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INTRODUCTION

Welcome to the latest edition of In Front - the Army's termly newsletter for Regular and Reserve soldiers, Army civil servants and contractors.

Just as we were about to release this edition, COVID-19 arrived and Op RESCRIPT began, so we decided to pause. It's been a challenging period for many of us but, as an Army, we have done exactly what we had to do. We were ready when we were asked to support the NHS and local authorities, resilient throughout the uncertainty of the initial pandemic, and responsive to the needs of the nation we exist to protect. The Army's ongoing work in hospitals, mobile testing units and elsewhere has demonstrated that we're always ready to serve, whatever the challenge may be.

I know that most of you have been using Defence Connect recently to keep up to date with what's happening and to stay

linked into your own teams. You'll be pleased to hear that the much-improved Defence Connect app launches next month. This will make it easier to use and a better tool for you to communicate securely with your colleagues. It will provide the whole of our workforce with a default, go-to source of Army information and a platform for internal debate.

In this In Front, we update you on the work in progress to transform the organisation, from people and commitments to innovation and our work with allies. I hope you enjoy it. You'll find a survey linked on the final page to provide feedback, or just use the email address to get in touch with the team if you'd like to contribute to future editions.

MAJOR GENERAL NEIL SEXTON

DIRECTOR ENGAGEMENT AND COMMUNICATIONS



THE ARMY'S 20/21 ENGAGEMENT AND COMMUNICATION THEMES

INTEGRATION

To be most effective, the Army must be closely connected to wider government, industry and British society. Most recently our response to COVID-19 has firmly demonstrated this fact. We must be a sustainable. resilient army which supports the nation and society throughout the United Kingdom.

INTERNATIONAL

The British Army is the ally of first choice. Our Army is a credible, warfighting partner, routinely delivering security and stability throughout the world. Working through international security institutions and alliances, the Army is leading on multinational interoperability. We are also actively supporting our nation's prosperity through our showcasing of defence capabilities and the delivery of British Army training to military personnel from a large number of the world's armies.

PEOPLE

People are the Army, not just in the Army. We get the best from our people by creating a culture in which clear communication, critical thinking and innovation are encouraged. With an Army team that comprises Regulars, Reserves, civil servants and former soldiers, as well as their families, the nation really benefits from the skills of our people, and we need to tell their story.

PURPOSE

Our Army protects the nation. It is an Army that is ready to fight and win. Through all of our engagement and communications we will promote the utility and agility of the Army, demonstrating that it is resilient, adaptable and ready to meet every challenge. We are the institution that British society turns to in times of need.

INNOVATION

We are already creating tomorrow's Army, today. Our Army is at the forefront of military thinking and innovation. Working with international and industry partners, the Army aims to maintain a conceptual and material advantage over any potential adversaries. We are harnessing our incredible people to cultivate new approaches to fighting and winning the nation's battles in an era of constant competition.

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ARMY HIVE - KEEPING YOU INFORMED **DURING COVID-19 AND BEYOND**

During the COVID-19 crisis, Army HIVE has continued to provide up-to- date and relevant information to Soldiers and their families. Despite all HIVE Information Centres closing and with staff working from home, a huge increase in the demand for information has been seen across the Service community and HIVE has responded by enhancing delivery to ensure all are kept informed.

Through a range of platforms, the Service community can access all the latest news on the web from any of the HIVE Blogs, through the recently launched HIVE Facebook page, or by contacting any HIVE where a HIVE Information Support Officer is available to answer your enquiry or issue; confidential signposting is also in place to help those in need of specialist help or advice.

During the COVID-19 outbreak in particularly, HIVE has delivered 100's of updates via the blogs, responded to enquiries regarding the pandemic, and has worked with a range of stakeholders to ensure that the right information is available through all our platforms; not just in the UK but overseas too including through the virtual overseas iHIVE; HIVE is seen as the Army's prime route for communicating with its community.

As these unprecedented times continue, Army HIVE is working tirelessly to ensure that information is available for whatever lies ahead and beyond. To keep in touch with the latest news, Soldiers and their families are encouraged to locate their nearest HIVE at www.army.mod.uk/hives, visit the blog and sign up by email for daily updates from any device, or follow us on Facebook at www.facebook.com/ArmyHIVE.



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ARMY SAFETY - AN UPDATE

REPORTING

The Army Safety Centre is working to make occurrence (accident, incident or near-miss) reporting easier. All occurrences should be reported on an Army Form 510 (AF510). A new AF510 will be introduced shortly and will be quicker and easier to fill in making greater use of pick lists. Work is also ongoing to provide an app-style reporting function that can be used on mobile phones and tablets.

INVESTIGATION

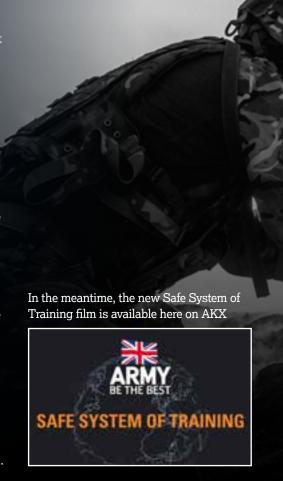
A reported occurrence may need to be investigated to learn from it and prevent a reoccurrence. A simple investigation can be conducted at Platoon or even Section level, whereas more serious incidents may require a unit or Defence Accident Investigation Branch (DAIB) investigation.

HELP IS AVAILABLE

An Army Guide to Reporting and Investigations has also just been produced and was published in Mar 2020. Contact the Army Safety Centre via ASCen-Mailbox@mod.gov.uk for advice and guidance or copies of the Guide.

PREVENTION BETTER THAN CURE!

