Our ref: D/Min(DPV)/PQN/19-21/2020/03723 17 June 2020

Dear Jessica,

In my reply to your written Parliamentary Question of 17 March 2020, (29952), I am now in a position to respond more fully. I would first, however, like to apologise for the delay in providing you with a full reply.

The Ministry of Defence (MOD) does not centrally collate data on vacant posts and therefore the information requested could only be provided at disproportionate cost. I can say, however, that under the Defence Operating Model, capability planning, including the recruitment of civilian personnel, and finance is delegated to the Front-Line Commands and other Top-Level Budgets (TLBs) to develop and deliver the necessary capability to meet their Defence outputs. Head Office is responsible for managing corporate level People risks and enabling coherence across Defence People; this is achieved through the development, setting and assuring of a framework of People policies and processes.

The Service Chiefs and TLBs retain full command of their people and are responsible for planning their workforce and managing their people on a day-to-day basis. They are assisted in this task by dedicated HR business partners who help deliver a greater workforce and skills workforce planning capability, to ensure a coordinated and effective whole force capability exists to deliver Defence outputs.

A copy of this letter will be placed in the Library of the House.

Yours sincerely,



**JOHNNY MERCER MP**