

# The Future Defence Review: The Armed Forces and The British People - What Needs to be Done?

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## Session 2:1030-1200 'Transforming the armed forces'

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# 1. Review MoD processes to ensure value-added

- Ensure that jobs add significant value



## 1. Review MoD processes to ensure value-added

- Ensure that jobs add significant value
  - increase personal responsibility and accountability

## 2. Single service thinking damages defence

- ‘COIN bias must not distort UK procurement, warns air chief’ (*JDW* 24 February 2010)
- ‘Army chiefs question need for Trident nuclear deterrent’ (*Guardian* 23 February 2010)
- ‘First Sea Lord to warn against navy spending cuts’ (*Daily Telegraph* 19 January 2010)
- Carriers versus tanks: Royal Navy joins battle for resources (*Guardian Online* 2 February 2010)
- ‘The heads of Britain’s Army and Royal Navy have this week been engaged in a vigorous public argument on the future of the UK’s armed forces’ (*Financial Times* 21 January 2010)

**What does man  
on Clapham  
omnibus think?**



## *Vertical Take-off, p.10*

- The problem that needed to be addressed could be summed up by a famous quote from Gertrude Stein: ‘there was no one there’ at BAe. Instead of finding strength from the unity of its constituent parts, BAe was a federation of independent-minded business units’

### 3. Preparing and using defence capability often require different management skills and attributes

Preparation	Use
Relevant information can be collected and analysed	Too much information to absorb or too little available
Time available for decision	Decisions under time pressure
Money as central	Money not central
'Success' or failure may not be known for years	Short term outcomes very prominent
Concern for a safe working environment	Human lives at risk

## Conclusion: three headline points

- Should defence be dominated by people whose strengths are most apparent in crises?
- Is the price of relying on single service organisations to generate and deliver defence capability too high?
- Should not the prime target be designing a defence sector in which all jobs add significant value? Reducing the number of civil servants might be consequence but should it be a target in its own right?

Presentation overall objectives:  
To provoke constructive thought  
To prick consciences