

**PROGRESS AGAINST DEFENCE REFORM REPORT RECOMMENDATIONS (SEP 13)**

1. The following Table captures our progress in delivering the recommendations contained in the Defence Reform Report.

Levene ref.	Recommendation	Progress report	Status
1	Key recommendation 1. Strengthened top-level decision-making should be centred on a new and smaller Defence Board chaired by the Defence Secretary, with another Minister, the PUS, CDS, DG Finance, Chief of Defence Materiel and three Non-Executive Directors as members, responsible for providing strategic direction to the Department and holding it to account. The Department should place an emphasis on individual executive accountability, with the formal committee structure reduced and simplified.	Defence Board established with three sub-committees (Investment Approvals, People and Audit).  Defence Board membership expanded in Jan 12 to include Vice Chief of the Defence Staff (VCDS) (and a third non-Executive Member - the Board had originally had only two Non-Executive Board Members).  Committee structure below the Board reduced and simplified. The Defence Operating Board (Transformation), Defence Board Sub-Committee on Equipment (DBSCE), TLB Holders Forum/Defence Management Group dis-established. Defence Strategy Group established to get a clearer grip on Defence policy/strategy issues (see rec 3a). Armed Forces Committee (rec 3b) also now established.  See also rec 6e - Holding to Account.	Completed by Dec 12.
1a	a. The new Defence Board should be the primary decision-making body for non operational matters. It should meet ten times a year. It should subsume the functions of the current Defence Board.	The Defence Board (DB) meeting monthly. First Board Effectiveness Review, led by the lead non-Executive (Mr Grimstone), concluded that the Board had made a good start, but work was required to ensure that its role was better communicated and understood and that the quality of the papers put to the Board improved.  The Defence Board was closely involved in shaping Planning Round 12 and in work on the Materiel Strategy and Defence Infrastructure Organisation (DIO). The DB is taking a leading role in monitoring the delivery of Transformation and Departmental performance and risk at the strategic level.	Completed by Dec 12.
1b	b. Formal sub-committees to the new Defence Board should be established to conduct investment approvals (Investment Approvals Committee), audit (Defence Audit Committee) and to oversee the career management system for senior civilians and military officers (Appointments Committee).	Sub-committees are in place. The Appointment Committee re-named the People Committee to reflect its broader remit on workforce issues. Committee Chairs report on matters arising/key issues at each Defence Board (these reports are minuted).	Completed by Dec 12.
2	Key recommendation 2. The number and responsibilities of MOD Ministers should be reviewed to align with the new model.	Ministerial roles and responsibilities are set out in Annex C of "How Defence Works", the new Operating Model. Ministerial appointments and the number of ministers are a matter for the Prime Minister.	
3	Key recommendation 3. The Permanent Secretary and Chief of Defence Staff should continue jointly to lead Defence, but with their roles and responsibilities clarified. PUS's responsibilities include ensuring that the Defence Programme is affordable. As well as being responsible for the conduct of operations, CDS should represent the views of the Armed Forces on the new Board.	Roles and responsibilities are set out in Annex D of "How Defence Works", the new Operating Model. Since Jan 12 VCDS has supported/deputised for CDS (in particular as Strategic Military Commander). Armed Forces Committee (AFC) established in Sep 11 and meets before each Defence Board to consider issues so that CDS/VCDS can provide an authoritative, military voice to inform Board discussion. On 14 May 12 SofS announced that the Defence Budget was in balance.	Completed by Dec 12.

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3a	a. PUS and CDS should be jointly responsible for strategy and should chair a new 'strategy' group to support them in delivering this function.	Defence Strategy Group first met in Dec 11 under PUS and CDS and meets monthly.	Completed by Dec 12.
3b	b. CDS should continue to convene a Chiefs of Staff Committee meeting in 'operations' mode to support him in his operational responsibilities. He should also convene a Chiefs of Staff Committee meeting in 'Armed Forces' mode to inform but not constrain his contribution on the new Defence Board.	Chiefs of Staff Committee continues. Armed Forces Committee has been established and working well in support of CDS's role on the Defence Board (see rec 3 above).	Completed by Dec 12.
