

Ministry of Defence
2011 Business Plan revisions

2011 SRP	2011 text	2011 start date	2011 end date	2012 status	2012 SRP	2012 text (if changed)	2012 start date (if changed)	2012 end date (if changed)	Explanation (for text/date changes or actions removed from Plan)
1	Restructure the Armed Forces and their capabilities	Ongoing		Structural Reform Plan	1		Started	Mar-2023	End date clarified with refinement of actions below.
1.1	Conduct the Strategic Defence and Security Review (SDSR) including Armed Forces capability reviews	Completed		Annex C) completed structural reform actions					
1.2	Publish the National Security Strategy (NSS)/SDSR White Paper	Completed		Annex C) completed structural reform actions					
1.3	Start implementing SDSR outcomes	Ongoing		Removed from Business Plan					This work is ongoing and is captured under section 1 of the 2012 SRP.
1.4	Build constructive bilateral relationships including with the US and France; and multilateral relationships in particular NATO	N/A		Structural Reform Plan	1.2 1.3	Build constructive bilateral relationships including with France Build constructive multilateral relationships, in particular with NATO			Split to enable more coherent and targeted reporting
1.4.i	Implement US/UK Defence Trade Co-operation Treaty	Started	Mar 2012	Annex C) completed structural reform actions					
1.4.ii	Establish A400M Joint User Group with France	Completed		Annex C) completed structural reform actions					
1.4.iii	Conduct Joint User Group study on A400M to inform operating techniques and procedures and identify opportunities for synthetic and live training	Started	Dec 2014	Structural Reform Plan	1.2.ii				

1.4.iv	Identify potential to use Future Strategic Transport Aircraft (FSTA) spare capacity to meet French requirement for AAR and Air Transport (AT)	Started	Jul 2011	Annex C) completed structural reform actions					
1.4.v	New NATO Command Structure agreed by the Alliance	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
1.4.vi	UK commitment to new NATO Command Structure implemented	Mar 2016	Mar 2016	Structural Reform Plan	1.3.iii	Implement UK commitment to new NATO Command Structure	Dec 2012	Dec 2014	Will be completed early. Reworded for clarity.
1.5 and 1.5.i	Take forward work to develop the Queen Elizabeth Class Carriers: Interim report presented to the MOD's internal Investment Approvals Board	May 2011	May 2011	Annex C) completed structural reform actions					
1.6	Take forward restructuring activities as set out in the SDSR	N/A		Structural Reform Plan	1.5 1.6 1.7	Take forward restructuring activities as set out in the SDSR in the Royal Navy Take forward restructuring activities as set out in the SDSR in the Army Take forward restructuring activities as set out in the SDSR in the Royal Air Force			Split to enable more coherent and targeted reporting
1.6.i.b	Decomission HMS ARK ROYAL	Completed		Annex C) completed structural reform actions					
1.6.i.c	Reduce by four the number of frigates	Completed		Annex C) completed structural reform actions					
1.6.i.d	Place at extended readiness a landing and command ship	Started	Mar 2012	Annex C) completed structural reform actions					

1.6.i.e	Decomission one Bay-class amphibious support ship	Completed		Annex C) completed structural reform actions					
1.6.i.f	Reduce the number of Royal Navy Personnel by around 5,000	Started	Apr 2015	Structural Reform Plan	1.5.iii				
1.6.i.f.1	Deliver Tranche 1	Started	Sep 2012	Structural Reform Plan	1.5.i	Deliver Tranche 1 of the plan to reduce the number of RN personnel by around 5,000			Action reworded for clarity.
1.6.i.f.2	Identify Tranche 2	Oct 2011	Apr 2012	Removed from Business Plan					This work will be completed in June and the business plan has been updated to reflect delivery of this tranche.
1.6.i.f.3	Identify Tranche 3	Apr 2012	Oct 2012	Removed from Business Plan					The Royal Navy no longer require 3 tranches.
1.6.ii.a	Reduce the non-deployable regional administrative structure to enhance our focus on front-line capabilities	Started	Mar 2015	Structural Reform Plan	1.6.vii	Reduce the non-deployable regional administrative structure to enhance our front line focus			More succinct.
1.6.ii.b	Restructure to deliver five multi-role brigades	Started	Apr 2015	Structural Reform Plan	1.6.x	Restructure to deliver the new brigade structures identified by Army 2020			Action reworded for clarity.
1.6.ii.c	Reduce our holdings of Challenger 2 Main Battle Tanks by 40%	Completed		Annex C) completed structural reform actions					
1.6.ii.d	Reduce our heavy artillery armoured vehicles (AS90) by around 35%	Completed		Annex C) completed structural reform actions					
1.6.ii.e	Rationalise wider equipment holdings in the light of experience on operations and improved fleet management	Started	Apr 2020	Structural Reform Plan	1.6.xv				
1.6.ii.f	Reduce the number of Army Personnel by around 7,000	Started	Apr 2015	Structural Reform Plan	1.6.v	Reduce the number of Army personnel by around 20,000	Started	Dec 2018	Figures and dates updated following outcome of the 3 month exercise.

