

IN FRONT



PROTECT THE NATION

DO THE RIGHT THING

FULFIL OUR POTENTIAL





INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

CONTENT UNDER TABS

INTRODUCTION

YOUR ARMY NEEDS YOU

Recruiting Update

IMPROVING THE LIVED EXPERIENCE

Discover my Benefits

Programme CASTLE - What have we done so far?

Building an inclusive culture

- Disability

- Diversity & Inclusion

- Sexual Harrassment awareness

Mental Resilience Training

Armed Forces Continuous Attitude Survey

Army Reserves Continuous Attitude Survey

Families

Cooking in Single Living Accommodation

Empowerment

ARMY BASING

Army Basing Programme (ABP)

- ABP - Enabling Army 2020

- ABP - Germany drawdown

- Op Faran

- Scheme of manoeuvre

OPERATIONAL AND EXERCISE ROUND UP

Army commitments highlights, Jan - Jun 19

Forecast of key events out to Nov 19

DOCTRINE UPDATE

- Warfighting Tactics

- Health Service Support to Land Operations

INTERNATIONAL BY DESIGN

British Army in the USA

UK US Interopability

The C4IS Interopability landscape

Joint Expeditionary Force Land Development

Interoperability (UK) Strategic Partners

Joint Warfighting Assessment 19

EQUIPMENT ROUND UP

Training begins on ARES

BCIP 5.6 at readiness and deployed

on operations

TRANSFORMATION FUND

Delivering the Army's transformation vision

ARMY SAFETY

Army Safety Headlines

YOUR IDEAS MATTER

GEMS: Think Tank

THE ROYAL HOSPITAL CHELSEA

Home of the Chelsea Pensioners





INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

INTRODUCTION

Welcome to the third edition of the British Army's termly digital newsletter, In Front.

We know that people are the Army, not just in the Army. That's why in this edition we outline some of the work ongoing to improve the lived experience of our soldiers and officers, including the recent launch of the Discover My Benefits tool, the delivery of Mental Resilience Training and the updating of rules surrounding cooking in Single Living Accommodation.

The relevance, usefulness and usability of our Army is clearly demonstrated in the range of recent deployments, including our training teams in Morocco, exercises on new training areas in Oman and our continued contribution to NATO's enhanced forward presence in the Baltics.

The British Army is the ally and partner of first choice. Working through international security institutions and key alliances, the Army is leading multinational interoperability. In this edition we focus on our partnerships with the US, the Joint Expeditionary Force (Land) nations and other strategic partners.

Finally, this newsletter also provides an update on the development of new ideas and technologies, including a new cyber centre, autonomous logistic vehicles, mini-drones and the re-launch of GEMS, an online platform to harness ideas from across the Army.

I hope you find it a useful update.

MAJOR GENERAL NEIL SEXTON,
DIRECTOR ENGAGEMENT AND COMMUNICATIONS

THE ARMY'S 2019 ENGAGEMENT AND COMMUNICATION THEMES

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.

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.

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.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

RECRUITING UPDATE

The **#YourArmy** recruitment campaign has continued to be successful following the 5-year applications peak between Jan – Mar 19, with candidates flowing through the recruiting pipeline. The combined British Army Regular/Reserve strength (trained and untrained) now stands at over 112,000 as at 1 April 2019.

Part of this success is the Army's new approach to recruiting, based on a Personnel Campaign which has transformed our partnership with Capita. The Campaign has driven a series of initiatives to increase inflow and stabilise Army manning including a successful 'Time of Flight' trial which has reduced the time for an applicant to be given a job offer from a median of 205 days down to 108. Alongside this is a comprehensive review of our medical processes and how we can also look at becoming much more efficient. Coupled with other innovative initiatives, there has been a four year low in training wastage across Basic Training and Initial Trade Training.

We have also witnessed an increase in female applications with a peak of 20% of all applications being from females earlier in the year. Furthermore, the first females started infantry training at ITC Catterick in May 19.