4	Key recommendation 4: The Head Office performs a vital role in Defence, supporting PUS, CDS and Ministers. It should be clear on what that role is, have the people and skills to do it properly, and resist the temptation to do more. Our view is that the role needs to be more strategic than now, and as a result (and as a crucial enabler to this) the Head Office should be considerably smaller. This applies to the top structure as much as the rest.	Head Office Concept developed, setting out the role of Head Office in the new Operating Model. Actions to deliver a smaller senior structure agreed are ongoing and will complete by Apr 14. The Head Office Concept and new structure were announced in August 12 and the new Head Office launched in Apr 13.  Head Office behavioural and business change programme of activity is underway focusing on building a coherent and transparent Head Office vision and identity and supporting Head Office leaders in delivering their change and reform projects. Steady progress is being made; impact will be maximised as Head office role, governance and coherence matures.	Longer term programme of work underway
4a	a. Given the challenges facing Defence today, the 2nd PUS and VCDS posts should be retained, to allow PUS and CDS to focus on the highest priority tasks, and their roles should be clarified. VCDS should support CDS in his increased role as the single military adviser on the Defence Board. 2nd PUS should lead the 'enable' function and act as head of profession for MOD civil servants. Together they should drive Transformation.	2nd PUS post disestablished. DG Transformation & Corporate Strategy 3* established as Head Office and Corporate Services TLB holder and driver of Transformation. The VCDS role was reviewed and retained. See also rec 4b.	Completed by Apr 13
4b	b. The 3 star / Director General (DG) structure should be revised to reflect the new model. At its core should be four posts leading the policy, military strategy, finance and military capability functions. This should enable the reduction of at least one 3 star / DG post. The Chief Scientific Adviser (CSA) should become a 3 star. The Head Office DG Commercial post has lapsed. The Department should consider whether the Chief of Defence Intelligence (CDI) and DG Human Resources and Corporate Service posts continue to merit a 3 star given the changes to their responsibilities.	The recommended four 3* posts are in the senior structure for 2013, together with DG Transformation & Corporate Strategy and a new 3* Chief of Defence Personnel from Apr 13 (succeeding DCDS(Pers)), responsible for delivery of the Whole Force Concept. CSA is now a 3* post (previously 4*). CDI transferred to JFC but remains 3*.	Completed by Apr 13
4c	c. The Department should take stock of progress in implementation in two years' time, and consider whether the proposed role and structure of the Head Office, including the requirement, role and seniority of the 2nd PUS and VCDS remain valid.	2nd PUS post already disestablished. The VCDS role was reviewed and retained.	Completed by Apr 13
5	Key recommendation 5. The focus of the Service Chiefs should be on running their Service, including the development and generation of forces within their allocated budget, combined with their existing responsibility for the custodianship of their Service, and they should be empowered to perform their role effectively.	Delegations in place from Apr 13 - new Operating Model processes will be embedded and refined during 13/14. We are seeking actively those areas where we can sensibly remove constraints from TLB holders and further empower the Service Chiefs.	On track

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5a	a. The Service Chiefs should remain responsible for the overall leadership and custodianship of their Service, and should continue to provide operational advice to CDS and, when required, Ministers, on the employment of their Service.	Roles continue as recommended.	Completed by Dec 12.
5b	b. The Service Chiefs' 'direct' role in departmental strategy, resource allocation and Defence management should be reduced, though PUS and CDS should continue to seek their advice on issues relating to their Service as appropriate.	Service Chiefs views are sought via the Armed Forces Committee. Service Chiefs continue to provide advice and support to CDS on operational matters via the COS Committee.	Completed by Dec 12.