1.6.ii.f.1	Deliver Tranche 1	Started	Sep 2012	Structural Reform Plan	1.6.i	Deliver Tranche 1 of the plan to reduce the number of Army personnel by around 20,000			Action reworded for clarity.
1.6.ii.f.2	Identify Tranche 2	Oct 2011	Apr 2012	Removed from Business Plan					This work will be completed in June and the business plan has been updated to reflect delivery of this tranche.
1.6.ii.f.3	Identify Tranche 3	Apr 2012	Oct 2012	Structural Reform Plan	1.6.iii	Deliver Tranche 3 of the plan to reduce the number of Army personnel by around 20,000	Dec 2012	Jul 2014	Updated to reflect delivery of this work.
1.6.ii.f.4	Identify Tranche 4	Oct 2012	Apr 2013	Structural Reform Plan	1.6.iv	Deliver Tranche 4 of the plan to reduce the number of Army personnel by around 20,000	Dec 2013	Jul 2015	Updated to reflect delivery of this work.
1.6.ii.g	Restructure HQ Allied Rapid Reaction Corps (ARRC) and deployable divisional headquarters	Apr 2012	Apr 2015	Structural Reform Plan	1.3.i	Restructure Headquarters Allied Rapid Reaction Corps (ARRC)	Started		Deliverable split and Restructure deployable divisional headquarters moved to 1.6.v.
1.6.iii.a	Reduce the Tornado Fleet from 40 to 18 Force Elements	Started	Mar 2015	Structural Reform Plan	1.7.v				
1.6.iii.b	Remove the RAF component of the Joint Harrier Force from service	Completed		Annex C) completed structural reform actions					
1.6.iii.c	Accelerate Typhoon Force growth and increase multi-role capability	Started	Mar 2018	Structural Reform Plan	1.7.vi 1.7.vii	Achieve 4th Typhoon squadron Initial Operating Capability (IOC) to accelerate Typhoon Force growth and increase multi-role capability and Achieve 5th Typhoon squadron Initial Operating Capability (IOC) to accelerate Typhoon Force growth and increase multi-role capability			Subsumed into these two deliverables.
1.6.iii.d	Switch to the more capable carrier variant of Joint Strike Fighter	Started	Apr 2023	Structural Reform Plan	1.7.ix	Switch to the Short Take-Off and Vertical Landing (STOVL) variant of Joint Combat Aircraft (LIGHTNING II)			Greater clarity.
1.6.iii.e	Withdraw the three variants of the TriStar transport/tanker aircraft from service	Started	Apr 2013	Structural Reform Plan	1.7.xii			Mar 2014	Extension endorsed as part of Planning Round 12 to mitigate capability gap.
1.6.iii.f	Reduce the role of the VC-10 transport/tanker aircraft to undertake air-to-air refuelling (AAR) only	Completed		Annex C) completed structural reform actions					