Of course, not having an incident saves all that paperwork!
All activities should be risk assessed by a trained risk assessor prior to undertaking them. To find your nearest trainer risk assessor trainer, contact Lt Col Kev Howard-Perry at kevin.howard-perry753@mod.gov.uk.





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WE ALL HAVE A KEY ROLE IN SUICIDE PREVENTION

Are they feeling Suicidal or have they had thoughts of Suicide? AID

- A ASK Do not be afraid to ask someone if they are thinking about suicide.
- I INTERVENE Taking no action is not an option if a person's life is at stake.
- D DISCLOSE Everyone can help.

IDENTIFYING

- An outgoing person becoming withdrawn, TRIGGERS or the opposite
- Missing parades or being late when normally punctual
- A loss of personal discipline
- Drinking more than usual or on their own
- Appearing distracted or "not quite there"
- Missing group activities or meals
- Having less energy
- Finding it hard to cope with day-to-day life
- Negative statements such as "it's like everything is against me"
- Comments made on social media

POTENTIAL

- The break-up of a relationship
- Losing custody of, or access to, a child
- Recent loss of a friend or loved one
- Mental ill-health
- Painful or debilitating injuries or illness
- Financial problems
- Feeling lonely, isolated or that they don't belong
- Pending discipline or legal action/investigation

REMEMBER

- To take time to talk to each other
- Listen without judging and be interested in what they are telling you
- Emphasise seeking help in times of distress displays courage, strength, responsibility, and good judgment

Respecting someone's privacy is pointless if they are dead

SOURCES OF HELP AND SUPPORT

- Your mates, friends and family
- Your boss
- Padre, MO/GP
- Unit Welfare Staff/Unit Welfare Officer
- Army Welfare Service. Tel: 01904 882053
- Combat Stress Military Mental Health Helpline. Tel: 0800 323 4444 - Open 24/7
- SSAFA Forces Line. ssafa.org.uk/get-help/forcesline 0800 731 4880 - Open: 0900-1730hrs Mon-Fri
- Big White Wall. Bigwhitewall.com Open 24/7
- SHOUT Crisis Text Line. Text 85258 Available 24/7
- Samaritans. Tel: 116 123 Open 24/7 Email: Jo@Samaritans.org



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OPTIMISING PERFORMANCE IN ALL ENVIRONMENTS

REASONS WHY HEAT REMAINS AN ISSUE

Heat illness can occur year-round. 57 personnel (55 Regular and 2 Reserve) had a heat illness Oct 18 -Mar 19, and 138 (121 Regular and 17 Reserve) had a heat illness Apr 19 - Sep 19.

Over 60% of heat illness cases occurred in the UK, not Kenya or on operations. It is therefore important to consider heat as both tempo and temperature increase over these next few weeks and months.

SO HOW CAN THIS BE IMPROVED?

- 1. Educate yourself and your people! Visit Army Health and Wellbeing on Defence Connect.
- Read and understand the Individuals' Guide.
- 3. Anyone organising physical events or leading people (on PT, exercise, etc.) must understand and adhere to ACSO 3222 and the Commanders' Guide.

KEY MESSAGES

- 1. Plan, Do, Check, Act ('So, you're exercising hard and it is getting hotter; consider adding an extra break into the training programme'). Be prepared to review the risk assessment and add extra mitigation as the conditions change.
- 2. Take steps to mitigate risk. You can be at risk from heat illness throughout the year in both mild or cold climates. Provided the risk factors are assessed properly and appropriately managed, heat illness is usually preventable.
- 3. Consider the activity, dress state, and environment.
- 4. Include rest breaks according to work-rest table (JSP 539).
- 5. Ensure enough hydration.
- 6. Cool down by changing dress state, venting and shading.
- 7. Understand and recognise the symptoms of early onset of heat illness and first aid measures to be taken in the event of a casualty (JSP 539).



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RECRUITING

Army recruiting in 2019/2020 was the best for the last decade with 101% of the target for Regular Soldiers achieved by 31st Mar 2020. Of these, 95% started training before COVID-19 restrictions came into force. Officer and Reserve recruitment was similarly successful. The Army remains committed to identifying, supporting and promoting talent to enable serving personnel to realise their potential and to grow the Army.

The success of recruiting last year can be directly attributed to The Army Confidence Campaign for 2020.



This was launched in early Jan and in the first week of launch broke the record for the number of applications received in a single day. Overall, the new campaign has been well received by the target audience

with 40% reportedly applying because of the adverts and 17% for job security and opportunities.

The Army Confidence Campaign is particularly targeted at the Generation Z audience (18-24 years) and recognises the pressures and lifestyles of so many in that age group. 'Confidence that lasts a lifetime' resonates with this generation and although less controversial than last year, it is having the desired effect.

Over the recruiting year, there was an increase of 45% in the number of Regular candidates attending Assessment Centres. The increase is an important indicator of the health of the recruiting pipeline. Through engagement, the Army continues to work towards being more representative of the whole population it protects and reaching much more of the population in disengaged communities. Last year saw the numbers of women joining the Army up 68% with BAME inflow representing 17% of all inflow.

As a consequence of COVID-19, recruiting has moved online and is receiving positive feedback from the candidates moving through the system. Over the last few



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THE ARMY'S CIVILIAN WORKFORCE

9,500 CIVIL SERVANTS

300+ LOCATIONS ACROSS **13** COUNTRIES

AVERAGE LENGTH OF SERVICE **15** YEARS

The Army's Civilian Workforce is a critical component of the Army's "Whole Force", not only providing professional skills and business continuity, but also bringing diversity of thought and challenge. Predominantly Civil Servants, who also form part of the wider MOD and UK Civil Service, they undertake a vast range of roles from teachers, security guards and psychologists to logisticians, financiers, commercial, project managers and policy staff, all of whom enable the Army to get things done.