5c	c. As a result of these changes to the role of the Service Chiefs, and to avoid duplication, the Services should no longer need a 4 star Commander-in-Chief, although this will also require further changes of responsibility at the 3 star level.	The 4* Commanders in Chief have been removed from the three Services. Command HQ re-structuring is complete.	Completed by Apr 13
5d	d. The Service Chiefs' principal supporting staff should be based at their Service headquarters, with a much reduced staff, headed at two-star level, based in Head Office.	The Single Services' Head Office footprint under 2* Assistant Chiefs will reduce to 3 x 30 staff by Apr 13 (reductions of between 30 and 50%).	Completed by Apr 13
6	Key recommendation 6. Financial management throughout the Department should be considerably strengthened and there should be a widely-shared culture of managing Defence within available resources and realistic assumptions about the longer-term budget. At the centre, the DG Finance should be a member of the new Defence Board, chair its Investment Approvals Committee (IAC) and set standards and policy for financial management across Defence. Responsibility and accountability should be aligned for all Top Level Budget (TLB) holders, with responsibility and budgets for detailed capability planning passing to the Service Chiefs and Commander Joint Force Command.	DG Finance on Defence Board and chair of IAC. Implementation of Initial Operating Model (IOC) of delegated model achieved on 1 Apr 13. High level programme of work to embed and refine new ways of working defined and implementation plans to achieve Full Operating Capability has been developed.	On track
6a	a. The Head Office should be smaller, more strategic but stronger. It should advise the new Defence Board on high level balance of investment, set strategic direction and provide a strong corporate and financial management framework for the Department.	See Key Recommendation 4.	On track
6b	b. The Service Chiefs should take responsibility (and ultimately own the budget) for detailed capability planning and propose (through a Command Plan) how best to deliver the strategic direction set by the Defence Board across all lines of development. Once the Plan is agreed by Head Office, Chiefs should be given greater freedom to flex within their budgets, provided they continue to deliver the agreed objectives within their delegated resources. The Plan should be refreshed annually, including to enable cross TLB adjustments where necessary, but the Department should aim to make major changes only at SDSRs.	Finance and Military Capability Transformation (FMCT) programme achieved Initial Operating Capability (IOC) on 1 Apr 13. Management of the capability portfolio transferred to Commands. Transfer of personnel from Head Office to Commands complete. Letters of Delegation from PUS to Service Chiefs have been issued. SROs for MOD's significant programmes are continuing to be appointed by Service Chiefs, as required, following approval by PUS. A "Capability Planning Transformation" project launched by the FMCT programme to develop the necessary tools and processes that the Commands will need to operate increased delegations set out in the Target Operating Model (TOM) has concluded successfully with detailed processes defined in a new Generic Capability Model and Capability Management Practitioner's Guide. Work to support development of Capability Management Strategies and Plans as part of the Command Plans are maturing (fit for IOC) and will be developed further in embed and refine phase of programme. The TOM continues to be refined - Version 3 has been issued and includes further detail on HO processes, safety & risk management.	On track

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6c	c. Major investments should continue to be scrutinised by the Investment Approvals Committee (IAC), chaired by DG Finance. Within a strict approvals process, he should delegate some authority for smaller projects to Directors of Resources in the relevant TLBs. The Department should rationalise current processes as far as possible (but as a minimum to ratify the strategic requirement, affordability and sequencing of these major investments). The Department will need to consider with the Treasury how quickly it is prudent to move to this more delegated model.	The Treasury agreed to the delegation of approval authority for Category C & D projects to Command Directors of Resources wef Apr 13, and planning for Category B projects wef Apr 14. SMART approvals guidance has been updated and new arrangements in place. As part of continuous improvement activity, an end-to-end review of the scrutiny and approvals process is in hand. The review will primarily cover DE&S, FLCs and Head Office, and is focused on streamlining existing processes in order to remove duplication and to consolidate processes where possible.	On track
6d	d. DG Finance and the TLB holders should jointly appoint TLB Directors of Resources (formerly Command Secretaries). The post should report to them jointly. The Directors of Resource must have the necessary financial skills and experience and be properly supported.	Directors of Resources in place. Revised letters of delegation, setting out the Director of Resources new roles and responsibilities, have been issued by DG Finance. Funding for additional resources in FLCs during first two years of delegation has been agreed by DG Transformation & Corporate Services. Core training programme has been updated and subsequent programme of skills development and training is to be put in place to raise the level of financial management and associated skills across the finance function and the business.	Complete
6e	e. The new Defence Board should take an active role in managing departmental performance and risk at the strategic level, and the PUS should hold TLB holders to account at least on a quarterly basis for delivering their objectives within their delegated budgets.	The Holding to Account (H2A) process has been developed with Commands/TLB holders and process owners. The first sessions were held in the latter part of 2012/13 and H2A began in earnest in April this year on the basis of the agreed 13/14 Command Plans. The H2A process will evolve as the new Operating Model is implemented and in the light of feedback from those involved. In parallel, we are improving the risk management framework. DG Finance has been appointed Chief Risk Officer and the Department is currently at the early stages of implementing its "Better Risk Management" project which will come into full effect for 2014/15.	On track
6f	f. Financial management in the Department should be based on a single version of the financial truth. The Department should develop and resource a strategy for all management information, encompassing clear governance, processes and training, and it should invest in improving core information systems by bringing together financial, personnel and other management information in one place.	The FMR MI work strand is currently delivering interim MI improvements to improve the information flow and transparency between Command and DE&S. Those improvements are scheduled to be implemented fully in October 2013. Preliminary options to deliver MI full operating capability have been developed. Those options which include improvements to data quality, reporting tools and introduction of business analytical tools are to be subjected to further refinement during FY13/14 to determine technology feasibility, availability and prioritised delivery route. In addition, a Costing and Cost Management Strategy has been agreed by DG Finance. Three work strands have been identified: (a) Costing Outputs; (b) Improving Forecasting; and (c) Implementing Cost Leadership and are due to report early in 2014.	Longer term programme of work underway.
