











THEHMUSE

The House Supplement No.18 July 2015 www.politicshome.com editorial@housemag.co.uk

POLITICAL EDITOR

PARLIAMENTARY REPORTER
Elizabeth Bates

COMMISSIONING AND SPECIAL PROJECTS EDITOR

HEAD OF PRODUCTION

DESIGN Charlotte O'Ne

Charlotte O'Neill Matt Titley Max Dubiel

Dominic Slonecki

ADVERTISING SALES MAN AGER PUBLISHING DIRECTOR
Rob Filis

DODS CEO Martin Beck

EDITORIAL

editorial@housemag.co.uk Tel 020 7593 5771

ADVERTISING housemagazinesale: @dods.co.uk

SUBSCRIPTIONS Tel 0177 839 5035

DODS SUBS
Warners Group Publications Ptc,
The Maltings,
West Street Bourne,
Lincolnshire,

ANNUAL SUBSCRIPTION £195 TWO-YEAR SUBSCRIPTION £351

The House Magazine is published by Dods 21 Dartmouth Street, London, SWIH 9BP The House Magazine is printed in the UK by The Magazine Printing Company using only paper from FSC/PEFC suppliers. www.magprint.

The publisher and editor are most grateful to the Clerk of the Parliaments, the Clerk of the House and other senior officers of both Houses for the support and advice they readily give.

Reproduction in any form is prohibited without prior written consent.

EDITOR Gisela Stuart MP
ASSOCIATE EDITORS Graham Brady MP,
LIFE PRESIDENT LORD Cormack

Doos is widely respected for producing nighty authoritative and independent political publications. Its policy is to accept advertisements representing many sides of a debate from a variety of organisations. Dods takes no political stance on the messages contained within advertisements but requires that all content is in strict accordance with the law. Dods reserves the right to refuse advertisements for good reason (for example if it is libellous, defamatory, pornographic, socially unacceptable, insensitive or otherwise contrary to editorial policy).



he new Chair of the Defence Select Committee, Dr Julian Lewis, got off to a flying start. The Government has

agreed to spend 2% of GDP on defence. His Committee will be in pole position to check that this isn't just the consequence of new accounting methods.

Working with the Ministry of Defence requires an understanding of how the three services came together and how the department's structure developed over the decades. Paul Beaver's article [p4] provides a good starting point.

We hope members old and new will find this Guide helpful.

GISELA STUART MP EDITOR

Contents

4 HISTORY Paul Beaver tells the turbulent story of how the Ministry of Defence gained air, sea and land supremacy at Whitehall

12 INTERVIEW Civil Service World editor Jess Bowie meets the man at the centre of the MoD, permanent secretary Ion Thompson

22 MINISTRY OF DEFENCE ORGANOGRAM

25 MINISTERIAL PROFILES Who's who in the MoD

34 Interview Minister Julian Brazier on the MoD's plans to boost Reserve recruitment

38 INTERVIEW Julian Lewis, the new chair of the Defence Select Committee, talks to Daniel Bond about the challenges ahead for the UK's security

46 CONTACTS



CERTIFIED CIRCULATION
2341







H MILITARY



Away from the frontline, the
British military has faced plenty
of battles in the corridors of
Whitehall. Paul Beaver tells
the turbulent story of how the
Ministry of Defence gained air,
sea and land supremacy

raditionally, the British Armed
Forces were governed by two distinct
and frequently warring departments
– the Admiralty, in its splendid
Whitehall setting, and the War
Office on the other side of the street. Both
had ministerial oversight from Parliament
– the Admiralty famously having Winston
Churchill as its 'first lord' twice.

In 1918, following the failure of the fledgling Royal Naval Air Service and Royal Flying Corps to defend Britain against the Zeppelin threat, the world's first independent air force was formed on 1 April. This then created three departments of state – the Air Ministry and the War Office had secretaries of state and the Admiralty remained the first lord. This did nothing to stop internecine warfare, but at least moved it into the Cabinet.

For the next five decades, there was a threeway fight for money as the new Air Ministry rapidly established its technology credentials and attracted political support. Successive governments, seeing no existential threat to the British Empire, cut budgets without cutting the scope of the armed forces.

When Winston Churchill became prime minister on 10 May 1940, he also took the title of minister of defence. It had no department, but, through a Chiefs of Staff Committee, controlled the operational aspects of the British armed forces around the world. This committee had been formed for coordination purposes in 1923 after David Lloyd George rejected the notion that a combining Ministry of Defence was needed.

After the Second World War, in 1946, the Attlee government introduced the Ministry of Defence Act, which gave the minister of defence a Cabinet rank and took away that

function from the individual services, allowing them to concentrate on the operational running of the three departments.

For nearly two decades, the Whitehall chaos continued with several other ministries becoming involved in procurement, supply and the general fulfilment of the defence role. Besides the three services, there evolved a Ministry of Supply (taking in the wartime Ministry of Aircraft Production), the Ministry of Aviation (formed in 1959) and a fledging coordinating department, the Ministry of Defence, with often overlapping responsibility. It was confusing, especially when the Ministry of Technology took over the military functions of the Ministry of Aviation

It was a period of turmoil for the armed services, with the confusing and sometimes





Governed by two distinct and frequently warring departments – the Admiralty and the War Office



contradictory policies of Duncan Sandys and Peter Thorneycroft in 1959 and 1960. This led to the Macmillan Government setting up a review under the chairmanship of Lord Mountbatten, which resolved that the three disparate departments and those sections of other departments should be combined into a single Ministry of Defence. It would act as general headquarters for the Armed Forces, as well as being a department of state with its own secretary of state. This took effect in 1964 but it was not until 1971 that the Ministry of Aviation Supply released its defence functions to the new MoD.

Bringing the three 'fighting' departments together and rationalising the procurement, supply and disposal organisations had immediate and positive effects. There was closer coordination and it was just in time for the withdrawal from Empire and the heightening of the Cold War.

The MoD has been gradually refined since

the end of the Cold War and the ridiculous notion that there might suddenly be a 'peace dividend'. Procurement delays and overspends led the Blair government to review defence across the whole spectrum and to create, among other far-reaching ideas, the Defence Equipment & Support (organisation, department, thing – it has no suffix to guide the uninitiated) with its own headquarters at Bristol. Here, various offshoots from around the country, including (eventually!) the vast naval procurement headquarters at Foxhill, Bath were moulded together.

The DE&S had its own minister and leader, given 4-star ranking with the defence chiefs and therefore membership of a dozen boards set up by consultants trying to bring the department into the business arena of the 21st century. With the new directive to review defence and security policy every five years, there is now an opportunity to review and amend the decisions of both 1998 and 2010.



66 The MoD has been gradually refined since the end of the Cold War and the ridiculous notion that there might suddenly be a 'peace dividend' >>



still battles to be fought in the MoD; not with the Queen's enemies but internally and 'across the road' with the Treasury

After the 2010 review, the Government accepted the Levene report on structure and management in 2011. This significantly changed the way in which the three services relate to the Centre (as the main building and its staff are known). It rusticated the three service chiefs to their respective headquarters in Portsmouth, Andover and High Wycombe, leaving a skeleton in London with new boards to take decisions. It also reinforced the unique nature of the MoD as a spending department with a key national role in three pillars of Enable, Generate & Develop, and Operate – and the two highest paid civil servants in Government.

This devolved structure appears to be working, even if an initial lack of suitably trained staff meant that complex procurement and financial issues have been delayed until the custom and practice catch up.

This structure will now have to grapple with the Comprehensive Spending Review, the in-year savings of £1.3 billion (including the release to the Treasury of last year's £500 million underspend) and what has the hallmarks of being the most draconian financial review in decades, the so called SDSR 2015, to be announced in the autumn.

There are still battles to be fought in the MoD; not with the Queen's enemies but internally and 'across the road' with the Treasury. These include the uniforms to civil servant ratio; the overburdening process, unnecessary bureaucracy, the inability of the Department to sort out its property portfolio and reduce the over-reaction to the Haddon-Cave safety review.

Paul Beaver is chairman of Defence Communications Ltd and former Army Reservist

BAE SYSTEMS

INSPIRED WORK

ENGINEERED WITH INSPIRATION.

With some 84,000 employees in six continents, our story is about highly skilled people who are committed to serving our customers. Our people continue to break new ground engineering some of the world's most advanced, technology-centred products, systems and services across the physical and digital world.









Defensive measures

With the defence budget becoming ever more contentious, the MoD's permanent secretary Jon Thompson must continue to balance spending decisions with national security. It's a tough job – but one he's privileged to do, he tells **Jess Bowie**

on Thompson is a canary. Not the kind you find down a mine, there to serve as a harbinger of doom (if he were that bird, he might have cause to breathe easily and maybe even puff his feathers – given his impressive track record at the Ministry of Defence) but the kind that supports Norwich City FC. Born and bred in the East Anglian city, the MoD's permanent secretary has for many years lived in neighbouring Cambridgeshire – where he sets his alarm for 5.30 each morning before his commute into Whitehall. Attentive listeners may still detect a hint of Norfolk brogue in Thompson's voice, however. >



66 We were so overstretched - we were committing ourselves about 10% in excess of the amount of money that we had



"It's faded away significantly, but people who don't come from there can tell I'm from Norfolk," he says. "I could switch the accent if you really wanted me to, but I'm not sure that would work for a magazine... You see, people from Norrrfolk talk loike thaaat," he adds, laughing. "It's not quite out of my system — the occasional words..."