1.6.iii.g	Reduce the number of RAF Personnel by around 5,000	Started	Apr 2015	Structural Reform Plan	1.7.iii				
1.6.iii.g.1	Deliver Tranche 1	Started	Sep 2012	Structural Reform Plan	1.7.i	Deliver Tranche 1 of the plan to reduce the number of RAF personnel by around 5,000			Greater clarity.
1.6.iii.g.2	Identify Tranche 2	Oct 2011	Apr 2012	Removed from Business Plan					This work will be completed in June and the business plan has been updated to reflect delivery of this tranche.
1.6.iii.g.3	Identify Tranche 3	Apr 2012	Oct 2012	Removed from Business Plan					The RAF no longer require 3 tranches.
1.7	Restructuring activities for Interim Force 2015 implemented in the Royal Navy, the Army and Royal Air Force	Started	May 2015	Structural Reform Plan	1.10	Restructuring activities for Interim Force 2015 implemented in the RN, Army and RAF			More succinct.
2	Deliver the Armed Forces Covenant and develop the New Employment Model	Started	Sep 2014	Structural Reform Plan	2			Apr 2020	End date extended to reflect additional actions covered below.
2.1	Introduce Armed Forces Bill	Completed		Annex C) completed structural reform actions					
2.2	Issue a revised Service Personnel sub-Strategy to include New Employment Model (NEM) principles	Started	Mar 2011	Annex C) completed structural reform actions					
2.2.i	NEM Estimate Team Study to confirm NEM programme scope, feasibility and resourcing	Completed		Annex C) completed structural reform actions					
2.2.ii	Conduct Future Accommodation Project	Started	Jun 2012	Structural Reform Plan	2.2.i	Conduct NEM programme projects identified by NEM Estimate (to include Future Accommodation Project (FAP))			Deliverable subsumed into wider NEM work.
2.2.ii.a	Deliver Future Accommodation Project Interim Report	Dec 2011	Dec 2011	Completed Actions annex	2.2.ii				

2.2.ii.b	Deliver Future Accommodation Project Final Report	Jun 2012	Jun 2012	Structural Reform Plan	2.2.i	Conduct NEM programme projects identified by NEM Estimate (to include Future Accommodation Project (FAP))			Deliverable subsumed into wider NEM work.
2.2.iii	Conduct NEM studies identified by NEM Estimate	Apr 2011	Jun 2012	Structural Reform Plan	2.2.i	Conduct NEM programme projects identified by NEM Estimate (to include Future Accommodation Project (FAP))	Started		Greater clarity.
2.2.iv	Deliver NEM Report to include costed options to inform Planning Round 2013	Sep 2012	Sep 2012	Structural Reform Plan	2.2.ii	Deliver NEM Final Report (to include costed options) to inform Annual Budget Cycle 13 (ABC13)			
2.2.v	Develop policy and implement endorsed NEM Report outcomes	Sep 2012	TBC	Structural Reform Plan	2.2.iii 2.2.iv	Develop NEM policy, software and implementation plan and Implement NEM policy		Apr 2015	Split into two deliverables for greater clarity and ease of reporting.
2.3	Adjust the pay and allowances provision afforded Service Personnel, ensuring a balanced and fair remuneration package while maintaining affordability			Annex C) completed structural reform actions					
2.3.i	Double operational allowance for Service Personnel	Completed		Annex C) completed structural reform actions					
2.3.ii	Include Service pay in the Fair Pay review			Annex C) completed structural reform actions					
2.3.ii.a	Review interim report	Completed		Annex C) completed structural reform actions					
2.3.ii.b	Fair Pay Review Final Report published	Completed		Annex C) completed structural reform actions					

2.4	Develop rest and recuperation (R&R) arrangements to ensure a balanced use of resources, provide value for money and minimise disruption to Service Personnel and their families			Annex C) completed structural reform actions					
2.4.i	Compensate Service Personnel who have lost days from their R&R with extra days during their post operational leave	Completed		Annex C) completed structural reform actions					
2.4.ii	Ensure short tours are no longer than 119 days to minimise disruption to Service Personnel and their families	Completed		Annex C) completed structural reform actions					
2.5	Consider changing the rules so that Service Personnel only have to register once on the Service register to be able to vote			Annex C) completed structural reform actions					
2.5.i	Agree data sharing arrangements between MOD and Electoral Registration Officers	Started	May 2011	Annex C) completed structural reform actions					
2.6	Conduct Future Reserves 2020 Study	Started	Aug 2011	Completed Actions annex					
2.6.i	Conduct Phase 1: Establish the Defence requirement for Reserves and define the strategic principles around which the balance between Regular and non-Regular manpower should be designed	Completed		Annex C) completed structural reform actions					
2.6.ii	Conduct Phase 2: Design a range of single Service Reserve Force structures and force generation options which meet the operational requirement	Started	May 2011	Annex C) completed structural reform actions					