7	Key recommendation 7. Some military capabilities have to be integrated on a 'joint' basis in order to effectively enable operations. Such enabling capabilities need more effective proponentcy within Defence. To that end, a Joint Forces Command (JFC) should be created to manage and deliver specific joint capabilities and to take the lead on joint warfare development, drawing on lessons and experimentation to advise on how the Armed Forces should conduct joint operations in the future. Certain joint and Defence capabilities should continue to be delivered on a 'lead Service' basis.	JFC was established in Apr 12 at Initial Operating Capability (IOC). Full Operating Capability (FOC) was achieved in Apr 13 although it is expected that some maturing will be required during 13/14.	Completed by Apr 13
7a	a. The Joint Forces Command should be led by a military 4 star, and should have responsibility for commanding and generating the joint capabilities allocated to it and setting the framework for joint enablers that sit in the single Services.	The first 4* Commander Joint Forces Command, Air Chief Marshal Sir Stuart Peach, took up post in Dec 11. The new 4* Commander Joint Forces Command is General Richard Barrons assumed Command on 19 Apr 13. See rec 7.	Completed by Dec 12.

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7b	b. As a result, a number of military organisations currently managed by the Central TLB should pass to the Joint Forces Command.	The transfer of organisations to JFC is as per the Levene Report recommendation. The composition of JFC is set out in Annex A of "How Defence Works", the new Operating Model.	Completed by Apr 13
7c	c. The Permanent Joint Headquarters should sit within the Joint Forces Command, but report for operational purposes direct to the CDS.	Achieved as at JFC IOC Apr 13.	Completed by Dec 12.
7d	d. In implementing the Joint Forces Command, the Department should systematically review joint or potentially joint capabilities and functions across the Services against the criteria set out below to determine which might be rationalised, the merit of further joint organisations, and which should transfer to the Joint Forces Command and which should transfer to a lead Service.	The composition of JFC at FOC has been agreed and has been achieved. JFC will continue to evolve as its new roles and authorities are tested. Adjustments in order to optimise structure or exploit any future or further opportunities to deliver joint effect are likely over time.	Completed by Apr 13
8	Key recommendation 8. A model for running military operations centred on the Permanent Joint Headquarters (PJHQ) remains the optimum one. In principle, and to simplify roles, the Department should look to make PJHQ responsible for all military operations. The Department should consider whether those operations not currently run by PJHQ should transfer to it.	A review into the Governance of Operations (GOO) was completed in May 13 and was agreed in full by VCDS.	Complete
9	Key recommendation 9. The Chief of Defence Materiel (CDM) has a crucial role in managing through the consequences of the over-committed equipment and support programme and should have the authority he needs to do that.	Achieved. The Defence Board has achieved a balanced equipment programme out to 2020, including risk provision and contingency, and CDM made a significant contribution to the Board's decisions.	Completed by Dec 12
9a	a. CDM should be a member of the new Defence Board.	Achieved.	Completed by Dec 12
9b	b. We endorse the recent decision to give him the lead for commercial and industrial policy on behalf of Defence.	Achieved.	Completed by Dec 12
9c	c. The Department should consider whether making CDM an additional Accounting Officer for expenditure on equipment and support would usefully further strengthen his authority.	This is being reviewed as part of the CDM Materiel Strategy.	Out of scope
9d	d. We welcome the development and increased use of the independent costing capability provided by the Cost Assurance and Analysis Service (CAAS). The Department should mandate the use of this service more broadly across Defence to support investment decisions and planning.	The use of CAAS has been mandated across DE&S and capability areas of Head Office. In addition Smart Approvals states that the Approving Authorities would expect to see that all figures contained in cases have been verified by CAAS. CAAS has also initiated cost management support to the Front Line Commands, recognising their increased responsibilities through Defence Reform.	Completed by Dec 12

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9e	e. We note that CDM's Materiel Strategy is examining the scope, structure and size of the Defence Equipment and Support organisation, and is due to report later this year. That work should build on the recommendations set out in this report.	<p>Work on future scope, structure and size and future involvement of the private sector is ongoing. The Department has decided to go forward with an Assessment Phase for a GoCo and DE&amp;S+ option.</p> <p>In July, the Department issued an ITN to start the next stage of the commercial competition for the potential provision of a GOCO. Work over the next few months will seek detailed bids, which will be compared with a DE&amp;S+ bid, leading to a recommendation for the Materiel Strategy Main Gate Business Case. We expect a final decision on the future of DE&amp;S to be made by Summer 2014. CDM has also been tasked by the Defence Board to lead reform of the DE&amp;S customer design function, which is reporting through DGT&amp;CS in view of the links with Defence Reform.</p>	Longer term programme of work underway