Long hours and unfailing enthusiasm have helped Thompson build a career that has included 18 jobs since he became an apprentice accountant straight out of school. Work followed at Norfolk County Council and Ernst and Young, among others, before his entry into the civil service in 2004 as Ofsted's first ever finance director. His fluency in numbers and budgets - "he's a bean-counter, but so much more than a bean-counter" an impressed member of the Public Accounts Committee says - made him hot property in Whitehall and, after a spell as director general of corporate services at the then Department of Children, Schools and Families, Thompson joined the MoD as DG of finance – a role he combined with being head of the Government Finance Profession.

But his 18th job, as the MoD's permanent secretary, which he took up in September 2012, has been the toughest, challenging him to turn around the department's parlous

finances while also implementing huge – and often controversial – reforms. That the Tory-Lib Dem government arrived in Whitehall to find a £38bn "black hole" in the MoD's finances is well known – and it was Thompson, in his previous role, who had the unenviable task of presenting this eyewatering figure to new defence secretary Liam Fox in 2010.

How difficult has it been since then to make the MoD's budgeting realistic?

"Unbelievably difficult!" Thompson says. "We were so overstretched – we were committing ourselves about 10% in excess of the amount of money that we had. And because we were in that situation, we were doing things that destroyed taxpayers' value. So you delay the building of the aircraft carrier to save some money in the short term, and it costs you a lot more in the long term. So I think we sort of mapped out what we thought the problem was, but it was extremely difficult then to navigate through to 'how do you reduce spending and get it within the public spending envelope?'

"So we've reduced public spending on defence by nearly 20%, because we were about 10% over with the black hole, and then the reduction in this parliament's been just over 9%. You put those two numbers together...

Thompson on... integrating the MoD's IT systems

"At the Defence Infrastructure Organisation there were 70-something systems, and we consolidated all that down to one. Similarly on logistics, there are more than 70 systems and we just about consolidated that down to four. When you add it all up there were nearly 3,000 IT systems running across the MoD, and the idea was to reduce that as much as possible. Doing that gives you better information, because you haven't got to search 76 systems and it drives down the cost. If you couple that with what we call the "new style of IT", so people can access that information, then it also improves everyone's efficiency: they can get the information better, because it's all in one place. So that's the kind of journey that we're on, but we're never going to be able to get [all the IT systems] down to one!"



Thompson on... pulling out of Afghanistan

"You need to think about countries like Afghanistan through three connected lenses: governance, security, and economic development. Having visited very regularly since 2009, the Afghanistan I visited fairly recently in 2014 is much better than the one I visited in 2009. When I went to Lashkar Gah in 2009, getting from our base to the local police station required a bullet-proof armoured vehicle and for you to be dressed in all the necessary Army equipment. Last time I went, we walked. In 2009, Lashkar Gah didn't have a local market or a thriving economy. Last year, you walked through the town: it's got a thriving economy, it's got a daily market... So you can see the significant difference of stabilising the security situation that enables a local government and national government, and then economically it begins to develop, and I think we achieved that."

We managed to do it, but it's taken some very tough decisions."

Two kinds of decisions, Thompson says. Firstly, the MoD has been "financially more efficient", which has included renegotiating contracts and reducing the size of the estate. Secondly, it has restructured the Armed Forces as part of the Strategic Defence and Security Review (SDSR). "And the government I think made the right decisions to set an ambitious future strategy," Thompson says of the latter. "But a part of that was, you know, scaling the Armed Forces to the financial end."

The department's progress has not gone unnoticed. In an independent review in December, Lord Levene praised the "fundamental transformation" the MoD had undergone and, in almost unprecedented scenes, Public Accounts Committee chair Margaret Hodge began a recent hearing by praising Thompson and his colleagues for a "step change in improvement in performance".

His key lesson from this long, tortuous process? Never let the department's finances get out of control again, he says.

None of which means there aren't still huge challenges to running an organisation as complex as the MoD – as recent attempts to reform Defence Equipment and Support (DE&S) have shown. To clamp down on overspending and costly extensions to projects, and to allow DE&S to recruit talent that could compete with the private sector, the aim was to separate the kit-buying part of the ministry from the rest of the department, and run it as a more autonomous Government-Owned, Contractor-Operated body (GoCo). However, after two of the three consortia bidding to run the agency pulled out, leaving a highly uncompetitive total of one consortium

The government I think made the right decisions to set an ambitious future strategy

in the running, the plans were shelved. In the end, the department settled for the "inhouse" option of DE&S+ – an arms-length civil service body exempt from Whitehall pay constraints.

Why does Thompson think two of the consortia pulled out of the bid?

"Why did they...? Well, only they could really tell you. I mean one pulled out the day before the bid was due to be submitted because they didn't quite think that they could meet our requirement. One did submit, which is a piece of public information, but the actual bid's never been published. And one pulled out very, very early on because of issues with their consortium outside the UK. They had won something somewhere else and decided they were committed, and they didn't want to commit to us."

So it wasn't because these private sector bidders were finding it hard to ascertain levels of risk in the programme, and were worried they might be liable?

"It depends how you'd like to see it. I mean what we wanted was to be able to drive better value – to improve management of the programme and release savings for the taxpayer. So we needed to improve our capacity and capability to deliver, and we wanted a better financial position. Those two things on a programme as complicated as the equipment programme was a tough ask. I definitely think it was worth experimenting with, and it didn't quite work.

"But let me be clear: on Defence Business Services it worked, and on our Defence Infrastructure Organisation it worked. On DE&S it didn't quite work, so we've slightly adjusted the strategy and taken a big step forward this year."

Thompson says, the DE&S+ option has given the MoD's equipment-buying body more commercial value as an organisation, and the ability to recruit "very specialist people to do a very complicated job, like nuclear engineering or military aviation airworthiness".

When Army 2020 was announced in July 2012, it represented one of the biggest structural reforms to the British Army in The Reserves programme had a bit of a slow start, but it's gathered some momentum. We have to continue that

decades. A key plank of the programme has been to cut the number of regulars from 102,000 in 2010 to 82,000 by 2018, and to make up the shortfall with reservists – of whom there would be 30,000 by 2018.

So far the plan has hardly been a stunning success, with politicians on both sides of the House pointing to low recruitment numbers as proof that the programme is "a shambles" (Tory MP John Baron) which risks leaving Britain with "a dangerous capability gap" (Labour's shadow defence secretary, Vernon Coaker).

How does Thompson think it's going? "Well... we're roughly halfway through, between 2010 and 2020, aren't we?" he says, laughing. Sensing the need to elaborate, he gives some background to the programme – itself part of the larger Future Force 2020 plan.

"General Carter, who's currently the chief of the general staff, was the architect of Army 2020 – which is the restructuring of the Regular Army to meet the Future Force 2020, as per the SDSR. And then there was, separately, the Future Reserves programme, led by Julian Brazier MP, one of my ministers."



Both programmes, Thompson says, are "progressing well".

"The Reserves programme I think has improved in the current year. It had a bit of a slow start, which is probably an appropriate way of putting it, but it's gathered some momentum. The quarter two intake of recruits for the Army – quarter two 2014-15 – was the best in recruitment we had in that quarter for many years, and you can see from the national statistics in February that there was a further improvement in quarter three. We have to continue that momentum that the programme's now got. There's a great new advertising campaign, running right now."

But could part of the programme's recruitment problems be down to changing perceptions of what it means to be in the Army Reserve (the Territorial Army, as was)?

Thompson on... his moustache

"According to Private Eye it's the kind of soup-strainer best known in Clint Eastwood westerns. I don't know how long I've had it...25 years?! I shaved it off once – my youngest son was about seven at the time and he said 'I don't like it', so I had to grow it back. Although next Movember I think the idea is that I shave it off, and then everyone else in the office grows one."

These days, signing up might appear to be less about fun, character-building weekends away, and more about tours of Afghanistan.

"Well the Reserves definitely need to be a fundamental part of an integrated Armed Forces, but I don't think people should slip into thinking that if you're going to sign up to the Reserves then you're automatically going to end up in Afghanistan; I think that's quite a narrow perspective on both the Armed Forces and what the Reserves do.

"Reserves do fantastic work, as do regulars, in all kinds of areas: logistics; intelligence; things like building up capacity in countries



that we want to go into – like going into Sierra Leone to help with Ebola, for example. Nearly 30 reserves have been out helping on that. So it's not a narrow thing, joining the Reserves – there's a huge range of things you can do, which develop your skills and help you in a broader way in life."

ttention is now turning to the next Strategic Defence and Security Review, due in the autumn. Thompson himself admits that during the last SDSR in 2010 some decisions that his department made internally lacked a strong base of evidence. He says ministers made the right decisions with the information they had at the time, but as the information improved, some decisions (such as over aircraft carrier jets) had to be reversed. Such U-turns were the right thing to do, he maintains, but, he adds: "I would want to

limit our exposure to that in 2015."

