea, Cyber and Space) to meet the demands of an ever-changing defence environment. Other key responsibilities are:

- delivering, developing and generating the UK’s strategic capabilities that enable the UK to confront adversaries anywhere in the world;
- leading the generation and development of an Integrated Joint Force that is optimised for Information Age Warfare;
- specific domain leadership for cyberspace, the development of space-based capabilities and integration of the Space Domain.

The main leadership group in Strategic Command is the Command Group, which is led by Commander Strategic Command, a 4-star General. It also includes the Deputy Commander, the Directors of Resources & Policy, Strategy, Capability, and Overseas Bases, and the Chief of Staff.

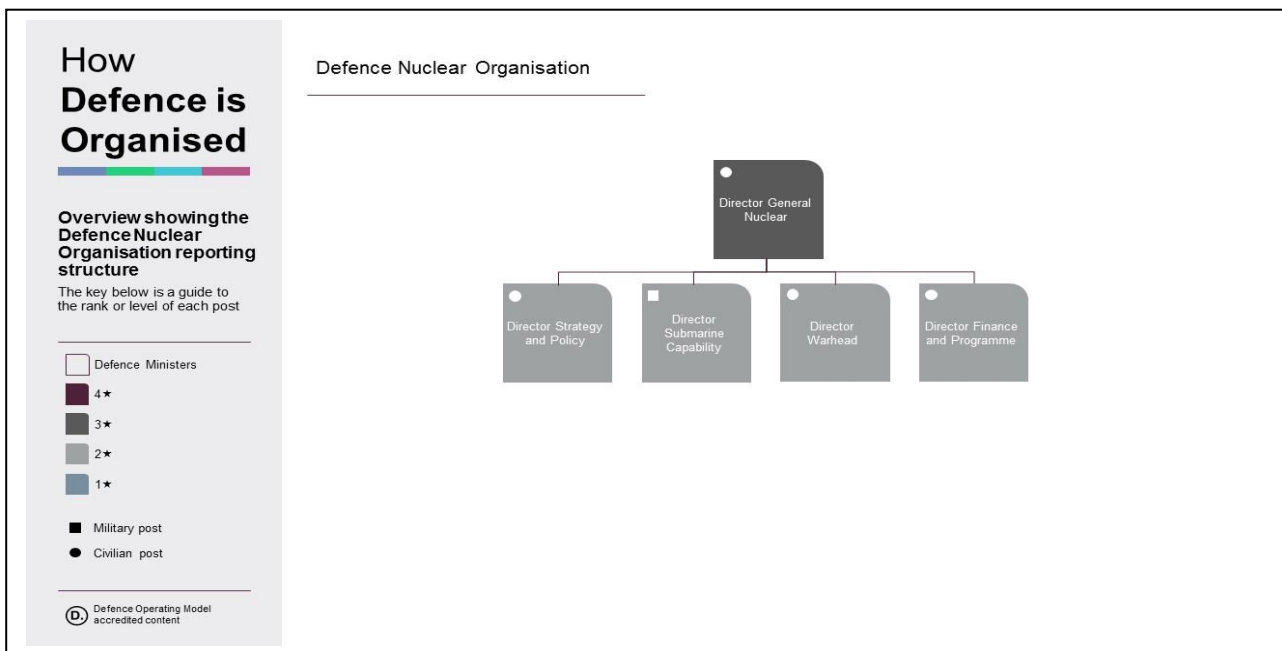
The Deputy Commander is the Command’s Principal Personnel Officer and has a variety of cross-Command assurance responsibilities. The Director Overseas Bases provides command oversight of the UK’s Permanent Joint Operating Bases and other overseas facilities, and is responsible for supporting elements of Defence’s wider network of non-operational personnel and families abroad.

The other major organisations that form part of Strategic Command are:

- the **Permanent Joint Headquarters**, the national operational-level command base led by the Chief of Joint Operations who plans and carries out joint, or potentially joint, national and UK-led multinational operations overseas;

- **Joint Force Development**, which plans and develops the current and future Joint Force and leads capability for concepts and doctrine, education and training, Defence-wide exercises, experimentation, analysis and lessons;
- **Defence Intelligence**, an intelligence and effects organisation responsible for intelligence assessment, intelligence capabilities, intelligence and security training and Defence counter-intelligence;
- **Defence Digital**, which is led by the **Chief Information Officer** and is responsible for all aspects of Defence information capability, including policy, design, acquisition, operation and support;
- **Defence Medical Services**, which is responsible for medical operational capability and healthcare;
- **Defence Support**, which is responsible for providing strategic military logistics and support advice to the Chief of the Defence Staff and is also responsible for strategic support input into Departmental directives, policies and plans;
- **Special Forces**.