10	Key recommendation 10. Enabling services should be delivered as efficiently, effectively and professionally as possible, including through the creation of the new Defence Infrastructure and Defence Business Services organisations on which we advised the Defence Secretary earlier in the year.	<p>The Defence Business Services (DBS) organisation, with its adoption of a single Shared Service Centre (SSC) function for civilian HR, finance, vetting and information services, was formed in Jul 2011. In Mar 2012 a strategic management partner from the commercial sector was inserted into DBS, incentivised to deliver efficiency savings under a 4-year contract. Optimisation of the DBS service delivery enterprise, including the realisation of manpower savings continues. This includes the implementation of a DBS Transformation Programme, the first phase of which will complete in Sep 2013.</p> <p>Significant progress has been made in transforming the Defence Infrastructure Organisation (DIO) since its establishment in Apr 11. A new Enhanced Operating Model (EOM) and Information Management Solution for the DIO are currently being rolled out, through a series of phased capability releases. The first releases have been implemented.</p>	On track
10a	a. The Department should keep under review the future scope of the Defence Infrastructure Organisation and Defence Business Services Organisation as it implements its infrastructure and corporate services transformation programmes.	<p>Proposals for projects are being considered which, subject to approval, will continue the improvement of DBS service delivery, taking the organisation to its Target Operating Model by Apr 2014. Migration of the Service Personnel &amp; Veterans Agency (SPVA) into DBS was announced in Feb 2013, with a plan for organisational integration in April 2014, followed by a phased integration of functions. Plans for this are well developed and proposals for projects to transform the merged organisation are being formed. The identification and endorsement of "growth" projects for DBS will lead to the adoption of additional services, not necessarily solely from within Defence. Finally, a project is being instigated to define and assess the options for DBS post March 2016, after the completion of the strategic management partner contract.</p> <p>As part of its formation DIO announced a two year transformation plan to deliver a more cost-effective organisation &amp; deliver significant financial savings. The appointment of a Strategic Business Partner (SBP) to the DIO is also being considered. 3 consortia submitted bids in June 2013 to address both unincorporated and incorporated SBP options while, in parallel, a Value for Money benchmark was developed. The preferred SBP option is expected to be announced in March 2014.</p>	Longer term programme of work underway
10b	b. The DG Finance should be given the authority to direct standards, procedures and staffing for the finance function across the Department, in line with the changes already made to the HR and commercial functions.	Set out in Annex D of "How Defence Works", the new operating model.	Completed by Apr 13
10c	c. As a consequence of the changes recommended here and in Part 9, the Department should look to disestablish the Central TLB.	Head Office and Corporate Services TLB (HOCS) established in Apr 12 to replace CTLB.	Completed by Dec 12

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11	Key recommendation 11. In line with the overall capability planning and financial management model, the Department should afford greater priority to managing its 'human capability' as a strategic resource, to ensure a better balance with its consideration of equipment capability. Specifically, it should develop the 'Whole Force Concept,' (WFC) which seeks to ensure that Defence is supported by the most cost-effective balance of regular military personnel, reservists, MOD civilians and contractors.	<p>Work to develop the Whole Force Concept is now being led by the Chief of Defence Personnel (CDP) with the aim of producing a draft Whole Force Strategy by Dec 13. This work is looking at how the Department can improve its workforce planning to better inform strategic planning and decision making. This includes looking at the freedoms and flexibilities TLBs need to deliver the right mix of capable and motivated people (including Regulars, Reserves, Civil Servants and contractors), improved understanding of people risks, and better management information.</p> <p>Under the delegated operating model primary responsibility for workforce planning must rest with the TLBs, but CDP will have a key role to play in helping to set the strategic direction on people issues and providing strategic analysis of the TLBs' workforce plans, thereby supporting FinMilCap in providing advice to the Defence Board. The complexity of understanding contractor support liability and bringing this together with workforce plans for Service personnel and Civil Servants is the main risk to achieving the Apr 14 target date. This is being mitigated through close working with the TLBs and Industry.</p> <p><u>This work will also have to consider the implications of a move towards greater centralisation of civil servant management.</u></p>	Some issues