Yet surely there is only so much he and his civil service colleagues can do to prepare without guidance from the next crop of ministers?

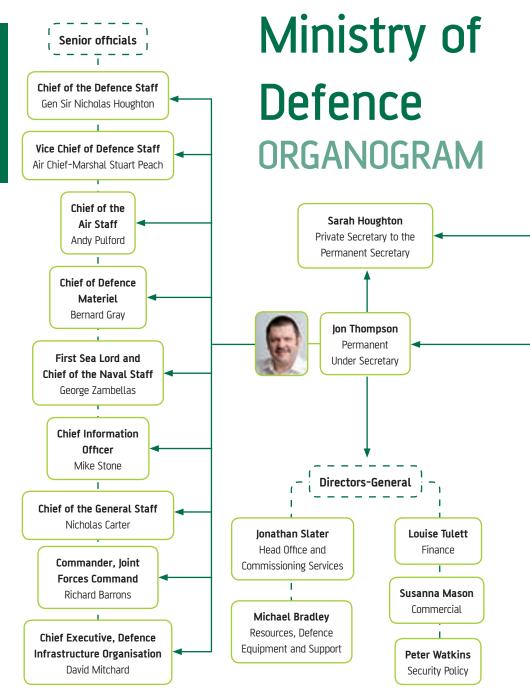
"There is obviously a point where you have to stop [preparing], let's be upfront about it. But the MoD is so huge that one of the things that you can do is to baseline absolutely everything. So what do we do; where do we do it; how do we do it; how much input is required from people and equipment; how much training is required, and so on and so forth. You can baseline all of that, and you can get as much evidence as possible on all of those areas.

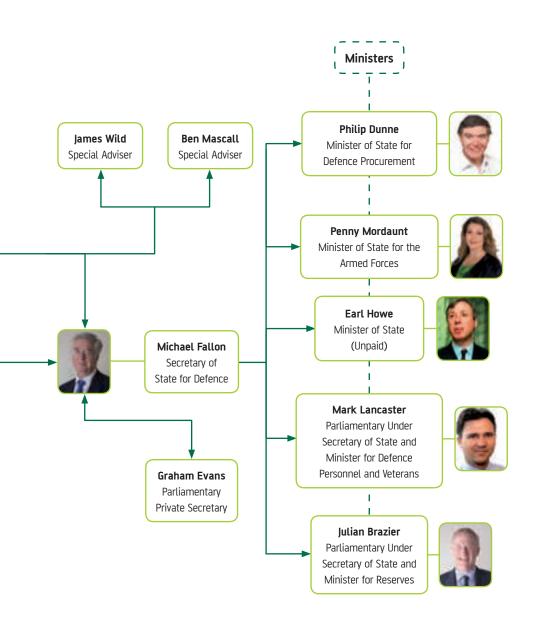
"Now if in the course of an SDSR ministers want to say 'develop us options on the future of the Navy', you've got the necessary baseline evidence to say 'well, okay, we can simulate the changes in accordance with whatever the policy conversations are.' I think we're absolutely right to basically gather as much information as we can."

All of which explains the early starts. "It wasn't 5.30 this morning, it was 4.50, but... look, this is one of the most fantastic jobs you could ever do in the UK economy, full stop," Thompson says, pointing out that he tries to keep weekends free for his family and his miniature schnauzers.

"It's a fantastic privilege to be the permanent secretary of this department...
You have one of the most complicated, most fantastically interesting organisations to try to lead with the chief of the defence staff. That's what gets me out of bed at five o'clock in the morning."

An earlier version of this interview first appeared in Civil Service World in March







Who delivers military helicopters, on time and to cost?

- Delivering on 100 helicopters operating with the Ministry of Defence
- Delivering state of the art capability to the RAF with Puma 2
- Delivering helicopters for UK armed forces' flight training for more than 35 years



Michael **Fallon**

Secretary of State for Defence

he oldest member of the Prime
Minister's new Cabinet, at 63 years
of age, Michael Fallon finds himself
at once a Tory grandee and a relative
newcomer to the government's top
table. While he was elected in 1983, and was
given his first ministerial appointment in the
dying days of the Thatcher administration, the
Sevenoaks MP was not elevated to the Cabinet
until the David Cameron's final coalition
reshuffle last summer.

But in recent years Fallon has developed a reputation as a workaholic with a daily routine some of his younger new colleagues would struggle to match. Prior to moving to the MoD Fallon juggled briefs at both DECC and BIS, with additional responsibility for overseeing Portsmouth's economic recovery from the loss of shipbuilding. And while swapping three portfolios for one might, at first glance, have seemed an opportunity for a reduced workload, Fallon's appointment as Defence Secretary at a time of resource pressures at home and heightened instability overseas was anything but a respite. Indeed, in an interview with The House on the eve of Tory conference last year, he revealed that he subsists on granola energy bars to get him through the working day.

On the home front, Fallon inherited a department battle-scarred from the backlash against redundancies and budget cuts implemented on his predecessor's



watch. And while keen to pay tribute to Philip Hammond's "painstaking work" in restoring balance to the MoD's finances, Fallon immediately emphasised that with his department set to be in some demand over coming years, "we are able to invest again".

His overflowing current in-tray bears witness to the scale and nature of that demand. With the UK's attention – and laser-guided bombs – focused on the Islamic State in Iraq – if not yet in Syria – Fallon has stressed the "clear and dangerous threat" of Isis radicals wreaking havoc on British streets, dubbing the fight against Islamist terrorism "a new Battle of Britain". And just this month he shifted the government's rhetoric on targeting the group outside of Iraq's borders, declaring Britain's current stance on the bombing campaign "illogical".

While he's widely respected as a safe pair of hands, Fallon's choice of language has landed

him in trouble on more than one occasion. Shortly after his promotion to the MoD it was alleged that he had called a female journalist a 'slut' at a party in 2010, and his subsequent denial of having used the epithet - which implied that he had instead deployed the nearsynonym 'slattern' – was positively Godfrey Bloom-esque. This was followed by a carefree toot on a dog whistle in the Sky studios, when he warned of towns being "swamped" by immigrants, earning him a rebuke from Downing St and forcing him to admit: "I was a bit careless with my words." And while his controversial election campaign claim that Ed Miliband was preparing to "stab his country in the back" may ultimately have paid dividends, it certainly left a sour taste in the mouth of most observers, including some Conservative colleagues.

But Fallon's stock continues to rise, and George Osborne's pledge to meet Nato's 2% spending target in his Budget this month can be chalked up as another major victory. And, with the next Strategic Defence and Security Review due in the autumn, the hard work for the Defence Secretary is just beginning.



Full name: Michael Cathel Fallon

Born: 14 May 1952

Education: University of St Andrews (MA Classics

and Ancient History)

Political career: MP for Darlington 1983-92: PPS to Energy Secretary 1987-88; Assistant Whip 1988-90; Lord Commissioner of the Treasury 1990; Schools Minister 1990-92. MP for Sevenoaks 1997-: Shadow Treasury Financial Secretary 1997-98; Conservative Deputy Chairman 2010-12; Privy Counsellor 2012-; Business Minister 2012-14; Energy Minister 2013-14; Minister for Portsmouth 2014; Defence Secretary 2014-



Penny **Mordaunt**

Minister of State for the Armed Forces

onservative Minister Penny
Mordaunt has been Portsmouth
North MP since 2010 and has
literally made waves during that
period, rather too many in fact.
Her media profile was established when she
appeared on ITV's Splash!, being taught
how to dive by Olympic star Tom Daley. A
particularly memorable scene for viewers
occurred in her final week, when Mordaunt
suffered significant bruising after twice bellyflopping on live TV.

Despite criticism she defended the decision to take part in the show, saying she had received overwhelming support and had donated her £10,000 fee to a local lido and a military charity.

Her parliamentary career has, thankfully, been less of flop, beginning with a confident 'Loyal Address,' after the 2010 Queen's Speech, marking her out as one to watch. Traditionally the speech is light-hearted but

Minister Bio

Full name: Penelope Mary Mordaunt

Born: 4 March 1973

Education: Reading University (philosophy)
Political career: PPS to Philip Hammond
as Secretary of State for Defence 2013-14;
Parliamentary Under-Secretary of State,
Department for Communities and Local
Government 2014-15; Minister of State for the
Armed Forces, Ministry of Defence 2015-



was slightly more risqué than usual when Mordaunt, who has previously served in the military, described how she had received training on how to correctly care for your penis and testicles when in the field.

Though her fulltime military career was halted, she remains a Royal Navy Reservist, with which her continued association caused some controversy in November 2014. In an interview with the Spectator she admitted to speaking in Parliament on poultry welfare only to complete a forfeit given by her Royal Navy colleagues to say 'cock,' 'lay' and 'laid' in the Chamber. Her challenge completed, she did not expect the barrage of criticism that ensued and was forced to reject allegations from Labour that she had used the House as a 'TV reality show'.

