



# Ministry of Defence

**BARONESS GOLDIE DL**  
**MINISTER OF STATE IN THE HOUSE OF LORDS**

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4/8/1/1/ap

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Dear David,

During the Lord Soames debate on the role of the Armed Forces and the UK's Defence Policy on 7<sup>th</sup> September 2023, you asked whether the Government would accept the recommendations of the Haythornthwaite Review of Armed Forces Incentivisation and when the Government would respond to the report.

The Haythornthwaite Review was laid before Parliament on 19 June. As set out in the Defence Command Paper Refresh 2023, the Ministry of Defence will immediately focus on taking forward its recommendations to modernise Defence's offer across the whole force.

Such is the scale and scope of the Review, we have identified three key areas of the Review's recommendations to take forward as a priority: greater career flexibility through a Spectrum of Service; enhanced effectiveness of our offer by adopting a Total Reward Approach; and the digitalisation and simplification of our people management system.

The Department has provided an initial response to the Haythornthwaite Review through the Defence Command Paper Refresh, published July 18<sup>th</sup>, where we articulated our intent to focus immediately on taking forward its recommendations. We will provide a more detailed formal response, later in the year, once the Department has had the opportunity to assess the impact of the recommendations and make its own recommendations around the prioritisation and sequencing of implementation activity.

I hope this explains the position.

I am placing a copy of this letter in the Library of the House.

*Yours sincerely,  
Annabel De Luce*

**BARONESS GOLDIE DL**

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