THE ARMY'S CIVILIAN PEOPLE PLAN

In order to maximise the contribution our civilians make in supporting the delivery of the Army's outputs, a 'People Plan' has been developed and is here on Defence Connect.

It will enable improvements in:

- Workforce planning (what skills and experience will we need in the future?).
- The way our people are engaged, recognised and rewarded.
- Uptake of learning and development opportunities.
- The way civilian staff are included as part of the Army community.
- Championing civilian staff for the invaluable support they provide.



CIVILIAN WORKFORCE SUPPORT, ADVICE AND GUIDANCE



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THE BRITISH ARMY NEWSLETTER **IN FRONT** | ISSUE 5 SUMMER 2020

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ARMY SECRETARIAT

The Army Secretariat (Army Sec) are the main interface between Ministers and the Army. They act on behalf of the Army directly supporting Defence Ministers through the provision of formal advice on policy and presentational aspects of Army business, assisting them in fulfilling their obligations as MPs. Army Sec draft their correspondence, provide answers to Parliamentary questions and support them at Committees. The Secretariat are also responsible for responding to all Army related Freedom of Information requests and have oversight of visits from MPs to Army locations. Engaging with MPs is not the sole responsibility of the Secretariat. D E&C has recently written to all COs encouraging them to engage with local MPs. A copy of his letter is here for MODNET users.

Army Sec are in a unique position to support Ministers as they engage with every level in the Army from CGS to soldiers on the ground. This allows provision of advice to Ministers on matters whether they are at the strategic level or relating to an individual's personal situation. Army Sec are directly responsible for ensuring an accurate and consistent narrative of the Army is conveyed to the public and Parliament.

The work is wide ranging, interesting and vitally important for the delivery of the MOD's Department of State responsibilities. The work can be demanding and requires an ability to operate accurately, under time pressure. It is also rewarding and can provide immense job satisfaction. Few issues are the same, but all require the highest level of research, attention to detail and empathy to ensure what is said is correct.



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PROGRAMME CASTLE

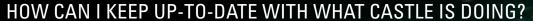
Programme CASTLE, the Army People Transformation Programme, is working at pace to ensure that the Army continues to deliver more choice and career opportunities for the individual, and the right skills for the organisation.

Among the CASTLE activities and as part of a wider project which seeks to digitise Army Career Management, CASTLE has been supporting the Army Personnel Centre (APC) to produce the Career Management (CM) Portal. (ACMP4 Use Google Chrome or view here on Defence Connect)



The Army wants to empower personnel to get more involved with their own careers. This means equipping our people with easy to access information. The new, online, CM Portal will provide greater access to individual careerrelated information, for both the individual and for the APC. This new digital tool will help our people to make career choices and provide the start-point for useful career discussions with career managers and Regimental Career Manning Officers. In addition, it will provide significant capability such as e-boarding for those working in the career management field.

The portal is now being trialled by various cohorts, has received positive feedback and will be rolled out on MODNET soon.



CASTLE will be issuing updates throughout the Delivery Phase of the programme, and you can find the latest developments and opportunities via our **CASTLE SharePoint** and **Defence Connect**.

If you have any ideas, get involved... ArmyPers-CASTLE-EandC-Mailbox@n

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ARMY LEADERSHIP DEVELOPMENT PROGRAMME (ALDP)

The Army has improved the way it trains and develops NCOs for promotion.

In Apr 2020, the current Command Leadership and Management (CLM) career training and education content was replaced by the Army Leadership Development Programme (ALDP), less the WOs who will remain on CLM until Apr 2021 when WO ALDP will be launched. ALDP will prepare individuals for the rank for which they have been selected. It will develop NCOs and WOs to be:

- Capable of executing effective leadership through command and management.
- To be role models for their subordinates.
- To contribute to team ethos and operational effectiveness.





All soldiers move directly onto the new ALDP content. Those who previously needed CLM part 3 will simply apply for ALDP Military Education (ME) instead. The investment in soldiers has improved not only in time but most significantly in quality. Lance Corporals receive a total of 10 days Military Training (MT); Corporals and Sergeants both receive a total of 17 days MT and ME.

From Oct 2020 a new e-learning package will be introduced to benefit Corporal ALDP which replace the classroom ME package for a year; until Oct 2021.



For those soldiers starting ALDP afresh from Oct 2020. courses have been fully refreshed and modernised, with more interactive and engaging content to challenge the modern soldier. The three-part CLM has, been replaced with a two-part course. There has been an uplift in investment in both quality and content of the new ME and MT elements. MT and ME can be completed in either order and as the courses are universal in content. the soldier can attend the MT courses at any location countrywide. This is designed to offer greater flexibility to both the soldier and parent units.

The amended timing of when a soldier does a career course is an improvement for soldiers and the Army as soldiers will complete ALDP prior to substantiation, to be ready for the next rank up meaning they arrive at their next job role better prepared and able to offer more to their unit. The Army has also updated the training that will given to Warrant Officers; their ALDP courses will be launched in Apr 2021.

For more Information see ABN 058/20 on **DEFNET** and Defence Connect.

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ARMY HEALTH AND PERFORMANCE RESEARCH

WHO WE ARE

The Army Health and Performance Research team at Army HQ were formed in 2015 to deliver evidencebased strategies to support women in Ground Close Combat roles. The team has now refocused to deliver the Army's Optimising Physical Performance Research (OPPR) programme with a team of Military physiologists undertaking research to protect the health and improve the performance of all service personnel, informing best practice and policy.