The public Reputation and Research Tracker, Wave 3, conducted by YouGov was recently released and saw an increase in the public perception on the favourability of the Armed Forces amongst other positive comments such as *'The Army are leaders in leadership'*, *'The Army provides skills for life'* and *'The Army provides opportunities for all'*. Clearly our key messaging is resonating with the public, but there is still much to do, and we must continue to promote the Armed Forces as a career of first choice. Every soldier is an advocate for the Army and who better than YOU to help the public find where they belong in this exciting and varied profession. **"People are the Army, not in the Army"**

**THE ARMY
PROTECTS THE
NATION**

73% AGREE

**THE ARMY ACTS
APPROPRIATELY
WITH INTEGRITY**

61% AGREE

**THE ARMY INSPIRES
PEOPLE TO FULFIL
THEIR POTENTIAL**

51% AGREE

PEOPLE PURPOSE INTERNATIONAL INNOVATION

DISCOVER MY BENEFITS

Discover My Benefits launched on 8 May and is a new, easy-to-use online tool to help you discover and understand the extensive range of support and benefits that are available to the Army.

It can be used by all Regular and Reserve Service personnel, their families, and anyone interested in joining the Army. It's been created to help users discover and understand what support and benefits are available in the Army. The website is easy to use and gives clear, unbiased information.

The site received over 20,000 hits in the first two weeks and has been well received. The Army will shortly be given control over its area of the tool, and there is significant opportunity to enhance it by providing information tailored towards our soldiers. The tool is currently focussed at serving soldiers and their families, and there is also the opportunity to increase the usability for potential recruits who may not need the same level of detail as those serving. User feedback or suggestions for improvements are needed to help shape the future development of Discover My Benefits - there is a feedback area within the tool, but suggestions can also be emailed to People-DMBfeedback@mod.gov.uk



Click here to: discovermybenefits.mod.gov.uk/army

Your Pay & Pension	Army Service Benefits	Accommodation	Army Families	Deployment
Food & messing	Army Health & Welfare	Army Professional Development	Flexible Working	Flexible Service
Reimbursement	Army Reserves	Leave	Relocation	Travel

discovermybenefits.mod.gov.uk

PEOPLE PURPOSE INTERNATIONAL INNOVATION

CASTLE - WHAT HAVE WE DONE SO FAR?

Programme CASTLE is designing attractive, relevant and sustainable career pathways which deliver greater organisational agility and individual and institutional choice. Since autumn 2018, the CASTLE team has engaged with over 1,200 officers and soldiers, benchmarked with industry and allies and ensured a firm grounding in quantitative and qualitative data. The CASTLE team have identified what should be preserved and what is misaligned.

For the remainder of 2019, Programme CASTLE, in close partnership with key stakeholders across Defence and including you throughout, will develop 12 areas of work. Our conclusions will be presented to ECAB in 2020 for approval, however work is already underway and we will take opportunities to deliver from today. Trials already under consideration include retaining talent for longer, variable lengths of service and lateral entry, as well as greater use of 'talent technology' to empower individuals and career managers with accessible, accurate and relevant information.

We'd like to hear your thoughts - please email:
ArmyPers-CASTLE-GroupMailbox.mod.gov.uk

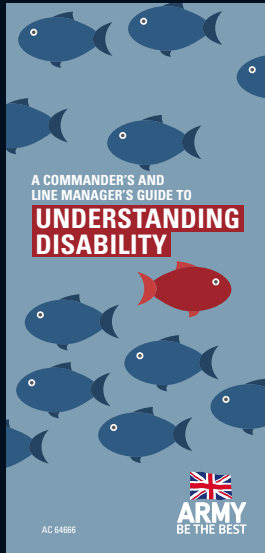
CASTLE: DESIGNING ATTRACTIVE, MODERN AND SUSTAINABLE CAREERS



A competitive Army of **motivated, capable** and **resourceful** professionals.