In all other respects though her military background has bolstered her parliamentary career, serving on both the Defence and Arms Export Controls committees and under the new Government, being appointed Armed Forces Minister. This follows her first ministerial appointment in 2014, when she was made Communities Minister.

Her swift ascent is not, however, attributable to a predictable route into



politics. She is not an Oxbridge alumni but the daughter of a paratrooper who attended a Catholic comprehensive school before studying Philosophy at the University of Reading. An unconventional career journey began when she paid her sixth form college fees by working as a magician's assistant in Portsmouth.

It was the political stage that beckoned, however, and after a series of business, communications and policy related roles Mordaunt served as Head of Youth under John Major, and was later appointed Head of Broadcasting by William Hague.

After securing a significant swing but failing to win the seat of Portsmouth North in 2005, she was victorious five years later. With the political momentum currently in the Tories' favour we may assume that her rise will continue and she will play her role in turning the parliamentary air blue, in more ways than one.



GIVING YOUR CAPABILITY THE EDGE

Threats evolve. Facing them demands enhanced capability – and that's where Saab thinking can give you the advantage.

From effective training for smarter forces to superior data to sharpen your awareness. From lasting technology for strengthened protection to intensified firepower for active defence. At sea. On the ground. In the air.

Saab's *thinking edge* enables our innovative, effective solutions to enhance your capabilities and deliver smarter outcomes. And maintain your personnel's advantage whatever their mission.



Philip **Dunne**

Minister of State for Defence Procurement

former farmer, merchant banker, company director, and the founder of bookstore giant Ottakar's, Philip Dunne could boast a catalogue of professional successes before he entered politics. The Old Etonian enjoyed a 20-year career in investment banking and business, working in London, New York and Hong Kong, and serving as non-executive chairman of the 150-store book chain until its merger with Waterstones. But the lure of politics was too great, and, after a stint as a councillor, Dunne entered parliament as MP for Ludlow in 2005

Like many of that Conservative intake, the businessman-turned-politician was an early backer of David Cameron. But unlike most of his colleagues, Dunne put his support to public ballot. In an unprecedented move, his office sent 45,000 voters in his constituency a reply-paid questionnaire, and received close to 7,000 responses. After Ludlow voters overwhelmingly backed Cameron, Dunne announced his intention to support the future prime minister and joined his team, becoming chairman of his Shropshire campaign.

He was quickly rewarded for his allegiance, and became an opposition whip, moving to Assistant Government Whip



Minister Bio

Full name: Philip Martin Dunne

Born: 14 August 1958

Education: Keble College, Oxford (BA philosophy,

politics and economics 1980, MA)

Political career: Opposition Whip 2008-

10; Assistant Government Whip 2010-12; Parliamentary Under-Secretary of State (Defence

Equipment, Support and Technology), Ministry of Defence 2012–15: Minister of State for Defence

Procurement, Ministry of Defence 2015-



at the formation of the Coalition in 2010. He impressed as a disciplinarian and was promoted to the MoD as minister for defence procurement in the summer of 2012, going on to oversee changes to the procurement system and the establishment of the new Defence Equipment and Support Plus, the arm's length body established to reform kitbuying and clamp down on costly overspends and extensions to projects.

The idea, Dunne told this magazine in June last year, is to offer the new body "a lot

more flexibility to retain the higher-quality people and to recruit skills where they feel there are gaps".

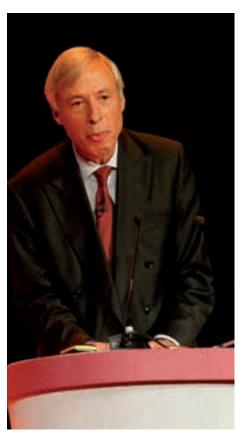
His impressive performance for three years at Parliamentary Under-Secretary of State rank led to a promotion to Minister of State following the election. But after retaining responsibilities for defence procurement, Dunne's diary will no doubt be crammed in the coming months as the MoD draws up its major Strategic Defence and Security Review.

Earl **Howe**

Minister of State for Defence

rederick Richard Penn Curzon is a hereditary peer, Conservative
Defence Minister and Deputy
Leader of the House of Lords. More formally known as 7th Earl Howe, he has occupied a senior position in Government since 2010, when he was appointed Health Minister, after shadowing the portfolio for the entire thirteen years of Tory opposition.

In the latter stages of his time in the post,



Lord Howe drew criticism when he accused GPs of putting off new recruits to the profession by "moaning" about the difficulties of the job. Three years prior, he secured a controversial amendment to the Health and Social Care Bill raising the limit on the percentage of private income NHS foundation hospitals could receive from 2% to 49%, allowing them, on a much larger scale, to use beds and theatre time for private patients.

Before shifting focus to his parliamentary duties, Lord Howe had been in banking since leaving university in 1973; becoming a Manager at Barclays by 1981. A decade later he was Lord in Waiting, beginning a consistent career that has led to him being the longest continuously-serving Conservative frontbencher.

Following the Tory victory in May, he relinquished his long-held Health brief and moved to Defence, indicating that he remains in high regard.

Minister Rin

Full name: Frederick Richard Penn Curzon

Born: 29 Ianuary 1951

Education: Christ Church, Oxford (MA literae

humaniores 1973)

Political career: Government Whip 1991–92;
Parliamentary Secretary, Ministry of Agriculture,
Fisheries and Food 1992–95; Parliamentary
Under–Secretary of State, Ministry of Defence
1995–97; Elected hereditary peer 1999–;
Opposition Spokesperson for: Defence May–
October 1997, Health October 1997–2010, the
Family 2004–05; Parliamentary Under–Secretary
of State (Quality) and Government Spokesperson,
Department of Health 2010–15; Minister of
State and Government Spokesperson, Ministry of
Defence 2015–; Deputy Leader of the House of
Lords 2015–

Mark **Lancaster**

Parliamentary Under-Secretary of State Defence Personnel and Veterans

former regular Army officer, TA major and bomb disposal expert, Mark Lancaster was a natural choice for Minister for Defence Personnel and Veterans in David Cameron's post-election reshuffle.

Over the past quarter century Lancaster has served in Hong Kong, the Balkans and Afghanistan, having first joined the forces as a teenager with the Royal Engineers in the late 1980s. He left to pursue a degree a business, and joined his family's firm – a fireworks manufacturer based in Kimbolton, Cambridgeshire – but continued to serve with the TA, commanding a bomb disposal squadron and taking part in the Nato peacekeeping force in Kosovo and Bosnia.

He took Milton Keynes North East from Labour in 2005 with a slim majority, but has since established the slightly reconstituted Milton Keynes North as a safe Tory seat, winning by just under 10,000 votes in

Minister Bio

Full name: John Mark Lancaster

Born: 12 May 1970

Education: Buckingham University (BSc business studies 1991); Exeter University (MBA 1994)

Political career: Opposition Whip 2006-07;
Shadow Minister for International Development 2007-10; PPS to Andrew Mitchell as Secretary of State for DflD 2010-12; Government Whip 2012-15; Parliamentary Under-Secretary of State (Defence Personnel and Veterans). 2015-



May. The following year he was made an Opposition Whip, then quickly promoted to Shadow International Development Minister. But with the coalition negotiations demanding room be made for Lib Dems, Lancaster had to make do with the job of PPS to Secretary of State Andrew Mitchell. He returned to the Whip's Office for the final years of the last government, before finally achieving ministerial office this May.

Last year Lancaster married fellow MP Caroline Dinenage on Valentine's Day in the chapel of the House of Commons. Both celebrated promotions in Cameron's postelection shakeup, with Dinenage appointed Minister for Equalities.

With 13 years' experience in the Territorial Army. Iulian Brazier is now on the front line of the MoD's campaign to boost reservist recruitment. The Defence Minister speaks to The House

THEHOUSE After a difficult start in 2013. is Reserve recruitment now moving in the right direction? Julian Brazier: We have always said that this growth in trained strength would not happen overnight and that the numbers would most likely go down before rising again. After 15 years of decline we are now starting to see growth across the reserve forces.

Last month we published the latest quarterly personnel report which showed that all three services have already exceeded their trained strength target for the end of this financial year, with an overall trained strength of 23,920. Between 1 September and 31 December 2014 the total intake to the Reserves population was 1,860 – up 120% on the same period in the previous year and an increase of 147% in the case of the Army Reserve.

THEHOUSE Last summer the NAO warned the campaign could be years behind schedule - what lessons have been learned since you joined the MoD in July? The new recruitment process for the Army needed drastic modification in order to reduce the amount of time between application and enlistment, with many people





waiting for over a year and abandoning the process. In a series of steps last year, the Army greatly improved the efficiency of online applications, streamlined medical processes, enhanced communication between candidates and recruiters and increased the capacity of assessment centres from around 2,000 to approximately 3,000 places per month, with particular attention paid to weekend availability.