WHAT WE DO

At the Royal Military Academy Sandhurst, we measure how the body responds to exercise and psychological stress, and assess fitness and strength, using state-of-art techniques at our bespoke physiological laboratories. We use these measurements to monitor the changes in health and physiology of service personnel through career. In support of Senior Health Advisor (Army) (SHA(A)), we also respond to urgent requirements, most recently in support of COVID-19, sickle-cell trait and thermal burden on soldiers.

BENEFITS TO DEFENCE

Our most recent work, collating and synthesising scientific evidence in support of COVID-19, has informed 1* decision making on implementation of force-health protection and medical countermeasures. This has resulted in the launch of three studies to understand the benefits of vitamin D supplements, the impact of COVID-19 on mental health, and the use of wearable technology to detect COVID-19. The output from our OPP research will improve policy and guidance to optimally

train, feed and protect all service personnel. TrainHER, our current campaign, focuses on female-specific feeding and training strategies; information on contraceptive use; and female considerations for equipment and protective clothing.

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ARMY BASING PROGRAMME

FUTURE FOCUS

The Army's focus on basing is aimed at improving the "lived experience" of its soldiers. The new living and working accommodation the Army Basing Programme (ABP) has provided will make a real difference not just to the military capability it supports, but to the lives of those who live and work in the buildings that have been constructed. Work continues on the remaining projects in the programme, Kendrew Barracks, Dreghorn Barracks, Leuchars Station and Upavon.

The projects delivered in the last year include the Power Pack Repair Facility in Lyneham and the first joint MOD and NHS Medical and Dental Facility in Larkhill. The 2020 UK to UK final moves have been delayed due to COVID-19. A revised movement schedule has now been released and work is currently underway to ensure that the moves run smoothly.

BASING AND INFRASTRUCTURE

The Army is committed to improving the living and working experience for our serving personnel with the circa £330M investment in Project Wellesley being an excellent example. Since Mar 2017, this project has delivered state of the art facilities and living accommodation at The Defence College of Logistics, Policing and Administration in Worthy Down, including Quartermaster's department, Catering, Retail and Leisure facility, Main College Building, Gym, Medical and Dental Centre and 750 single living bed spaces. An additional 556 bed spaces, plus the RLC Museum and gate house will be completed by Mar 2022.



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OP FARAN UPDATE

As part of the national effort to manage the COVID-19 pandemic the Army, in line with Government guidance, has ceased all non-essential movement of Service Personnel and their families. This has resulted in delays to the Army re-basing moves planned for Summer 2020.

Because of these delays, some children's education will be affected. Army Basing and Infrastructure is working closely with Local Authorities, the Department for Children and Young People and the Children's Education Advisory Services to understand and ameliorate the impact to these children, their education and school place allocation.

To keep disruption to a minimum, wherever possible moves have been postponed by 12 months and rescheduled to align with the summer holidays. Where this is not achievable, the Army is doing its best to ensure moves coincide with breaks in the academic year. Options are being reviewed for families with children in milestone academic years, such as Reception or Key Stage 4 and will be considered on an individual basis.

Army Basing and Infrastructure is working hard to ensure that the impact of rescheduled moves on Service Personnel and their families is minimised. To that end, they are engaging closely with all relevant agencies, DIO Regional Delivery and Amey who manage Service Families Accommodation allocations and occupations.

To ensure rescheduled moves are managed with minimal impact on Service Personnel and their families, Army Basing and Infrastructure will continue to work closely with all relevant agencies and DIO Regional Delivery and Amey who manage Service Families Accommodation allocations and occupation matters.

Whilst there are no plans to delay moves any further, Army Basing and Infrastructure will continue to monitor the COVID-19 situation and ensure all affected personnel are updated as soon as information becomes available. For moves delayed until Winter 2020 and Spring 2021, a detailed schedule has now been published in this FRAGO, available to MODNET users only.



UNIT MOVES RESCHEDULED FOR NOV 20

Serial	Regiment	From current Garrison	Planned move
1	2 YORKS	Catterick	Cyprus
2	2 MERCIAN	Cyprus	Blackpool
3	2 LANCS	Blackpool	Pirbright
4	1 YORKS	Warminster	Catterick
5	RDG	Catterick	Warminster

UNIT MOVES RESCHEDULED FOR FEB/MAR 21

Serial	Regiment	From current Garrison	Planned move
6	HQ 51X	Stirling	Edinburgh, Redford Barracks
7	5 MI Coy	Edinburgh, Redford Barracks	Edinburgh Castle
8	RMP SIB Section	Edinburgh Castle	Edinburgh, Redford Barracks

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TRAINING

Throughout lockdown, training continued through the Virtual Platoon as all but one of the Basic Training establishments had to cease to train physically.



Soldier and Officer Basic Training resumed across the Army on 19 May 2020 following the pause.



Over 4,000 recruits are now back in barracks to complete their training. A further 2000 recruits are conducting virtual training as the Army phases their return at reduced capacity to enable appropriate social distancing. The first Pass Off Parade saw 124 newly trained soldiers pass out of Pirbright on 28 May 20 with another 60 passing out from Winchester on 5 Jun.



The reopening of Assessment Centres will drive the next batch of recruits. Assessment Centres re-opened on 1 Jun 2020 and capacity will increase as Government restrictions are lifted in the Devolved Nations. The assessment processes have been adjusted and will be delivered in one day with no overnight stay. The intention is to gradually return the Assessment Centres back to 100% capacity.



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ARMY COMMITMENTS KEY EVENTS MAR - JUN 20

Persistently engaged overseas to understand and shape, to deter and protect, and to enhance prosperity.