Defence Nuclear Organisation



The Defence Nuclear Organisation (DNO) supports the 3-star Director General Nuclear in managing the Defence Nuclear portfolio across MOD, ensuring and directing coordination and coherence of nuclear business. This includes nuclear policy and planning, provision of the Senior Responsible Owners for the main nuclear equipment programmes, and for the delivery of the UK warhead.

The DNO is therefore a hybrid organisation, contributing to two of the three Defence Outputs: Defence Policy and Military Capability. The key roles of the DNO are:

- leading on defence nuclear policy and planning;
- understanding the strategic context for warhead programmes, submarine programmes and supporting capabilities;
- planning future Warhead and Submarine capability, setting clear direction and identifying the required benefits from investment;
- for Warhead programmes, undertaking the Delivery Agent role to procure outputs from industry partners; for submarine programmes, the Submarine Delivery Agency supports this role;
- supporting the assurance activity necessary to provide confidence that the Defence Nuclear Enterprise is appropriate, strategically-aligned and coherent; in particular, improving our programme, financial and commercial management of the nuclear equipment programmes, and supporting operational assurance and the assurance activities needed for nuclear safety and nuclear security ('nuclear stewardship').

Enabling Organisations

Defence Equipment and Support (DE&S)

DE&S is a bespoke trading entity and arm's length body of MOD. Its purpose is to equip and support the UK's Armed Forces for operations now and in the future. DE&S is responsible for the safe procurement and through-life support of a vast range of equipment, from warships, aircraft and missiles, to armoured vehicles, body armour and field kitchens.

It also undertakes decommissioning and disposal when equipment reaches the end of its service life and operates a range of services, including the British Forces Post Office, which delivers mail to service personnel in the UK and around the world. DE&S works closely with customers in the Military Commands as well as with Head Office.

Submarine Delivery Agency (SDA)

The SDA is an Executive Agency of MOD and is responsible for the procurement, in-service support and disposal of all Royal Navy submarines, some of the most complex equipment in the world. The SDA ensures that new submarines and equipment are delivered into service on time, within budget and at an affordable cost, and that in-service boats are maintained to provide capabilities to the Royal Navy, including the critical Continuous At Sea Deterrent.

The SDA is also a crucial part of the nuclear enterprise which, together with the Defence Nuclear Organisation and Navy Command, keep safe and capable submarines at sea, providing the UK's strategic deterrent and supporting global security.

Defence Business Services (DBS)

DBS provides the financial, human resources and other shared services that underpin UK Defence. The services it provides include management of civilian personnel recruitment and exits, delivery of pay roll & expenses, employee well-being, processing and paying invoices, debt management, producing and delivering information management.

It also supports veterans through the administration of the Armed Forces Pension Schemes, compensation payments and providing a package of welfare services via a national Veterans Welfare Service.

Defence Digital

The Defence Digital organisation is the MOD's key enabling organisation for the delivery of digital services and capabilities and is positioned within Strategic Command. It is led by the Chief Information Officer, who reports to both the Permanent Secretary and Commander Strategic Command, and provides both direction and coherence in the development and exploitation of digital technologies across the whole of Defence and acts as the primary delivery agent for Defence core digital systems and services.

Defence Digital also operates a large shared service and strategic programme delivery component as part of Service Delivery and Operations. Under Service Delivery and

Operations, the operations headquarters leads on the effective operation and defence of MOD's digital infrastructure.

Defence Science and Technology Laboratory (Dstl)

Dstl is an executive agency of MOD that delivers high-impact Science and Technology (S&T) products and services to Defence and Security customers. This S&T provision covers research, requirements and evaluation, specialist S&T advice and services, and operational support. It is undertaken in partnership with industry, academia, wider government and its allies.

In addition, Dstl provides stewardship of Defence and Security S&T by ensuring that the required capabilities are available at the right time in line with S&T Strategy, bringing together the right people, relationships, infrastructure, knowledge and licences to practise, and maximising the effectiveness and efficiency of the MOD's S&T infrastructure and assets.

Defence Electronics and Components Agency (DECA)

DECA is an executive agency and MOD's principal electrical, electronic, avionic and general engineering maintenance, repair, overhaul and upgrade delivery hub, operating from its head office in North Wales, various MOD locations around the UK and on deployment.

As an internationally-recognised provider of deployable and managed service solutions, DECA also works with MOD and industry partners, UK devolved administrations and European, US and other allies to develop innovative global support solutions.

It is run along commercial lines with funding for DECA's activities being generated entirely by payment for delivery of services provided to its MOD and private sector customers.

Defence Infrastructure Organisation (DIO)

The DIO is the professional estate expert for Defence, supporting the Armed Forces by enabling military capability through planning, building, maintaining and servicing infrastructure over the lifecycle of acquire, operate, maintain and dispose.