The Chief of the General Staff (CGS) has restored a number of key duties to units, including face-to-face interviews together with responsibility for the preparation and mentoring of recruits for assessment.

With sufficient notice, we would be able to deploy at divisional level alongside the US. Very few countries can do that

The Maritime Reserves have been ahead of their targets throughout and the Royal Auxiliary Air Force is now well on track too. We have also reviewed our marketing strategy, having realised the low level of understanding in society regarding the Reserves.

The new Defence Relationship Management unit, which operates under the umbrella of the Reserve Forces' and Cadets' Associations, has already facilitated more than 450 corporate covenant signings. These include the UK's largest private sector employer, Tesco, as well as ASDA, General Electric, EY and Boeing.

The Employer Recognition Scheme was launched in 2014 to recognise actively supportive employers. Last year a total of 10 Gold level awards were made nationally, 358 Silver level awards were presented regionally





and 147 organisations signed up at Bronze level.

The Government is doing its bit too. The civil service reserves 1% challenge was launched by the then head of the civil service, Sir Bob Kerslake, in March 2014. A civil service initiative in London this February resulted in 350 expressions of interest in two days.

THEHOUSE Are you confident the target of growing the Reserves from 19,000 to 30,000 by 2019 will be met? What plans are in place to ensure it is?

Yes; we remain committed to meeting our target of 35,060 trained Reservists by the end of 2018-19. Recruiting continues to grow fast, while transfers from the regular services remain healthy. The three services continue to actively seek ways to improve their Reserves recruitment and have recently launched new marketing campaigns,

including the Army Reserve's updated 'More Than Meets the Eye' campaign.

CGS has identified as pivotal the rebuilding of the Army Reserve officer corps after years of neglect. A review has been completed and recommendations are being taken forward, including an officer-focused marketing campaign with the active involvement of current junior officers, a revised graduate bursary scheme, the introduction of additional pre-Sandhurst development training, reintroduction of a gap year commission scheme and greatly enhanced career development.

THE**HOUSE** What does your own experience in the TA help you bring to the job?

It is helpful in two ways. First, having participated in some demanding exercises in a number of those areas we now operate





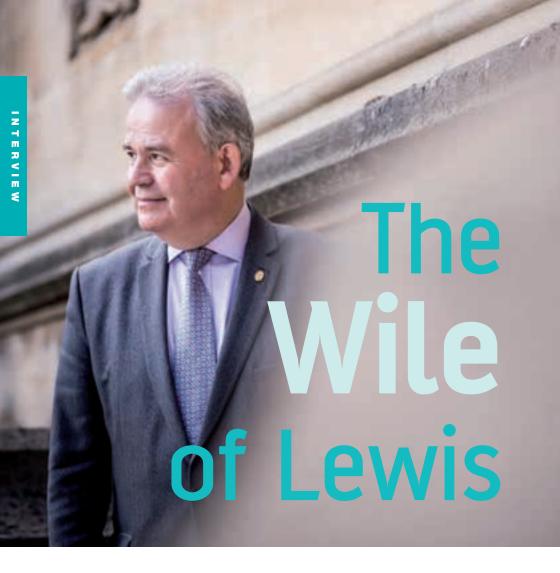
Recruiting continues to grow fast, while transfers from the regular services remain healthy

in, from the Arabian Gulf to the shores of the Baltic, it gives me a feel for the stresses faced by service personnel. Second, more specifically to my current role, I was part of the much larger Army Reserve which existed until recently. This, for example, delivered a fifth of the effort in Iraq and an eighth in Afghanistan at the peak in 2003-4. It doesn't require much imagination to see how achievable our current, historically modest targets are.

THEHOUSE Back in 1996 when the Spectator named you 'Backbencher of

the Year', they said: "When a minister hears that Julian Brazier is taking a close interest in a piece of legislation he pours himself a stiff whisky." Did vour vears as a fearsome backbencher prepare you for ministerial life? I am not sure I was fearsome, but having a long-term interest in defence and a commitment to exchanging ideas with colleagues of all parties interested in the subject does help in getting stuff done. Whether uniformed or civilian staff. people in the Ministry of Defence work very hard to deliver what is asked of them. Grey hairs can bring the experience to see where the vital ground is. This helps one to frame some of the right questions.

This interview first appeared in The House in March 2015



ulian Lewis is stumped. The new chair of the defence select committee is sitting in his parliamentary office, struggling to get his head around the government's position on defence spending. The towers of well-thumbed books and reports on defence which fill the room, piled high on his desk, shelves, cabinets and even his armchair, are testament to the deep thinking on the topic which Lewis prides himself on. He's written countless pamphlets and articles over the past three

decades – many of which are pressed eagerly into this interviewer's hands – and few people in the Commons can boast such a thorough commitment to understanding a policy area as he.

Yet the continued refusal from ministers to reveal whether they will commit to spending the Nato target of 2% of GDP on defence beyond 2016 has left him utterly mystified. "I'm baffled about it," he exclaims. "The idea that we would drop below the minimum of 2%

Prior to this month's
Budget, the new
chair of the Defence
Select Committee,
Julian Lewis, spoke
to Daniel Bond about
spending, Nato,
and taking on the
"unIslamic State"

is just unconscionable as far as I'm concerned."

All three candidates in the defence committee chair election — which Lewis won in the second round last month by 314 votes to Richard Benyon's 242 — strongly backed a fresh pledge to meet the target, and Lewis says he now feels a "sense of a strong mandate" to press the case after his victory. And for someone long considered one of the government's fiercest critics on defence — his own website quotes testimonials from the

Guardian describing him as a "terrier" and the Daily Telegraph labelling him "one of the most vigorous Right-wingers in the Commons" – the early signs are he won't be rescinding his membership of the Conservative awkward squad despite his new position.

Defence, he says, "has fallen far too low in the nation's scale of priorities".
"The government has got to justify the safeguarding and ring-fencing of budgets for other departments whilst leaving defence unprotected, and they have to justify this in the light of the constant and reiterated claim that defence is 'the first duty of government'. Well if defence is the first duty of government why is its budget unprotected whilst the budgets of other departments are ring-fenced?

"We're facing both an international terrorist offensive and a more traditional threat from a potentially hostile state. Personally, in view of the worsening situation, I think we ought to be looking more towards a figure approaching 3%."

A final decision on 2% will have to be made by the autumn when the government carries out its fresh Strategic Defence and Security Review, and the Treasury publishes its Whitehall-wide spending review. Lewis was a strong critic of the last SDSR back in 2010, describing it as "unstrategic" and suggesting it was fiscally-led at the expense of a serious piece of analysis of the threats facing Britain. He fears the government is already set to repeat the mistake.



"If defence is the first duty of government why is its budget unprotected whilst the budgets of other departments are ring-fenced?"

"I think the next one will be done in exactly the same way as the last one was," he says. "[The government] appears to have said 'here is a certain sum of money, this is all you're getting, how much defence can you give me within that – to use the horrible jargon – 'financial envelope'?

"But if you don't at least understand what it is you really want and need according to the actual and potential dangers which could and do face you, it is just an absurdity to say you are only going to get this sum of money irrespective, and you just have to make the best use of it that you can.

"Ok it may be the case that not everything that we might want in an idea world for defence is affordable. But you have to examine the threats, list the requirements and then you start arguing with the money men about how many you must have now, how many you can postpone without too much risk and how many you're unlikely to be able to get funded at all. The idea that these two things are going to happen in perfect synchronisation, publishing the defence review in the same instant as the comprehensive spending round...I'm not satisfied that behind the scenes the sort of indepth conversations that need to be carried out in order to get the balance right will have taken place."

Unless the MoD commits to a sufficient level of defence spending, he fears, the very basis of Nato's decades-long strategy itself would be at risk. "We could always say 'ok we're going to resign from this sort of role, we're going to put our future in the hands of our potential

enemies'. But your potential enemies have a vote as well. It's not a question of 'do we give up our role as doing this that or the other'. We don't seek out aggression, aggression seeks us out more often than not.

"The reality is that because of our geographical position the UK is in a unique strategic situation as the bridge between Europe and the ultimate guarantee of European security, which is the United States. If the UK were to resign from its role in providing that necessary link then the whole basis for a successful defensive and deterrent strategy by Nato would be fatally undermined."

But while he is a strong proponent of meeting the Nato target of 2%, he also has serious concerns about the direction of the Alliance. He warns that a "very liberal sprinkling around of offers to be put on the path to join", particularly recent overtures from European partners towards potential new members in the east, will lead to the alliance being "devalued".

"The Nato guarantee means that if anyone attacks a single member of the alliance all the others would be prepared to start World War Three to defend it. If you admit to Nato countries where it is simply not credible to believe that we would start World War Three to defend them then you completely undermine the whole raison d'etre of the Alliance, and you transport us at a stroke back to the 1930s when potentially aggressive states could try picking off one weak country after the other in the hope that stronger countries would not come to their aid."

The Nato guarantee has already, he



continues, been "stretched to its absolute credible limit" with the accession of the Baltic States. The recent development of closer ties with other former Soviet states could prove "terribly dangerous", he warns.