OP RESCRIPT

On 11 Mar 20, the World Health Organisation declared COVID-19 as a global pandemic. In response, the Army brought 20,000 Regular and 2,000 Reservists to readiness, to assist in the UK's response to the crisis. This included medical, logistical and engineer support to the NHS and other government agencies.





OVERSEAS OPERATIONS

Despite the global pandemic, the UK's commitment to overseas operations has continued. Commitments in Iraq, Afghanistan, Estonia, Poland and Cyprus have all continued, providing support and stabilisation in some of the most demanding areas of the world.



TRAINING FOR READINESS

As COVID-19 continues to impact how we live and work, 16 Air Assault Brigade has been adapting training so it can continue safely; all to ensure that the Brigade remains ready to respond globally and as part of Defence's Extremely High Readiness force.



MOBILE TESTING

To control the spread of COVID-19, the UK government was required to increase dramatically its ability to test for the virus. As part of Op RESCRIPT, 92 mobile testing sites were established in under a week by military personnel under command of Standing Joint Command.



NHS NIGHTINGALE

In Mar 20, a requirement to increase the capacity of Intensive Care beds was identified. In response, the Army deployed personnel to support the construction of the NHS Nightingale Hospital in London. Construction was completed on the 3 Apr 20, with similar facilities being built in Scotland, Wales and the English regions.

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ARMY COMMITMENTS KEY EVENTS JUN 20 & BEYOND

Persistently engaged overseas to understand and shape, to deter and protect, and to enhance prosperity.



PROJECT PHOENIX

Project PHOENIX is focusing on how the Army returns to work after COVID-19. It is delivering a graduated and safe return from the Army's current posture of dispersal, while taking advantage of any opportunities to improve the way the Army operates in the future.



COLLECTIVE TRAINING

As COVID-19 continues to impact on how the nation goes about its day-to-day business, there is still a need for the Army to continue to train and deploy on operations. This has required training events to be conducted in the UK, rather than abroad. One such exercise, will see 5 RIFLES conduct a bespoke exercise on Salisbury Plain, preparing them to deploy on Op CABRIT later in the year.



UNITED NATIONS' MISSIONS IN AFRICA

April saw the end of Op TRENTON, the UK's contribution to the United Nations Mission in South Sudan. Later in the year, the UK will begin a new UN task in Mali, with a Light Cavalry Battle Group deploying to deliver a Long Range Reconnaissance Patrols Task Group (LRRPTG).



EX CERBERUS

Exercise CERBERUS will see around 2400 personnel from across the Fd Army deploy to Salisbury Plain in November. The exercise is designed to validate the key Brigade headquarters of the Warfighting Division.



ALLIED RAPID REACTION CORPS

HQ ARRC is the UK's principal deployable Land Component HQ, and the UK's contribution to NATO's high readiness force structure. Ex LOYAL LEDA, will see the ARRC deploy across the UK, to conduct a large scale command post exercise.

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ARMY RESERVES ANSWER THE CALL ON OP RESCRIPT

As the UK and many other nations around the world faced the deepening crisis of the COVID-19 pandemic, the Army Reserve emerged as a critical element of the Defence-wide effort to provide Military Aid to the Civil Authority (MACA). Although initial planning for a large scale Reserve mobilisation was not fully realised, thousands proved willing to answer the call, sacrifice time with their families and put their civilian careers on hold to support the Army's COVID-19 response under Op RESCRIPT: illustrating again that the Army Reserve offers a flexible and dynamic pool of readily available talent for military and political decision makers.

The Army demonstrated they were ready, with 22,000 officers and soldiers, Regular and Reserve, assembling to be held at readiness for MACA tasks under Standing Joint Command (SJC) (UK). The mobilisation of Reservists on Op RESCRIPT has been different from any mobilisation carried out by the current generation of Reservists, and many positive lessons have been identified and will be learnt. Regional mobilisation centres were set up in order to

facilitate a streamlined process and reduced medical screening. The 1,847 Army Reserve Soldiers and Officers who were mobilised were selected intelligently; individuals were targeted for mobilisation based on their skills, experience and location.

Army Reservists have been involved in all levels of COVID-19 planning. As he supported the First Secretary of State in the live evening TV briefing, the Chief of the Defence Staff highlighted the contribution of Major Eb Mukhtar of NRHO RA, who works in Google's Zurich HO in his civilian life – demonstrating the responsiveness of the National as well as the Regional Reserve. After designing an E-commerce system which greatly enhanced the supply of PPE to the Department of Health and Social Care (DHSC), he mobilised in order to facilitate and deliver this innovative and life-saving programme in conjunction with fellow Reservists, Regulars and other agencies. Over 100 Reservists from 4YORKS have been working in conjunction with their regular counterparts in 2YORKS to deliver critical testing capacity through COVID-19 testing centres around the North East of England.



LOOKING FORWARD

A dedicated team under Head Strategy are working on the way that the Army, and with it the Army Reserve, should continue to evolve in form and function to meet the challenges of an increasingly volatile and uncertain world order. This will form the basis of Army Reserve planning for the next few years but should give all in the Reserve community a clear purpose and training focus to take into 2030 and beyond, safe in the knowledge that we have delivered when the nation called, demonstrated the wealth of talent at our disposal, and learnt a great deal in doing so.

Whilst the fight is not yet over, there will soon be a time for us to reflect on the wonderful things that have been achieved over the past few months and look to what we can do to make our Army Reserve ever more ready, responsive and resilient to face an uncertain future. The Army Reserve has yet again shown its value and the significant contribution it not only makes to our Army as part of the Whole Force, but also to the great nation it has sworn to serve. The phrase 'twice the citizen' is often used but has rarely been so apt.