11a	a. The Department should reduce the size of the senior cadre of Defence and the management levels below it. To enable this, the Department should review all non-front line military posts from OF5 (Captain / Colonel / Group Captain) and civilian posts from Band B (Grade 7), to determine the need for the post, whether it needs to be civilian or military, and optimum management structures.	The Liability Review is complete. Numbers of senior posts will continue to be monitored by DS Sec and HRD and implemented through Command Plans.	Completed by Apr 13
12	Key recommendation: 12. The Department should manage and use its senior military and civilian personnel more effectively. With oversight of the 'Appointments' sub-committee to the new Board, the career management system should be designed so that individuals stay in key senior posts for longer and the processes for promotions and appointments are transparent and (on the military side) standardised, to provide assurance that both Defence and Service needs are being met.	On 22 May 13 The People Committee (PC) (chaired by Gerry Grimstone) noted concerns over rigid adherence to the recommended longer tour lengths. They agreed with the pragmatic approach that was being taken whereby tour lengths are actively considered as part of the selection process, using Defence Reform recommendations as the baseline. The PC suggested that there should be a central record of those posts which had been defined as 'long tour' and that a good key performance indicator for the JAM might be to measure the average tour length. They requested updates on these 2 issues at their Spring 14 meeting. Examples of where longer tenures are/have been achieved: Previous 4* CNS (4 years), 3* CoM (Fleet) (5 years), 3* Com(Land) (4 years), 2* Dir SAP DIO (4 years).	On track
12a	a. A new model for the management of senior military officers – the joint assured model – should be introduced, which would include a role for an independent member on Service promotion and appointing boards; an enhanced role for the existing Senior Appointments Committee, to which PUS, Commander Joint Forces Command an independent private sector representative would be added as members; and a more formal process for the involvement of reporting officers in the appointment of senior military personnel, and vice versa for civilian appointments;	The Joint Assured Model, detailed under rec 12, takes this forward for military personnel. On the civilian side, PUS identified principles including identification of posts that would benefit from military input at appointment board level in Jun 12.	Completed by Dec 12.
12b	b. The Department should improve its talent management and succession planning in the Senior Civil Service and the management level below, and involve the Civil Service Commissioners for all appointments at 2 star and above and of CDS or VCDS for the most senior appointments.	Jun 12 CSLG approved the plan to discuss talent management and succession planning biannually. Work on succession planning for SCS is now embedded with processes in place to address key issues. Good progress at 2* and 3*; shortages in succession plans remain at 1*; progress is being made and the remainder are being addressed. Talent management strategy was delivered in April 13 and will be reviewed in 2015. below the SCS the band B talent Review Board was established in July 13 and work has started to identify the critical roles at band B. this will support proactive talent management and succession planning at this level during 13/14. Steps are in hand to ensure independent oversight of all 2* Civilian appointments but Civil Service Commissioner's involvement is not part of their remit as per their statute.	On track

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12c	c. The Department should move to a model where most individuals stay in post for longer and the most senior civilian and military posts are held, as a rule, for 4 to 5 years.	Tour lengths are being actively considered during the appointment process using Defence Reform recommendations as a baseline under the Joint Assured Model. For civilians, principles were agreed in June 2012 for a model in which SCS stay in post for 4-5 years with exceptions identified where relevant. The extended tour lengths have now been implemented and should take effect as each new incumbent takes up post. While the processes are in place, the People Committee will consider in May 13 the practical consequences of this recommendation.	Completed by Dec 12.