2.6.iii	Conduct Phase 3: Develop a detailed concept and outline plan for implementation of the new Reserves' structure	May 2011	Jul 2011	Annex C) completed structural reform actions					
2.6.iv	Deliver Future Reserves Study	Aug 2011	Aug 2011	Annex C) completed structural reform actions					
2.7	Maintain and further improve the health and social care provided to both serving and ex-Service personnel	N/A		Additional Reform Actions annex		Maintain and further improve the health and social care provided to serving and ex-Service personnel	Ongoing		Unnecessary wording removed
2.7.i	Develop plan to implement the in-service elements of the Murrison Report	Completed		Annex C) completed structural reform actions					
2.7.ii	Implement the in-service recommendations from the Murrison report on mental health services for Service Personnel			Annex B) additional departmental actions			Ongoing		
2.7.ii.a	Conduct post-deployment mental health project	Started	Sep 2014	Annex B) additional departmental actions					
2.7.ii.b	Research developing a post-deployment mental health / post traumatic stress disorder screening tool	Started	Sep 2011	Annex C) completed structural reform actions					
2.7.ii.c	Incorporate enhanced mental health assessments (EMHA) into routine Service and discharge medical examinations			Annex B) additional departmental actions			Ongoing		
2.7.ii.c.1	Run a tri-Service trial	Started	Jul 2011	Annex C) completed structural reform actions					

2.7.ii.c.2	Deliver EMHA Report	Aug 2011	Aug 2011	Annex C) completed structural reform actions					
2.7.ii.c.3	Implement endorsed EMHA findings	Oct 2011	Dec 2011	Annex C) completed structural reform actions					
2.7.iii	Work with the Department of Health to implement ex-Service personnel (veterans') element of the Murrison Report			Annex B) additional departmental actions			Ongoing		
2.7.iii.a	Launch a dedicated 24-hour support line for ex-Service personnel	Completed		Annex C) completed structural reform actions					
2.7.iii.b	Commission a national service to improve access to mental health services for veterans, including the introduction of 30 mental health nurses (or equivalents) in Mental Health Trusts	Completed		Annex C) completed structural reform actions					
2.7.iii.c	In co-operation with 'Big White Wall', or similar network, design a mental wellbeing website	Started	Sep 2011	Annex C) completed structural reform actions					
2.7.iv	Include the ability for veterans to use Defence Departments of Community Mental Health (DCMH) for 6 months after their release from service in medical policy	Started	May 2011	Annex C) completed structural reform actions					
2.8	Seek to improve education provision to Service Personnel and their dependants			Annex C) completed structural reform actions					

2.8.i	Provide university and further education scholarships for the children of Service Personnel killed on active service	Started	Oct 2011	Annex C) completed structural reform actions					
2.8.i.a	Secure stakeholder agreement to implementation process	Completed		Annex C) completed structural reform actions					
2.8.i.b	Design process to administer scholarships	Started	Sep 2011	Annex C) completed structural reform actions					
2.8.ii	Work with the Department for Education (DfE) to scope the Troops for Teachers programme	Completed		Annex C) completed structural reform actions					
2.8.ii.a	Publish DfE Schools White Paper including the Troops for Teachers intent	Completed		Annex C) completed structural reform actions					
2.9	Conduct Youth Engagement Review	Started	Nov 2011	Annex C) completed structural reform actions					
2.9.i	Deliver Youth Engagement Review Interim Report	Jul 2011	Jul 2011	Annex C) completed structural reform actions					
2.9.ii	Deliver Youth Engagement Review Final Report	Nov 2011	Nov 2011	Annex C) completed structural reform actions					