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THE TANK MUSEUM AN ARMY RESOURCE FOR 97 YEARS

YOUR ARMY

NEEDS YOU

The Tank Museum at the Armour Centre in Bovington, Dorset dates back to 1923 when a teaching collection was started. It now has well over 300 vehicles and along with being the RAC Museum, it is a popular tourist attraction in Dorset drawing over 200,000 visitors a year. It still has a remit to teach and be of use to, the modern Army, some of which use the museum and its resources to great effect.

Some uses by the serving Army are obvious – a simple tour to give a group a background on armoured vehicle history and current issues or using the museum as part of a battlefield tour. The museum has conference rooms and staff that can help deliver relevant talks and tours

and also help put you in touch with more specialist contacts if required.

There is the opportunity to look at lessons from the past. Many topics or themes facing the modern soldier seem to reappear or must be re-discovered. Many contemporary issues can be tracked back through the collections and ideas can be gleaned from how the problems were faced in the past.

Soldiers can have access to the museum's archives which can be studied to see what reports have already been written, to give inspiration and perhaps a template for further study. There is also technical material that can still be of use, technical documents, manuals, doctrine, War Diaries and personal papers.

For further information contact: Curator@tankmuseum.org or ResearchAssist@tankmuseum.org

or look at the Tank Museum website www.tankmuseum.org



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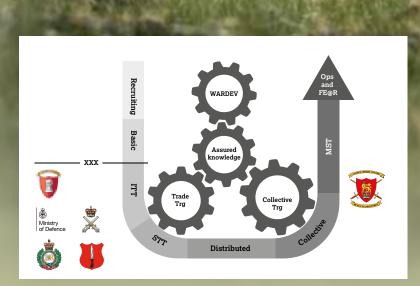
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LAND WARFARE CENTRE **RESUMPTION OF TRAINING**

After considerable work, the Land Warfare Centre has resumed Initial Trade Training to meet the Basic Training target for this financial year. It has also redesigned the Collective Training Force Preparation Schedule to accommodate training in the UK, given the need to hibernate the overseas Collective Training establishments.

Training has been re-programmed and re-designed to incorporate COVID-19 mitigations within Force Health Protection guidance. Naturally, there are challenges and compromises but these are being overcome with remarkable innovation and ingenuity, and the Land Warfare Centre is genuinely exploiting the opportunity to transform our ways of working, particularly with improvements to safety culture.

As a result, the Land Warfare Centre and its Operating Groups have now confidently resumed training, in a phased and controlled manner, ensuring that the risk is as low as reasonably practicable. When appropriate, ITT delivery will increase in capacity and, where resources allow, the focus will expand to encompass the restoration of training throughout the whole pipeline, particularly with the delivery of Subsequent Trade Training. Subject to Host Nation consent and when conditions allow overseas training will resume.





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DOCTRINE UPDATE

Five new Army doctrine publications have been produced by the Land Warfare Centre. Army Field Manual (AFM) Fires and four Doctrine Notes (DNs) are now available on the British Army electronic Battle Box and on the links below.

AFM Fires describes how fires are to be integrated in the land domain. It is primarily aimed at the generalist staff officer and is essential reading for all commanders and staff with any involvement with the planning and execution of fires. It provides the authoritative and coherent Army view on how fires are to be integrated in the land domain.

Protection is the primary source of practices and procedures for the protection of troops within formations and units conducting UK land operations. It replaces a wide spectrum of previous documents and is essential reading for all commanders and command post staff in the land domain.

Sustainment is the successor to AFM Sustainment and captures recent development and lessons from training and operations from 2017 to 2019. Its structure and content have been revised and updated by formations and the sustainment stakeholder community - it has been shaped by subject matter experts. It is aimed at informing commanders and staff in formation and unit headquarters, providing the generalist reader with a comprehensive understanding of sustainment and its wider impact on the conduct of operations.

Cultural Property Protection provides the 'foundation thinking', along with the legal requirements for addressing cultural property protection on operations.

Information Manoeuvre describes how the Army can use information as part of integrated action to generate military advantage. Information manoeuvre is evolving doctrine; this note captures the thinking so far and is intended to stimulate discussion and debate.

The Counter-intelligence, Surveillance and Reconnaissance Handbook has just been published. It explains how to evade enemy intelligence, surveillance, target acquisition and reconnaissance assets and continue to conduct operations.

Protection and Counter-intelligence, Surveillance and Reconnaissance Handbook are both OFFICIAL-SENSITIVE and therefore not available through the Defence Gateway.













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THE STRIKE EXPERIMENTATION JOURNEY

Strike is deliberately being developed and delivered incrementally to exploit technology as it becomes available. Strike experimentation is embedded within CGS's vision of Prototype Warfare and is driving three outputs. It is continuously adapting novel, unpredictable tactics relevant to 21st century threats and environment that can be exploited immediately on fielding. It is providing evidence to fund future spiral development of technology. Finally, it is generating an innovative, adaptable mindset in our soldiers to move, think and act faster and further than our adversaries.

Between 2017-2020 experimentation defined Strike options as an Advance Force, Covering Force, Exploitation Force or Security Force in open/complex terrain – to constrain and deter at small/medium scale or to fight within a Divisional or joint force. 2020 is an inflection point when the Strike Brigade will begin fielding AJAX and define its readiness training. In 2021-2022, 1st Strike Brigade will simultaneously train for readiness and experiment to enhance Strike. With the initial arrival of BOXER and LETacCIS integrated with AJAX and Mastiff, an interim-Strike Brigade will be at readiness in 2023. As greater numbers of equipment are fielded, other Brigade units will train to be at readiness as a full Strike capability in 2025. Strike will continuously adapt as new equipment such as Mobile Fires Platform is delivered after 2025.