As steward of the Defence Estate, DIO is accountable for informing and executing the strategy for Defence Infrastructure. It also provides infrastructure advice and delivers infrastructure services both in the UK and overseas. The Defence Estate is large and dispersed, in the region of 800,000 hectares worldwide, and supports nearly a quarter-of-a-million military and civilian personnel living, working, training and deploying in order to deliver Defence Outputs.

Ministry of Defence Police (MDP)

The MDP is a statutory civilian police force that provides specialist armed policing services to MOD, other UK government departments and US Visiting Forces, and whose powers to operate are defined by the MOD Police Act 1987. The Force comprises around 2,900 police officers and 260 non-uniform civilian staff.

The dedicated civil policing capabilities that the MDP provides include responding to terrorist attacks and the exploitation of Defence assets or personnel for terrorist purposes, disruption

and disorder caused by protesters, unauthorised intrusion onto the Defence Estate, theft or compromise of, and damage to, assets and materiel, and major financial fraud and corruption.

UK Hydrographic Office (UKHO)

The UKHO is an executive agency of MOD operating with Trading Fund status. It is a self-sustaining entity that has no reliance on public funding. Supporting the UK National Security Strategy, it specialises in the provision of authoritative marine geospatial information and expertise. It enables the full spectrum of Defence's maritime global operations, facilitating both the Royal Navy's and allies' assured access.

In addition, UKHO's products and services are fundamental to other government departments and agencies, supporting activities such as critical national infrastructure protection and civil contingency planning and response. Its world-leading portfolio of navigational services enables mariners to operate safely worldwide, supporting the Department for Transport's obligations under the United Nations Safety of Life at Sea Convention. The National Hydrographer (2-star) affords the Government a legitimate, foundation-level defence engagement capability with all littoral nations. The UKHO also serves as a channel for HMG's overseas development aid.

Oil and Pipelines Agency (OPA)

The OPA manages, operates and maintains six Naval Oil Fuel Depots (located at Gosport, Thanckes, Garelochhead, Campbeltown, Loch Striven and Loch Ewe) and two Petroleum Storage Depots on behalf of MOD. OPA provides the Royal Navy, its main customer, with the safe, reliable and cost-effective storage and issue of petroleum products.

The OPA is a statutory public corporation sponsored by the Secretary of State for Defence.

Defence Safety Authority (DSA)

The DSA is empowered by charter on behalf of the Secretary of State for Defence for its roles as internal regulator (where Defence has authority), investigator of safety-related fatalities, injuries, near misses and capability loss, and provider of third-party assurance of compliance with Defence Regulations and associated policy on Health, Safety and Environmental Protection (HS&EP).

The DSA is led by a Director General, a military officer of 3-star rank who empowers suitably qualified and experienced Crown servants to be Defence Regulators for the following areas: Aviation, Maritime, Land, Fire, Nuclear, Ordnance, Munitions & Explosives and Medical Services. Director General DSA is also responsible for investigating Defence Accidents and serious occurrences through the activities of the Defence Accident Investigation Board.

Single Source Regulations Office (SSRO)

In 2014, the Government passed legislation that fundamentally changed the relationship between MOD and the suppliers of £8bn per year of non-competed work. This was the Defence Reform Act 2014 and associated Single Source Contract Regulations.

The legislation established the SSRO as an executive arm's length body, specifically a non-departmental public body (NDPB). The SSRO fulfils a key role in the regime by supporting

its operation, including considering cases referred by industry and MOD to clarify or resolve disagreements, that might otherwise be intractable, on how the regime applies to proposed or existing qualifying contracts. The statutory framework provides controls on the prices of qualifying contracts and requires greater transparency on the part of defence contractors.

The Single Source Advisory Team (SSAT) in MOD is the policy lead on the Single Source Contract Regulations, the sponsor of SSRO and the interface between the SSRO and MOD.

Non-Departmental Public Bodies

Non-departmental public bodies (NDPBs) are organisations that sit at 'arm's length' from Head Office and have varying degrees of operational independence. They are sponsored by the Department and fall within the Departmental accounting boundary. They also have differing roles, including those that advise ministers and others which carry out executive or regulatory functions, and they work within a strategic framework set by ministers.

In addition to the SSRO, the other three main NDPBs in MOD are:

- the **National Army Museum** in Chelsea, which is the leading authority on the history of the British Army; it houses five galleries that cover British military history from the English Civil War up to the modern day.
- the **National Museum of the Royal Navy** in Portsmouth, which is one of Britain's oldest maritime museums; it showcases treasures from the past 350 years which tell the stories of the Navy's ships and the men and women who operated them.
- the **Royal Air Force Museum**, which has a world-class aircraft collection and is the only national museum dedicated wholly to aviation; it has two sites, one at what used to be RAF Hendon in North London and the other at Cosford in Shropshire.

There are also a number of advisory NDPBs which perform a variety of different functions. Examples include the Armed Forces' Pay Review Body, the Defence Nuclear Safety Committee, the Independent Medical Expert Group and the National Employer Advisory Board.