2.10	Publish the Armed Forces Continuous Attitude Survey	Completed		Annex C) completed structural reform actions				
3	Delivery the Defence Reform Unit's review	Ongoing		Structural Reform Plan	3	Transform Defence		To be more succinct.
3.1	Establish the Defence Reform Unit, led by Lord Levene	Completed		Annex C) completed structural reform actions				
3.2	Conduct work-stream analysis to review effectiveness and efficiency of:			Structural Reform Plan	3.1			
3.2.i	Policy, strategy, financial planning and performance management			Completed Actions annex				
3.2.ii	Armed Forces force generation, including harmony and tour length			Structural Reform Plan	3.1.i		Ongoing	
3.2.iii	Acquisition and support			Structural Reform Plan	3.1.ii	Identify and implement DE&S Interim Structure to support the transformation of acquisition and support	Ongoing	Greater clarity
3.2.iv	Corporate Services and estate			Removed from Business Plan			Ongoing	This has been subsumed into deliverables 3.1.iv-3.1.ix
3.2.iv.a	Establish Defence Infrastructure Organisation (DIO)	Completed		Annex C) completed structural reform actions				
3.2.iv.b	Establish Defence Business Services (DBS)	Jul 2011	Jul 2011	Annex C) completed structural reform actions				

3.2.v	Top level governance, and the most senior posts	Started	Jul 2011	Annex C) completed structural reform actions					
3.3	Complete the Defence Reform Unit's review			Annex C) completed structural reform actions					
3.3.i	Present Defence Reform Unit findings to the Defence Secretary			Annex C) completed structural reform actions					
3.3.ii	Publish Defence Reform Review Report and Response			Annex C) completed structural reform actions					
3.3.iii	Publish an implementation plan setting out how the Defence Reform Unit's review will be delivered			Annex C) completed structural reform actions					
3.4	Implement Defence Reform Review endorsed outcomes			Structural Reform Plan	3.2				
3.5	Reduce the number of MOD civilians in the core Department by around 20,000	Started	Apr 2015	Structural Reform Plan	3.4				
3.5.i	Deliver Tranche 1 profile	Started	Mar 2012	Annex C) completed structural reform actions					
3.5.ii	Deliver Tranche 2 profile	Apr 2012	Mar 2013	Structural Reform Plan	3.4.i	Deliver Tranche 2 by implementing Voluntary Early Release Scheme (VERS) 12/14	Started	Mar 2014	Greater clarity - deliverable expanded to cover years 12-14.
3.5.iii	Deliver Tranche 3 profile	Apr 2013	Mar 2014	Removed from Business Plan					Now subsumed into deliverable 3.4.i.

3.5.iv	Deliver Tranche 4 profile	Apr 2014	Mar 2015	Removed from Business Plan					There is no longer a requirement for 4 tranches.
4	Deliver Defence in the most effective, efficient and sustainable way	Ongoing		Structural Reform Plan	4		Started	Mar 2021	End date clarified with refinement of actions below.
4.1	Continue to drive delivery of efficiencies over the Spending Review 2010 period, including work under the Transforming Defence programme	Started	Apr-2015	Removed from Business Plan					This is now embedded within deliverable A4.1.
4.2	Define future programmes for further efficiencies, including work under the Transforming Defence programme, throughout Spending Review 2010 period, building on the Defence Reform Unit's review	Started	Apr 2015	Annex B) additional departmental actions			Ongoing		
4.2.i	Agree the Transforming Defence Portfolio	Oct 2011	Oct 2011	Annex C) completed structural reform actions					
4.3	Take forward activities to achieve efficiencies, including as part of the Defence Reform agenda, and to reduce non-front line costs by £2bn per annum by 2014/15 through:	Ongoing		Structural Reform Plan	4.1				
4.3.i	Endorse MOD Efficiency Programme, identify a Senior Responsible Officer and agree implementation timetable	Completed		Annex C) completed structural reform actions					
4.3.ii	Implementing changes to Service and civilian allowances	Started	Apr 2015	Annex B) additional departmental actions		Implement changes to Service allowances Implement changes to Civilian allowances			Split into two deliverables.
4.3.iii	Estate rationalisation (both sales and running cost savings)	Started	Apr 2015	Annex B) additional departmental actions			Ongoing	Ongoing	Further deliverables have been identified which contribute to the completion of this work.