"During the Cold War years we did not have a policy of egging on countries that were clearly under Russian domination into rising up against that because we knew that we were not in a position to assist them if then they were subject to a military attack. The idea of saying we will give security guarantees to countries such as Georgia and Ukraine is not doing them any favours, because it's egging them on into taking a stance where they will simply find themselves exposed while still being incapable of being defended."

For that reason, he continues, he is also "totally hostile" to the idea of any European defence force "of any sort whatsoever". "That is trying to create and duplicate Nato, without the one key element that makes Nato worth

having which is the membership of the United States," he says. "The whole point of Nato, and it's as simple as this, is to say you touch any one of these countries and you are automatically at war with all of the rest, including the United Kingdom, and above all it means you cannot pick off any of these countries without instantly being at war with the United States. That is the great deterrent.

"If you weaken that deterrent, either by taking countries into membership where it is simply not credible to believe that all these other countries including the United States would start world war three to defend it, or alternatively if you create structures that start trying to act as if they're a unity, but which exclude the biggest deterrent factor of all to an aggressor intent on grabbing territory – that he will be at war with the US from day one – then you are cutting across and countermanding the whole basis and merit and virtue of the Nato alliance in the first place.

"The danger to the peace of Europe is if you change our system of sovereign democratic states to an undemocratic system"

"It is this sort of infantile posturing by Europeans trying to pretend that they can defend themselves without the underpinning of the Americans and to a lesser but still significant extent the British, which is so deadly dangerous."

The New Forest East MP – one of his party's leading eurosceptics - goes further: "Although it is sometimes said that the EU has prevented war in Europe, this is nonsense. There was a danger of war in Europe but that was the danger posed by the Soviet bloc, and the EU did nothing to prevent that, it was Nato that prevented that.

"There was never any prospect of war in Europe between the states that make up the EU as long as they remained constitutional democracies. There are countless cases of democracies going to war with dictatorships, dictatorships going to war with dictatorships, dictatorships going to war with democracies. But there are hardly any credible examples of a democracy going to war with another democracy.

"So what is the danger to the peace of Europe? The danger to the peace of Europe is if you change our system of sovereign democratic states to an undemocratic system.

"And indeed I do fear for the peace and stability of Europe. Because if ever they do manage to create this superstate I don't believe they will be able to create it with the consent of the people concerned and I believe that it will necessarily be an undemocratic entity. And the moment you have undemocratic entities you have a danger of conflict."

As the discussion then turns to the Middle East and the Islamic State, Lewis says the West must be prepared for a campaign that will last for several years. Comparing the group to communism and Nazism, he says IS's strategy is clear: to secure territory "from which to project their imperial ambitions" and then to attempt to engineer "a fifth column" of terrorists in "the countries they regard as their enemies". The West's strategy to counter it must be to "contain them abroad" while stepping up efforts to defeat potential terror attacks at home, he says.

"I think given the size of the Muslim population in Great Britain, which is considerable, approaching I think the two million mark, it is actually a matter for celebration that only a very tiny number as a proportion have engaged in what I like to call unIslamic extremism," he says. "But nevertheless there is the potential there, because it only takes very small numbers of people to engage in a terrorist campaign, to cause a disproportionate amount of fear and disruption. We saw this with the Irish nationalist cause and the IRA."

Tony Blair's former chief of staff and fixer Jonathan Powell – someone with a great deal of experience dealing with conflict and terrorism in Northern Ireland – recently said the West would eventually have to "start building a channel to" and communicating with elements of IS. Does Lewis agree? He says he sympathises with Winston Churchill's famous reply when asked in the 1930s why he refused to join others in seeking peaceful



coexistence with Hitler's Nazi Germany. Putting on his best Churchill impression he drawls: "Churchill is said to have growled: when a mad dog makes a dash for my trousers I shoot him down before he can bite'. In other words there are some people you really can't negotiate with. Isis is like that."

But if Islamic State is contained and frustrated, he says, its leaders could eventually seek a solution at the negotiating table. "You cannot negotiate with these people until they transform themselves into being something different from what they are at the moment.

"If we had continually decapitated the IRA there would have been no leaders with a long enough pedigree to realise that they were never going to succeed in gaining an independent

Ireland by force and that therefore they would be far better off to achieve some sort of accommodation with the United Kingdom.

"Often people say 'oh well it was thanks to Tony Blair and John Major's political initiatives that the agreement was reached. Well actually no, those political initiatives worked only because for 38 years the British Army had at considerable sacrifice of blood and treasure ensured that the violent insurrection that was being mounted did not succeed, and over that very long time you had a generation of IRA leaders gradually maturing and realising that they were never going to get what they hoped for and that therefore they need to settle for something less.

"This is what usually happens with counterinsurgency. The Malayan emergency, for example, lasted from 1948 to 1960. These irregular wars tend to last much longer than regular ones and usually come to an end in the end when the insurgent leaders are worn out.

"If you keep killing off the insurgent leaders so they are constantly replaced, then of course they will never get to that point of realising that they are not going to get where they want to be politically.

"So the strategy is to contain these threats abroad and to wait until the countries concerned are mature and developed enough that alternatives to the devil and the deep blue sea at the moment of dictatorship or aggressive, vicious, fundamentalism, are available." But that, he warns, "will be very long term".

This interview first appeared in the House magazine in June



s the United Kingdom looks for ways to maintain capability and readiness in a constrained defence budget environment, one solution is the increased use of synthetic training. The good news is that advances in synthetic training capability is making highly-capable, realistic virtual training systems even more effective, and there are companies like CAE committed to partnering to deliver and support the UK's defence forces.

CAE has all the requisite skills and capabilities of a training systems integrator, and believes this approach to synthetic training will be increasingly attractive as militaries are forced to save money without impacting readiness or operational capability.

The United Kingdom is a country that takes a leadership position in working with allies to foster global peace and security in an increasingly dangerous world. The goal of peace and security places tremendous demands on the UK defence forces who continue to see their mandates grow in diversity and complexity. At the same time, however, the UK's defence forces are facing constrained budgets and a force that will be fewer in numbers. Undoubtedly, the UK's armed services will need more effective and affordable training solutions.

Synthetic training – often called simulation-based training or computer-based training – already plays a key role in helping the United Kingdom produce a well-trained, flexible and capable defence force. The future, however, promises even more use of synthetic training and this will deliver a range of benefits for a variety of stakeholders.



Ministry of Defence Mr Jon Thompson Permanent Secretary,

Permanent Secretary, Ministry of Defence

Gen Sir Nicholas Houghton Chief of the Defence Staff, Ministry of Defence

Air Chief-Marshal Stuart Peach

Vice Chief of Defence Staff, Ministry of Defence

Mr Luke DeardenPrincipal Private Secretary, Ministry of Defence

Ms Sarah HoughtonPrivate Secretary to the
Permanent Secretary,
Ministry of Defence

Air Mr Tim Rowntree Director, Air Support, Air

Air Marshal
Simon Bollom

Chief of Materiel, Air Air Vice-Marshal

Graham Farnell Director, Combat Air, Air

Air Command Air Chief Marshal Sir Andy Pulford Chief of the Air Staff, Air Command

Air Vice-Marshal Edward Stringer Assistant Chief of Air Staff. Air Command

Air Support Mr Mark Thornton

Head, Air Transport/Air to Air Refuelling, Air Support

Mr Phil Riley Head, Air Equipment and Systems, Air Support

Mr Mike Lane Head, Science Gateway,

Air Support

Mr Colin Hickman Head, Air ISTAR, Air Support

Airworthiness Mr Steve Horrocks Head, Airworthiness

Mr Nick Barnett Head. Airworthiness

Central Legal Services Ms Bridget Edminson Head, Personnel and Pension Law. Central

Mr Robert Miller Head, Commercial Law, Central Legal Services

Legal Services

Mr Andrew Dodsworth Head, General Law, Central Legal Services

Ms Frances Nash Director, Central Legal Services

Mr Humphrey Morrison Head, Legislation, Central Legal Services

Ms Linda Dann Head, Operational and International Humanitarian Law, Central Legal Services

Chief Scientific Adviser Prof Vernon Gibson Chief Scientific Adviser, Chief Scientific Adviser

Dr Bryan WellsDirector, Science and
Technology Strategy,
Chief Scientific Adviser

Combat Air

Ms Georgina Benzies Head, Finance, Combat Air

Air Commodore Keith Bethell Head, Fast Air Support Team. Combat Air

Commodore Rick Thompson Head, Joint Combat Aircraft. Combat Air

Mr Tim Rhys-Jones Head, Science Gateway, Combat Air

Mr Richard Murray Head, UK Military Flying Training System, Combat Air

Commercial - MOD Mr Michael Greatwich Chief of Staff, Commercial, Commercial - MOD