12d	d. Defence should place greater emphasis on recruiting or developing people with the right skills and expertise, particularly in professional or more specialist functional areas.	TLBs and Skills Champions are working closely to identify and address skills gaps in critical areas including commercial, programme and project management, science and engineering, finance, information, policy, strategy and parliamentary. This includes targeted recruitment campaigns to address significant skills gaps in DE&S and development and training programmes for existing employees (including some re-skilling of existing employees). MOD is committed to ensuring all Civil Servants have at least five days learning and development each year. These actions should impact on the skills gaps.	Longer term programme of work underway
12e	e. The Head Office should continue to set high level training and education policy, but joint requirement setting and co-ordination should be delegated to Joint Forces Command to the maximum degree possible. We do not see any changes to single Service responsibilities.	High level training and education policy will continue to be set in Head Office by the Strategic Capability Authority (CDP's Defence Training Board). JFC is the authority for Joint requirement setting from JFC FOC in Apr 13.	Completed by Apr 13
13	Key recommendation 13. The new Defence Board should ensure that the implementation of the Defence Reform proposals is properly resourced, coordinated from Head Office and driven by both Ministers and the senior leadership of the Department.	Defence Reform implementation is being driven as part of Transformation by the Defence Board and Director General Transformation & Corporate Services (DG T&CS). It is co-ordinated by a dedicated 1*-led team under DG T&CS. The Secretary of State and senior leaders have given speeches in support of Transformation and the Defence Vision.	On track
13a	a. The Defence Secretary should chair a group specifically to oversee implementation.	Transformation Steering Group chaired by SofS. Key Transformation decisions are taken by the Defence Board.	Completed by Dec 12
13b	b. Implementation should be led at 4 star level. They should be responsible to the Defence Secretary's group and the Defence Board for driving through the detailed design and implementation. They should stay in post to see it through.	Implementation led by PUS/VCDs. Transformation is a standing item on the Defence Board Agenda.	On track
13c	c. Implementation should be one of the Department's top priorities and will need to be resourced accordingly. This will need to cover training for Defence as a whole, as well as the core teams who will lead the work.	Transformation, which encompasses Defence Reform, is the second highest Departmental priority, and a standing item on the Defence Board agenda. The Engaging Leaders programme for the SCS and Band B has been focussed to support the transformation programme. We have also applied this to other business specific management training provided by the Defence Academy including programmes for newly promoted Band D, C2s and C1s. We continue to promote a range of leadership and management training to support transformation consistent with Defence Transformation and the wider Civil Service Reform programme. In addition a number of individual business units have worked with the Defence Academy and other training providers to support their transformation programmes, this includes adjustments to financial and P3M training to reflect the delegated model.	On track
13d	d. The Defence Reform Steering Group should be asked to reconvene on an annual basis for the next three years to check on progress, and report to the Defence Secretary, who should in turn report on progress to Parliament.	First annual review complete; second underway.	Ongoing



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14	<p>Key recommendation 14. The model depends on the right leadership and behaviours. The Department has failed in this regard in the past. Behaviours should be front and centre of, and embedded throughout, the implementation. The right example must be set from the top.</p>	<p>The Behaviours and Business Improvement (BBI) Team moved into the Defence Reform Unit in June 2013 to allow for an increased focus on the behavioural change required to support and sustain Defence Reform. This move coincided with refreshed Defence Reform mandates that required projects to consider behavioural change alongside their work on process and structural change.</p> <p>Work has been undertaken with the Defence Reform Working Group and Programme Board to articulate clearly what good will look like in a Reformed Defence, building on Be-Think-Do (Be a leader, Think Defence, Do it better). The Working Group and Programme Board agreed to use this high level proposal as a guide for developing a local propositions targeted at the needs of their organisation. In addition we have provided targeted advice and support to teams (including Customer Design, Chief Defence Personnel (CDP), Cost Leadership in FinMilCap, Human Resources Directorate (HRD), Defence Security) to help them understand how to identify and drive behaviour change in order to meet their mandate requirement. This practice advice has been distilled into a guide for teams to use across Defence should they need it.</p> <p>PUS and CDS are leading further events with the senior team to focus on how they, as the senior team, need to tackle the key leadership challenges ahead of them.</p>	<p>Longer term programme of work underway - ongoing</p>