4.3.iii.a	Interim announcement on planning for the return of personnel from Germany and the associated rationalisation of the Defence Estate	Jul 2011	Jul 2011	Annex C) completed structural reform actions					
4.3.iv	Equipment support savings	Started	Apr 2015	Annex B) additional departmental actions		Equipment support (ES) savings	Ongoing		Acronym added for clarity.
4.3.iv.a	Establish Defence Suppliers Forum (DSF)	May 2011	May 2011	Annex C) completed structural reform actions					
4.3.iv.b	Conduct Major Project Review Group (MRPG) review of Successor Deterrent	Completed		Annex C) completed structural reform actions					
4.3.iv.c	Implement Submarine Enterprise Performance Programme (SEPP) to deliver at least £900M savings over 10 years	Started	Apr 2022	Annex B) additional departmental actions		Work with nuclear defence programme suppliers to improve commercial arrangements and efficiency, and through the Submarine Enterprise Performance Programme (SEPP) deliver savings of at least £900m over 10 years			Greater clarity.
4.3.iv.c.1	SEPP Initial Gate Business Case submission to Investment Approval Board	Aug 2011	Oct 2011	Annex C) completed structural reform actions					
4.3.iv.c.2	Place BAES Foundation Contract	Started	Mar 2012	Annex C) completed structural reform actions					
4.3.iv.c.3	Place Rolls-Royce Foundation Contract	Started	Dec 2012	Annex B) additional departmental actions		Establish Foundation Contracts with BAES, Rolls-Royce and Babcock	Started	Mar 2013	Consolidated into one deliverable.
4.3.iv.c.4	Place Babcock Marine Foundation Contract	Started	Mar 2013	Annex B) additional departmental actions		Establish Foundation Contracts with BAES, Rolls-Royce and Babcock			Consolidated into one deliverable.

4.3.v	Training efficiencies	Started	Apr 2015	Annex B) additional departmental actions					
4.3.vi	Administrative cost savings	Started	Apr 2015	Annex B) additional departmental actions					
4.3.vi.a	New administrative cost regime defined	Started	Sep 2011	Annex C) completed structural reform actions					
4.3.vii	Reductions in commodity spend	Started	Apr 2015	Additional Reform Actions annex					
4.3.viii	Contract renegotiation to effect the SDSR cost reductions, and make savings across contracts	Started	Apr 2015	Additional Reform Actions annex		Contract renegotiation to support the SDSR cost reductions, and make savings across contracts			Greater clarity
4.4	Achieve annual savings identified in MOD Efficiency Programme			Removed from Business Plan					This is now embedded within A4.1
4.4.i	Year 1	Started	Apr 2012	Annex C) completed structural reform actions					
4.4.ii	Year 2	Mar 2012	Apr 2013	Removed from Business Plan					This is now embedded within A4.1
4.4.iii	Year 3	Mar 2013	Apr 2014	Removed from Business Plan					This is now embedded within A4.1
4.4.iv	Year 4	Mar 2014	Apr 2015	Removed from Business Plan					This is now embedded within A4.1

4.5	Publish a Logistics sub-Strategy	Started	Oct 2011	Annex C) completed structural reform actions					
4.6	Publish a White Paper: Policy on equipment, support, and technology for UK defence and security	Started	Oct 2011	Annex C) completed structural reform actions					
4.7	Review of Single Source Pricing Regulations (The Yellow Book)	Started	Jul 2012	Annex C) completed structural reform actions					
4.7.i	Deliver initial report	Jul 2011	Jul 2011	Annex C) completed structural reform actions					
4.8	Define and deliver a long-term sustainable development strategy			Annex C) completed structural reform actions		Define and deliver a long-term sustainable development strategy that supports the delivery of the Department's Greening Government Commitments (GGC)			
4.8.i	Identify sustainable development principles			Annex C) completed structural reform actions					
4.8.ii	Identify sustainable development vision, goals and objectives that are aligned with Government sustainability targets and that produce benefits for Defence			Annex C) completed structural reform actions					
4.8.iii	Identify the key areas of Defence where the application of the principles will produce the greatest improvement in performance			Annex C) completed structural reform actions					