Continuous adaptation driven by bottom-up innovation

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FINABEL: EUROPEAN ARMY **INTEROPERABILITY CENTRE**

FINABEL is a nearly 70-year-old organisation that aims to enhance the interoperability of its European member states' armies with no political strings attached.

Founded in 1953 as part of the Western European Union to represent an independent organisation, FINABEL carries the initials of its five founding member states, namely, France, the Netherlands, Belgium, Luxemburg, and Italy. Currently, this organisation operates as a cooperation body comprising altogether 22 member states. The UK has been a member since 1973.

Innovation Platform, Finabel has also established a European Land Forces Innovation Platform with the objectives of:

- Creating an Innovation SME Network.
- Promotion of Innovation Cooperation.
- Information Sharing.
- Avoidance of Duplication.

PRODUCTS AND OUTPUTS

The key products of Finabel are recommendations, guidelines and international standards as well as studies related to Land Forces. Finabel is a bespoke organisation which functions under the supervision of and in accordance with, the decisions made in the annual Chiefs of Staff meeting. The output related to the defined areas of interest are delivered through Expert Task Groups (ETGs), Food for Thought Papers and Info Flashes based on Member State suggestions.









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VEHICLE STORAGE AND SUPPORT PROGRAMME (VSSP)

Whilst the majority of the Army's vehicle fleet is in unit lines, training locations or transit, some 7000 vehicles are undergoing maintenance, upgrade or storage in centralised logistics hubs. The vast majority of this fleet is stored in either Ashchurch in Gloucestershire or Monchengladbach in Germany.

The site at Ashchurch needs to be modernised. VSSP will see significant investment at Ashchurch to allow the fleet to be stored in a controlled environment which minimises deterioration. Tranche 1 of the programme will demolish, rebuild and restore the old hangars and maintenance facilities at Ashchurch. The aim of the programme is to provide a modernised site with controlled humidity storage which minimises the maintenance burden and preserves a reliable fleet that is ready for almost immediate use.



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WATCHKEEPER UNMANNED **AIRCRAFT SYSTEM (UAS)**

Watchkeeper is an unmanned, airborne surveillance and target acquisition system. It can support a full breadth of military operations up to Divisional level by collecting data and imagery with its RADAR, cameras and LASERs.

Watchkeeper is operated by 47th Regiment Royal Artillery (47 Regt RA) and this entails mission planning, piloting, and managing the system. The aircraft is maintained by REME Aircraft Technicians at first line.

The Watchkeeper is part of a deployable system of aircraft, data and control terminals that can be task organised in a flexible way and can operate from improvised grass strips if necessary. 47 Regt RA are based in Larkhill and fly Watchkeeper from Boscombe Down. It is the only UAS of its class to be certified to fly in the UK and is perfectly placed to integrate with exercising ground troops across Salisbury Plain Training Area. It also flies from RAF Akrotiri where new pilots, groundcrew, operations staff and maintainers all conduct their technical training.

Within the Ground Control Station, the crew comprises pilots, signallers, image analysts and mission controllers.

Pilots range from Bombardier to Captain and undergo rigorous selection and training to allow them to control the aircraft for demanding and long flights.

The Mission Controllers and Signallers coordinate the aircraft activity with ground activity, ensuring that the sensors are always supporting the requirements of the battlespace owner and deliver critical information over BOWMAN combat net radios.

The Image Analysts, from the Intelligence Corps, interpret the raw data and imagery into intelligence that can be disseminated to commanders and key decision makers across the battlefield.





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INNOVATION AT BATTALION LEVEL

1 MERCIAN have used Army Innovation and Experimentation Funds to procure a new Inflatable Walls Training System (IWTS). From idea, through delivery and into use, the acquisition of this equipment was led entirely by the Battalion.

The system consists of portable modular walls that allows troops to build easily-adapted temporary structures so they do not get used to the layout of a particular building. It enables soldiers to learn, develop and master the skills required for the clearance of different urban structures. When combined with Marker Round Training System (simunition), skills can be tested in a very realistic and challenging environment. Using experience and innovation, soldiers from the battalion have combined the two systems to create a novel solution to allow JNCOs to deliver demanding and enjoyable training, primarily in barracks but also in the field.

In the development of their plan, 1 MERCIAN worked from the bottom up. Surveys of the battalion revealed the popularity of urban training and the desire for troops to have their say. A 'Dragon's Den' style event was run during which junior soldiers put their ideas to the CO and identified the IWTS capability. The system will help improve the Battalion's training for operations in Iraq in 2021. Empowered by their actions, the Battalion has further plans for innovation funds including consultancies on leadership development, collapsible assault ladders and deployable infrastructure for armoured BGHQs.



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VEHICLE 'HEALTH' TRIAL

Staff within the Support Directorate of Army HQ are currently working to develop the ability for vehicles to diagnose their own health. They are testing the theory that by accessing existing vehicle Health and Usage Monitoring System (HUMS), and combining it with historical data trends, it should be possible to determine when the vehicle, or system within it, is likely to fail. This information can then be displayed to the crew and the chain of command as the vehicle's health.

By knowing in advance when a vehicle is likely to fail, maintenance can be better planned at convenient times, rather than at the point of failure. This provides greater choice for commanders as well as saving valuable time and effort for vehicle crews and maintainers.

The trial will be conducted using Foxhound as the Support Directorate team have already demonstrated the ability to transmit the raw HUMS data during the 2000km deployment to Norway as part of Ex TRIDENT JUNCTURE 18. This health trial, to be conducted in March at the Armour Centre in Bovington, builds on this success by testing whether the HUMS data can be analysed onboard the vehicles to provide a basic assessment of vehicle health. This health score will be displayed to the crew and transmitted to the chain of command. If successful, the next step will be to investigate how this capability could be brought into service with Foxhound and other vehicles.



