

CHAPTER 2

GOVERNMENT, HIGHER COMMAND AND ORGANIZATION

(MOD Sponsor: Head of Naval Staff)

This chapter has been equality and diversity impact assessed by the sponsor in accordance with Departmental policy. No direct discrimination or adverse impact was identified. This chapter is due for review at the next routine amendment exercise.

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CHAPTER 2

GOVERNMENT, HIGHER COMMAND AND ORGANIZATION

J.0201. Government and Command of the Services

1. The government and command of each of the fighting forces is vested in Her Majesty The Queen, who has charged the Secretary of State for Defence (SofS) with the general responsibility for the Defence of the Realm and established a Defence Council having command and administration over Her Armed Forces.

0202. Ministers, Principal Advisers and Top Structure of Defence

1. **Ministers:** SofS is ultimately responsible to Parliament for all Defence matters and is supported by four Defence Ministers: Minister of State of the Armed Forces; Minister for Defence Procurement; Minister for Defence Veterans, Reserves and Personnel; and Minister of State in the House of Lords.

2. **Principal Advisers:** Advising and supporting Ministers are two Principal Advisers; the Chief of Defence Staff (CDS) and the Permanent Under Secretary of State (PUS). CDS and PUS share responsibility for delivering much of Defence business and their roles reflect the importance of both military and civilian advice on political, financial, administrative and operational matters. CDS is also the professional head of the Armed Forces and the principal military adviser to SofS and the Government. PUS is the professional head of the Civil Service in Defence and is the Government's principal civilian adviser on Defence and has the primary responsibility for policy, finance, management and administration and is the Departmental Accounting Officer.

3. **Defence Council:** The Defence Council provides the formal legal basis for the conduct of Defence in the UK through a range of powers vested in it by Parliament (through statute) and Her Majesty the Queen (through Letters Patent and known as prerogative powers). For matters concerning the individual Services, it delegates its powers to the Service Boards. The Defence Council is chaired by SofS and comprises the other Defence Ministers, CDS, PUS, Vice Chief of Defence Staff (VCDS), , single Service Chiefs of Staff, Chief Scientific Adviser, Chief of Defence Materiel and Director General Finance.

4. **Defence Board:** The Defence Board is the senior body driving change and delivery and is responsible for the strategic leadership of Defence. Chaired by SofS, its membership comprises: Minister (Armed Forces); CDS; PUS; Chief of Defence Materiel; Director General Finance and two Non-Executive Directors. Its principal function is to make the high level decisions necessary to ensure that Defence delivers its final outputs and provides strategic direction and manages performance. The Board has collective responsibility for the management of all aspects of the Department and the Armed Forces and for the planning and performance of Defence, with the exception of planning for, and conduct of, military operations. Its remit includes Defence policy and strategy, major investment decisions, resource planning and prioritisation, setting and managing performance against Defence Strategic Objectives, and assurance.

5. **Command and Management Structure.** Below the level of the Defence Board, the command and management structure of Defence comprises:

6. **Head Office:** Head Office, is responsible for: the Defence contribution to the development of the Government's foreign policy and wider Government objectives; supporting Ministers and PUS in discharging their Parliamentary accountabilities; making policy and setting strategy; planning, setting objectives and targets and allocating resources in the Defence Plan; and managing the performance of those with responsibility for delivering against it; and giving strategic direction to military operations. . The Head Office is structured into a number of main business areas led at 3-star and 2-star level. Some posts straddle or operate independently in the Head Office, such as the Surgeon General, Director Media and Communication and Chief Information Officer.

7. **Top Level Budget (TLB) Holders:** TLB holders, Process Owners and Senior Responsible Owners (SROs) of major capability or business change programmes, who are responsible for delivering against objectives and targets set in the Defence Plan.

8. **Financial Structure:** The financial structure of Defence comprises the seven TLB holders (Navy Command, Land Forces, Air Command, Chief of Joint Operations (to transfer to Joint Forces Command), Central TLB, Defence Equipment and Support and Defence Infrastructure Organisation) among who the operating costs of Defence are allocated, and who receive from PUS delegated authorities in a range of areas including finance, personnel and commercial. There are also Trading Fund Agencies, which are outside of the TLB structure and are self-financing through the sale of goods and services to Defence and other customers.

9. **Professional Structure.** The military professional structure is embodied in the three single Services (the Royal Navy, Army and Royal Air Force), which exist as distinct organisations within Defence. CDS is the professional head of the Armed forces across Defence and the single Service Chiefs of Staff (COS) are the professional heads of their respective Services. The COS are all TLB holders in their own right, but have separate, wider responsibilities for maintaining the professional standards, the fighting effectiveness, management, overall efficiency and morale of their respective Services.

0203. The Naval Service

1. Within the Naval Service the First Sea Lord and Chief of the Naval Staff directs the work of the Naval Service in accordance with policy directives and budgets for the main areas of expenditure, determined centrally in consultation with the Naval Staff and Board Members' staffs. The First Sea Lord and Chief of the Naval Staff is Chairman of the Executive Committee of the Admiralty Board (known as the Navy Board), the membership of which consists of 2SL (and Deputy Chief of the Naval Staff), Fleet Commander, Assistant Chief of the Naval Staff (Policy)(ACNS Pol), and four Non-Executive Directors, serving in an advisory capacity. The Service Members of the Admiralty and Navy Boards have responsibilities for the management and conduct of their respective areas of activity.

0204. First Sea Lord/Chief of the Naval Staff

1. The First Sea Lord is responsible and accountable for:
 - a. the fighting effectiveness, efficiency and morale of the Royal Navy, Royal Marines and Royal Fleet Auxiliary including the Reserves;
 - b. advising the Chief of the Defence Staff on maritime aspects of all operations, strategy and policy; and,
 - c. resource allocation and budgetary planning in the light of defence policy and naval priorities.

0205. Second Sea Lord and Deputy Chief of the Naval Staff

1. The Second Sea Lord (2SL) leads Navy Command HQ and is responsible for ensuring that sufficient motivated uniformed manpower, trained to the required standard, is available; and for the Development and Delivery of future and current capability. As Deputy Chief of Naval Staff, Fleet Commander also supports 1SL in the delivery of his Intent, the Navy Board Headmark, and Future Navy,

0206. Fleet Commander

1. Responsible for the Generate and Operate functions, the Fleet Commander exercises Full Command (delegated by 1SL) of all Fleet Units, Battlestaffs, the Royal Fleet Auxiliary, Fleet Air Arm (including aviation Force Elements) and the Royal Marines, with the aim of ensuring the generation of RN units for task in accordance with the Command Plan, and for the operational effectiveness and efficiency of the RN.

0207. Finance Director (Navy)

1. Finance Director (Navy) is the Senior Finance Officer and Civilian Workforce Advisor to 1SL. FD(Navy) is also responsible for the conduct of Ministerial and Parliamentary business.

0208. The Assistant Chief of the Naval Staff (Policy)

1. ACNS(Pol) is 1SL's agent in the MoD, Whitehall and London supporting national strategy and policy development; and is also responsible for Regional Forces, Media & Communications, and for the RN's engagement with international partners.