4.8.iv	Identify a supporting behavioural and governance change programme			Annex C) completed structural reform actions				
4.8.v	Publish Sustainable Development sub-Strategy			Annex C) completed structural reform actions				
4.8.vi	Monitor the delivery of defined programmes	May 2011	Mar 2015	Structural Reform Plan	4.3.ii	Monitor delivery of Sustainable Development programmes		Greater clarity.
4.8.vii	Sustainable Development sub-Strategy objectives and targets achieved	Apr 2015	Apr 2015	Structural Reform Plan	4.3.xi	Achieve sustainable development objectives and targets		Greater clarity.
Input and impact indicators								
Indicator	Additional cost of operations in Afghanistan, per Service person deployed [Input Indicator]			Retained				
Indicator	Additional cost of new equipment (Urgent Operational Requirements (UOR)) for operations in Afghanistan, per Service person deployed [Input Indicator]			Retained				
Indicator	Cost of standing military commitments/tasks and contingent operations per committed Service person [Input Indicator]			Removed				Removed as a result of exercise to focus on fewer, more strategic indicators.
Indicator	Average percentage by which the cost of the Department's Equipment Programme (EP) varies compared to forecasts in year [Input Indicator]			Retained				
Indicator	Cost of major Force Elements (FE): ship, brigade, aircraft (fixed wing) and helicopter [Input Indicator]			Retained				

Indicator	Cost/benefit ratio of the major change and efficiency programmes being undertaken in Defence [Input Indicator]			Altered		Cost / Benefit ratio of the most critical programmes within the Defence Transformation Portfolio that have first business case approval			Moved to "Other Key Data". Changed to reflect a DG Finance concern over the external release of immature financial data for pre-first business case programmes within the Defence Transformation Portfolio. This also reflects an approach agreed with the Cabinet Office for GMPP reporting.
Indicator	Percentage of non-front line costs versus front line costs, split by Service [Input Indicator]			Removed					Removed as a result of exercise to focus on fewer, more strategic indicators.
Indicator	Direct personnel costs, per Service person [Input Indicator]			Retained					
Indicator	Direct personnel costs, per MOD civilian [Input Indicator]			Removed					This is included in the Department's QDS.
Indicator	Defence spending as a percentage of Gross Domestic Product [Input Indicator]			Retained					Moved to "Other Key Data"
Indicator	Progress toward a stable and secure Afghanistan from written updates to Parliament [Impact Indicator]			Altered		Progress toward a stable and secure Afghanistan			The text stating written updates to Parliament is included in a footnote.
Indicator	Number of Service personnel deployed to support civil agencies (e.g. police and fire service) during emergencies (including counter-terrorism) [Impact Indicator]			Removed					Removed as a result of exercise to focus on fewer, more strategic indicators.
Indicator	Number of attaches and advisors deployed in support of conflict prevention and defence diplomacy activities [Impact Indicator]			Retained					Moved to "Other Key Data".
Indicator	Number of Service and MOD civilian personnel deployed on all operations in a year [Impact Indicator]			Retained					
Indicator	Number of Force Elements (FE) (typically ships, ground force sub-units and aircraft) showing critical or serious weakness against the total number of FE for Strategy of Defence (SfD) priorities [Impact Indicator]			Retained					

Indicator	Average number of months that the MOD Equipment Programme (EP) is delayed in year [Impact Indicator]			Retained					Moved to "Other Key Data".
Indicator	Percentage of Service personnel that are deployable [Impact Indicator]			Retained					
Indicator	Percentage change in filling skills areas where there are insufficient trained Service personnel to meet the specified requirement [Impact Indicator]			Retained					Moved to "Other Key Data".
Indicator	Percentage of Service personnel (split by Officers and Other Ranks (OR)) who are satisfied with Service life in general [Impact Indicator]			Retained					
Indicator	Overall public favourability of the UK Armed Forces [Impact Indicator]			Retained					