Ms Helen Sawford Head, Commands and Centre Commercial, Commercial - MOD

Mr Richard Sims Head, Oil and Pipelines Agency Liaison, Commercial - MOD

Mr Alan Peter Head, Without Portfolio 1 Commercial, Commercial - MOD

Commercial Mr Neil Thompson

Head, ISTAR Commercial, Commercial

Mr Darren Bone Head, Land Equipment Commercial. Commercial

Mr Phil Tozer Head, Ships Commercial, Commercial

Mr Alan Richardson

Head, ISS Commercial, Commercial

Mr Dan Bishop

Head, Air Support Commercial, Commercial

Mr Bob Swales

Head, Combat Air Commercial, Commercial

Mr Tom O'Gorman Head. Submarines

Head, Submarines Commercial, Commercial

Ms Kim Woodward Head, Weapons Commercial. Commercial

Ms Anne Huckle Head, Helicopters Commercial. Commercial

Ms Jenny Lycett

Member, Chief of Staff (Board Member), DE&S Board

Defence Business Services

Mr Keith Luck Chief Operating Officer, Defence Business Services

Ms Jenny Wheeler Head, Strategic

Head, Strategic Programmes, Defence Business Services

Ms Alison Hulme

Head, Vetting Operations, Defence Business Services

Mr Mike Calaminus

Head, Field Investigations Division, Defence Business Services

Ms Jo Shaw

Head, Primary and Developed Vetting, Defence Business Services

Mr Mark Revell

Head, Customer Relations and Marketing, Defence Business Services

Mr Mark Wraight

Head, Policy, Planning and Quality, Defence Business Services

Ms Samantha Farley

Head, Resource Management, Defence Business Services

Defence Equipment and Support Sir Bernard Grav

Chief of Defence Materiel, Defence Equipment and Support

Mr Les Mosco

Director, Defence Commercial, Defence Equipment and Support

Mr Barry Burton

Director, Materiel Strategy, Defence Equipment and Support

Mr Steven Morgan

Director, Commercial Professional Development, Defence Equipment and Support

Mr David Ball

Chief Information Officer and Director, Human Resources, Defence Equipment and Support

Air Vice-Marshal

Julian YoungDirector, Technical, Defence
Equipment and Support

Mr Colin Willoughby

Commercial Head, Inter-Institutional Maritime Operational Centre and Logistics Commodities and Services, Defence Equipment and Support

Air Vice-Marshal Graham Howard

Assistant Chief of the Defence Staff, Log Ops, Defence Equipment and Support

Defence Infrastructure Organisation

Mr Mark Hutchinson Chief Operating Officer, Defence Infrastructure Organisation

Dr David Marsh

Director, Business Partnering, Defence Infrastructure Organisation

Ms Francesca Fryer

Director, Estate Strategy and Policy, Defence Infrastructure Organisation

Maj Gen Nick Ashmore

Director, Strategic Asset Management and Programming, Defence Infrastructure Organisation

Mr David Mitchard

Chief Executive, Defence Infrastructure Organisation Defence Intelligence, Ministry of Defence Vice Admiral Alan Richards Chief of Defence Intelligence, Defence Intelligence

Mr Phil Stringer

Head, Defence Intelligence Development and Support, Defence Intelligence

Maj Gen Jerry Thomas

Assistant Chief of the Defence Staff, Intelligence, Defence Intelligence

Air Cmdre Jon Rigby

Commander, Intelligence Collection Group, Defence Intelligence

Brig Mark Hallas

Commander, Defence Intelligence and Security Centre, Defence Intelligence

Brig Mike Maer

Head, Defence Intelligence Operations, Defence Intelligence

Col Ian Thomas

Head, Defence Intelligence Capability Strategy and Policy, Defence Intelligence

Dr Mike Jenden

Head, Defence Intelligence Capability Assessment, Defence Intelligence

Mr John Colston

Deputy Chief of Defence Intelligence, Defence Intelligence

Mr Hugh Kernohan

Head, Defence Intelligence Strategic Assessments, Defence Intelligence

Mr Richard Alcock

Head, Defence Intelligence Counter Proliferation, Defence Intelligence

Mr Gary Lewitt

Head, Defence Intelligence Strategic Resources, Defence Intelligence

Defence Personnel

Mr Gavin Barlow Director, Service Personnel Policy. Defence Personnel

Air Vice Marshal David Murray

Assistant Chief of the Defence Staff, Personnel and Defence Services Secretary, Defence Personnel

Maj Gen Greg Smith

Assistant Chief of the Defence Staff, Reserves and Cadets, Defence Personnel

Air Cmdre Tim Winstanley

Head, Training, Education and Skills, Defence Personnel

Air Cmdre Dan Hill

Head, Strategy and Programmes, Defence Personnel

Cmdre John Woodcock Head, Pay and Manning, Defence Personnel

Dr Anne Braidwood Head, Service Personnel Policy Medical Adviser,

Defence Personnel

Mr Peter Davies Head, Pensions, Compensation and Veterans, Defence Personnel

Mr Simon Lowe

Head, Service Personnel Secretariat, Defence Personnel

Defence Security and Resilience

Ms Carol Bernard Head, Defence Security and Resilience

Exports and Commercial Strategy

Ms Susanna Mason

Director-General, Exports and Commercial Strategy , Exports and Commercial Strategy

Mr Nick Pavne

Director, Commercial Scrutiny and Industrial Policy (Acting), Exports and Commercial Strategy

Mr Paul Hamilton

Head, Industrial Policy , Exports and Commercial Strategy

Ms Anna-Marie Barrow

Head, DECS CG (Acting), Exports and Commercial Strategy

Mr Bruce Marshall

Head, DECS, Exports and Commercial Strategy

Mr Tim McDonnell

Head, Exports Policy , Exports and Commercial Strategy

Ms Fiona White

Head, Exports Projects, Exports and Commercial Strategy

Mr Petch Jason Petch

Head, Single Source Pricing Review, Exports and Commercial Strategy

Ms Valerie Evans

Head, International Relations Group, Exports and Commercial Strategy

Finance

Mrs Louise Tulett Director-General, Finance

Mr Terence Jagger Director, Financial

Director, Financial Management, Finance

Ms Carole Tolley

Director, Scrutiny, Finance

Miss L M Nicholson

Head, Scrutiny: Air/ Sea/CIS, Finance

Ms Emma Davies

Head, Business Strategy and Governance, Finance

Ms Leslie Millar

Head, Financial Management Information Systems. Finance

Ms Heather Tayler

Head, Financial
Management Shared
Service Centre, Finance

Mr Kevin Parry

Head, Corporate Systems and Development Group, Finance

Mr Ian Gouldbourne

Head, Equipment and Personnel Statistics and Analysis Division, Finance

Mr David Johnson

Head, Resources and Plans, Finance

Mr Amariit Atkar

Head, Internal Audit. Finance

Dr Svd Morlev

Head, Scrutiny: Land/ Estates/Policy, Finance

Mr Martin Crabtree

Head, Financial Accounting, Finance

Ms Ann Underwood

Head, Resources, Plans and Management Accounting, Finance

Mr David English

Head, Corporate Approvals, Performance and Risk, Finance

Mr Tim Sheldon

Head, Cost Assurance and Analysis Service, Finance

Mr Neil Davies

Head, Economics, Statistics and Advice and Chief Economist. Finance

Fleet

Rear Admiral Steve Brunton

Director, Ships Acquisition, Fleet

Rear Admiral Ian Jess Director, Naval Bases, Fleet

Mr Paul Dunster
Chief Financial Officer Fleet

Rear Admiral Mike Wareham

Director, Submarines, Fleet

Vice Admiral Simon Lister Chief of Materiel, Fleet

Head Office

Mr Jonathan Slater Director-General, Head Office and Commissioning Services, Head Office

Helicopters

Commodore Andy Lison Head, Helicopters

1, Helicopters

Mr Ian Craddock

Head, Helicopters

2. Helicopters

Air Cdre Simon Moss

Head, Helicopters 3. Helicopters

Mr Pat Collins

Head, Science Gateway, Helicopters

Human Resources and CIO Ms Claire Fry

Head, Defence Equipment and Support CIO Support Office, Human Resources and CIO

Mr J Amer

Head, Secretariat and Communications, Human Resources and CIO

Information Systems and Services

Mr Gerry Cantwell Director, Information Systems and Services

Colonel Gordon Rafferty Chief of Staff, Information Systems and Services

Mr Brian Dubrie
Head, Defence Information
Services. Information

Systems and Services Air Commodore

Andy Powell Head, Service Operations, Information Systems and Services

Air Commodore Ian Kirkwood

Head, Network Technical Authority, Information Systems and Services

Commodore Jamie Hay

Head, Programmes, Information Systems and Services

Ms Naina Burgess

Head, Finance, Information Systems and Services

Colonel Mike Griffiths

Head, Networks, Information Systems and Services

Brigadier Ivan Hooper

Head, BOWMAN and Tactical Communication and Information Systems, Information Systems and Services

Brigadier Tim WattsCommander, SANGCOM,

Commander, SANGCOM, Information Systems and Services

Mr Darren Watts Head, Science Gateway, Information Systems

and Services

ISTAR,

Dr Simon Dakin

Head, ISTAR Programme Delivery Group 1, ISTAR

Mr Chris Carpenter

Head, ISTAR Programme Delivery Group 3, ISTAR

Dr David Guy Head, Science

Gateway, ISTAR

loint Enablers

Mr Clive Tarver

Director, Intelligence, Surveillance, Target Acquisition, and Reconnaissance (ISTAR), Joint Enablers

Mr Peter Worrall

Chief of Materiel, Joint Enablers

Maj Gen Tim Inshaw

Director, Information Systems and Services, Joint Enablers

Mr Adrian Baguley Director, Helicopters.