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1ST AVIATION BRIGADE

As part of the restructuring of Army Aviation (Project COLINDALE), the Joint Helicopter Command (JHC) has merged its three Army Aviation Force HQs to form the 1st Aviation Brigade (1 Avn Bde). The Brigade will generate a joint Combat Aviation Force (CAF) designed to war-fight and possess the modularity to generate Aviation Task Forces to contain and engage adversaries. 1 Avn Bde will also provide Army Aviation to protect the homeland and support training overseas.

- 1 Avn Bde stood up on 1 Apr 2020 and assumed command of all AAC front-line and Reserve Regiments and 7 Bn REME; 47 Regt RA will fall under the Brigade from Apr 2021.
- The Brigade will reach Initial Operating Capability on 1 Apr 2021 and Full Operating Capability by 1 Jan 2023.
- The Deputy Commander JHC will be double hatted as the Avn Bde Commander and the HQ will be based at Middle Wallop.
- Lead elements of the Brigade will be held at Very High Readiness.
- The CAF will be capable of commanding allied aviation units and equally of operating within allied higher formations.















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13TH SIGNAL REGIMENT **REJOINS THE ARMY ORBAT**

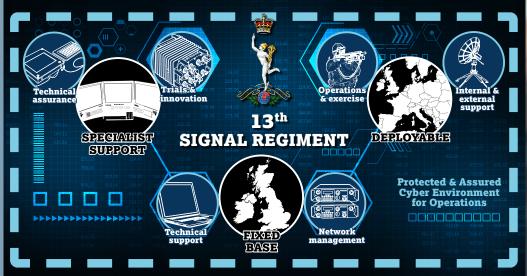
As part of Army2020 Refine, 13th Signal Regiment reformed on 1 Jun 2020 as the Army's first defensive cyber Regiment. Under Operational Command of 6(UK)Div, which is responsible for conducting information manoeuvre and unconventional warfare, the Regiment provides the Army's cyber defence expertise and contribution to Defence's federated cyber defence model.

It has now resubordinated from 11 Signal Brigade & HO WM to 1 Signal Brigade.

- Unit Implementation team has now become the Regimental Headquarters and Support Branch, based at Blandford Camp, Dorset.
- 259 Signal Squadron has resubordinated from 11 Signal Brigade to 13th Signal Regiment, remaining at Blandford Camp.
- 233 Signal Squadron has resubordinated from 11 Signal Brigade & HO WM to 13th Signal Regiment, remaining at Corsham, Wiltshire.
- Cyber Protection Teams (CPTs) 1-6 have resubordinated from 14th Signal Regiment (EW) (1 ISR Brigade) and form the Initial Operating Capability for 224 Signal Squadron within 13th Signal Regiment, based at Colerne, Wiltshire.

The specialist unit will provide the basis of the new Army Cyber Information Security Operations Centre, focusing on the protection of Defence's cyber domain, and it will work with the Royal Navy and Royal Air Force to provide secure networks for all military communications. And ensuring that UK defensive cyber capabilities remain ahead of adversaries and aggressors, 13th Signal

Regiment will also provide specialist technical support for a hub to test and implement next generation information capabilities. A number of existing cyber functions are being brought together from across the Army to establish the Regiment, with personnel from 15 different cap badges represented in the first intake, plus specialist Royal Navy and RAF personnel.





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ARMY DATA ANALYTICS TEAM; THE PATH TO 'NEW OIL'?

"Data is the new oil" because "it's valuable, but if unrefined, it cannot really be used". This is also true of Army data. Unrefined data in spreadsheets or data silos frequently frustrates critical analysis across the Army.

The Army Data Analytics Team (ADAT) use visual analytics and some advanced tools such as text analytics to accurately present information, generate actionable insights and inform key decision makers. Importantly, ADAT also seek to reform the underpinning data processing.

More widely, ADAT ensure data is managed in the most resilient, secure way and guide Army HQ Directorates to be intelligent customers - reducing dependency on third parties. If you want to transform using evidence-based decision making, search for the Army Information Front Door (SharePoint only) and the Digital Engagement team will capture your requirement and guide you through the business case process.



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become familiar with the new S4B EV solution and its functionality.

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ARMY DIGITAL DISCOVERY SUPPORTING YOU ALONG YOUR DIGITAL JOURNEY

The Information Directorate's Information **Exploitation Branch** has stood up a team to directly support business change:

The 'Digital Discovery' team also recently took under its wing Digital Change / Exploitation (DigiX) activities.

We guide, advise and assist: helping you focus on solving your business problems and supporting successful business change. We leverage expertise upfront to integrate considerations such as data coherence, interoperability and compliance. We can also help you exploit existing tech: from the latest apps in MODNET / Office 365, to the range of solutions available from Army Digital Services (ADS) or more broadly across Defence.

We also run the Digital Solutions Triage Group (DSTG), which now forms part of the Digital and ICT Acquisition Governance process and proactively engage across the Army to identify opportunities.

Find out more by visiting our site on MODNET: Army-Digital Discovery.

Further information also will follow on Defence Connect via the site Army Digital.



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THE ARMY BRAND PROMISE

The British Army is in front.

To protect the nation, we step forward and meet every challenge with intelligence and integrity.

We inspire ordinary people to exceptional achievements through world-leading training.

We are forward-looking and technologically advanced, ready for the challenges of the future, both at home and overseas.

We would welcome your feedback.

Please email to armymediacomms@mod.gov.uk

Or complete our short online survey available here