Director, Helicopters Joint Enablers

Joint Forces Command General Sir Richard Barrons

Commander of Joint Forces Command, Joint Forces Command

Land Command Lt Gen Mark Mans

Adjutant General, Land Command

Gen Sir Peter Wall

Chief of the General Staff, Land Command

Mr William Suttie

Head, Science Gateway, Land Equipment

Brigadier Robert Talbot Rice

Head, Armoured Vehicles Programme, Land Equipment

Mr Roddy Malone

Head, Operational Support Programme, Land Equipment

Mr Neal Lawson

Head, Combat Mobility Programme, Land Equipment

Brigadier Mark Gaunt

Head. Soldier Systems Programme, Land Equipment

Mr Nick Taylor

Head. Training and Simulation Systems Programme, Land Equipment

Land Lieutenant General

Chris Deverell Chief of Materiel, Land

Major General Carew Wilks

Director, Land Equipment, Land

Mr Richard Smart

Director, Weapons, Land

Major General Ian Copeland

Director, Joint Supply Chain, Land

Mr Neil Firth

Director, Logistic Commodities and Services, Land

Materiel Strategy Dr Liesl Neale

Head. Defence Equipment and Support Plus. Materiel Strategy

Media and Communication Mr Stephen Iolly

Director, Media and Communication

Mr James Shellev

Head, News, Media and Communication

Brig Mark Van Der Lande Head, Operational

Communications, Media and Communication

Military Capability Air Vice Marshal Carl Dixon

Director, Information Superiority, Military Capability

Brig Nick Pope

Head, Equipment Plan. Military Capability

Brig Mike Riddell-Wehster

Head, Ground Manoeuvre Capability, Military Capability

Air Cmdre Sean Bell Head Theatre Airsnace

Capability, Military Capability

Dr Paul Hollinshead

Head Deterrent and Underwater Capability, Military Capability

Vice Admiral Paul Lambert

Deputy Chief of the Defence Staff, Capability, Military Capability

Brig Neil Couch

Head, Command Control and Information Infrastructure Capability, Military Capability

Air Cmdre Philip Osborn

Head, Deep Target Attack Capability, Military Capability

Cmdre Russell Harding

Head. Air and Littoral Manoeuvre Capability. Military Capability

Air Cmdre Tom Cross Head, ISTAR Capability,

Military Capability

Air Cmdre David Stubbs

Head. Special Projects and CBRN Capability. Military Capability

Dr Dai Morris

Head, Joint Training. Evaluation and Simulation Capability, Military Capability

Cmdre Chris Gardner

Head, Capability Improvement. Military Capability

Rear Admiral Amiad Hussain

Director, Precision Attack, Military Capability

Mai Gen Bill Moore

Director, Battlespace Manoeuvres, Military Capability

Naval Bases Captain Phil Buckley

Head, Waterfront Coherence and Assurance, Naval Bases

Captain David Graham

Superintendent, Fleet Maintenance, Naval Bases

Commodore **Graham Little**

Head, HM Naval Base Devonport, Naval Bases

Captain Steve French Captain Base Safety, Naval Bases

Captain Chris Saxby Superintendent, Fleet Maintenance, Naval Bases

Mr Paul Methven

Superintendent. Submarines, Naval Bases

Commodore leremy Rigby

Head, HM Naval Base Portsmouth, Naval Bases

Captain Aiden Talbott

Captain of the Base. Naval Bases

Captain Andrew Glennie

Superintendent, Fleet Maintenance, Naval Bases

Captain Iain Greenlees

Head. Transformation. Naval Bases

Capt Alistair Willis

Captain, HMS Neptune, Naval Bases

Navy Command Admiral Sir George Zambellas

First Sea Lord and Chief of the Naval Staff, Navy Command

Operations

Air Cmdre Stuart Atha Head. Joint Capability. Operations

Mai Gen leff Mason

Assistant Chief of the Defence Staff, Logistic Operations, Operations

Brig Chip Chapman

Head. Counter Terrorism and UK Operations, Operations

Lt Gen Simon Mayall

Deputy Chief of the Defence Staff, Operations, Operations

Brig Rory Maxwell

Head, Defence Logistics Operations and Plans, Operations

Brig Tim Radford

Head, Overseas Operations, Operations

Permanent Joint Headquarters

Mr Paul Lincoln Command Secretary, Permanent loint Headquarters

Mr Paul Rimmer

Chief of Staff. Policy and Finance, Permanent Joint Headquarters

Lt Gen David Capewell

Chief of loint Operations. Permanent loint Headquarters

Resources

Mr Michael Bradley Director-General, Resources

Security Policy Mr Steve McCarthy

Director, International Security Policy, Security Policy

Ms Teresa Grace Jones Head, International Policy and Planning (Civilian), Security Policy

Dr John Noble

Head, Arms Control and Counter Proliferation Policy, Security Policy

Cmdre John Gower Head, CBRN Policy, Security Policy

Ms Tracey Lerpiniere Head, NATO and Europe Policy, Security Policy

Mr Jonathan Duke-Evans Head, Public Enquiries, Security Policy

Air Cmdre Clive Bairstow Head, International Policy and Planning (Military), Security Policy

Brig John Donnelly Head, Military Liaison, Security Policy

Mr Peter Watkins Director-General, Security Policy

Ms Alison Stevenson Head, NATO and Europe Policy, Security Policy

of Defence Commodore John Newell Head, Ships Support

Head, Ships Support (Alliance), Ships

Ships, Ministry

Commodore Dave Preston Head, Commercially Supported Shipping, Ships

Mr Martin Ellis Head, Maritime Platform Systems, Ships

Mr Steve Hyde Head, Maritime Combat Systems, Ships

Mr Andrew Flinn Head, Science Gateway, Ships

Submarines, Ministry of Defence Rear Admiral Mark Beverstock

Chief Strategic Systems Executive, Submarines

Mr Andrew Avison Head, Submarine Programme, Submarines

Dr John van Griethuysen Chief Engineer, Submarines

Commodore Tim Hodgson Head, In-Service Submarines, Submarines

Mr Colin Caldwell Head, Submarine Production, Submarines

Commodore Keith Beckett Head, Nuclear Propulsion, Submarines

Mr Ben Evans Head, Science Gateway, Submarines

Mr Nick Randall Head, Finance, Submarines

Surgeon General, Ministry of Defence Air Marshal Paul Evans Surgeon General, Surgeon General

Technical, Ministry of Defence Ms Heather Goldstraw Head, Technical

Mr Paul Reason Chief of Staff, Technical

Delivery, Technical

Ms Rosalind Roberts Head, Quality, Safety and Environmental Protection, Technical

Dr Jonathan Cook Head, Engineering Group, Technical

Mr Mark Hawkins Head, Assistance and Guidance, Technical

Transformation and Corporate Strategy, Ministry of Defence Mr Vincent Devine

Head, Strategy Unit, Transformation and Corporate Strategy

Mr Mark PrestonDirector, Business

Resilience, Transformation and Corporate Strategy

Ms Esther WallingtonDirector, Human Resources,
Transformation and
Corporate Strategy

Mr Graeme Biggar Head, Defence Business Improvement, Transformation and Corporate Strategy

Brig Mark Carleton-Smith Head, Army Resources and Plans, Transformation and Corporate Strategy

Mr Richard Jones Head, Defence Resources, Transformation and Corporate Strategy

Cmdre Russell Best Head, Strategy Management, Transformation and Corporate Strategy

Air Vice Marshal Paul Colley

Assistant Chief of the Defence Staff, Development Concepts and Doctrine, Transformation and Corporate Strategy Mr Peter Ryan Director, Human Resources Development Transformation, Transformation and Corporate Strategy

Brig David Hook Head, Navy Resources and Plans, Transformation and Corporate Strategy Brig Andrew Sharpe Head, Land and Research, Transformation and Corporate Strategy

Mr Mike Stone Chief Information Officer, Transformation and Corporate Strategy

Dr Roger HuttonDirector, Defence Reform,
Transformation and
Corporate Strategy

Weapons, Ministry of Defence Air Commodore Mike Quigley Head, Engineering, Weapons

Mr Neil Rixon Head, Weapons Support, Weapons

Mr Jonathan Barratt Head, Team Complex Weapons, Weapons

Mr Nick Hunt Head, Munitions International and Torpedoes, Weapons

Mr Peter Cooper Head, Science Gateway, Weapons



For further information on Dods People please call Kelly Wenborne on **020 7593 5658** or visit www.dodspeople.com

Dods would like to thank the following organisations for their support in enabling the guide to The Ministry of Defence to be published