PEOPLE PURPOSE INTERNATIONAL INNOVATION

BUILDING AN INCLUSIVE CULTURE



DISABILITY

Whilst the Armed Forces recruitment waiver against disability differentiates the Military from the Civil Service, the Army is an organisation that strives to be inclusive of all its workforce and supporting employees is key. The Army has Disability Advocates, promoting education and understanding of disability within the Army TLB. The first joint Army disability conference, "Understanding Disability", has been held to educate, inform and support our staff who may be disabled, be a carer for a disabled person, work with or line manage someone with a disability, or someone who just wants to know more about disability.

A Commander's and Line Manager's Guide to Disability has been issued and plans are underway for further initiatives:
[MODNET LINK](#) | [INTERNET LINK](#)



DIVERSITY & INCLUSION ADVISORS

2019 sees Defence review the way we train our Diversity and Inclusion Advisors. It is important that the D&I network is made up of volunteers passionate about supporting their Chain of Command in building an inclusive culture. Anyone interested in becoming an advisor or practitioner should speak to their Chain of Command.

The EDIA annual conference will take place on 18 September 19 and will be a 'Toolkit for Inclusion' providing ideas and education for D&I Advisors and the Chain of Command. The D&I Newsletter offers further information and updates for the Chain of Command and D&I Advisors.

SEXUAL HARASSMENT AWARENESS POSTER CAMPAIGN

Following the Army Sexual Harassment Survey, DCGS released an implementation directive aimed at addressing unwanted sexualised behaviours. A poster campaign has been launched to encourage the reporting of all unacceptable behaviours.

The posters form part of the Army's ongoing commitment to raise awareness of issues surrounding sexual harassment and how to challenge unacceptable behaviours across the Army.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

MENTAL RESILIENCE TRAINING

Mental resilience is the capacity to adapt successfully in the presence of risk and adversity. Mental Resilience Training (MRT) aims to develop a soldier's psychological capability and capacity to respond effectively in the circumstances with which they are faced.

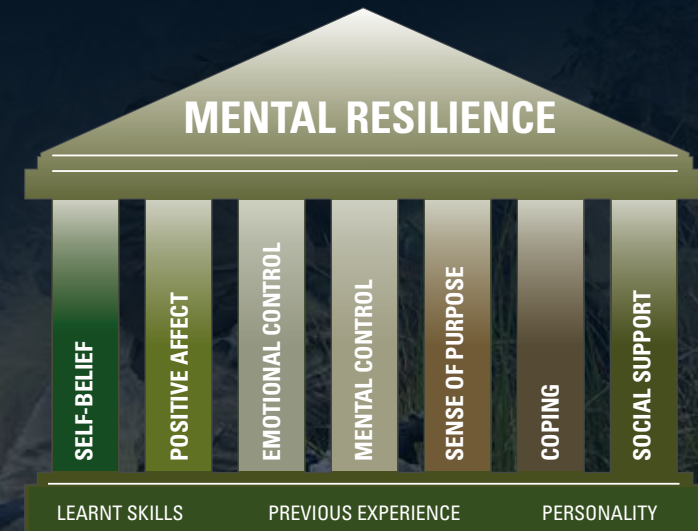
Mental Resilience is built of many pillars and depending on how many pillars you have in place at any one time will determine how resilient you are. The MRT course describes seven pillars: Self Belief, Positive Effect, Emotional Control, Mental Control, Sense of Purpose, Coping and Social Support.

The 5 skills to achieve this resilience are:

- **SET GOALS**
- **THINK POSITIVE**
- **EMOTIONAL CONTROL**
- **ANXIETY REGULATION**
- **MENTAL REGULATION**

MRT is not about dealing with Post-Traumatic Stress. It is not designed to help soldiers cope with significant workplace or home events. However, the skills taught do correlate with some of the coping mechanisms used by medical professionals to manage psychological stress.

Everyone is affected by the training environment in different ways, therefore MRT is underpinned by effective coaching. One soldier may be uncomfortable dealing with some of the more physically arduous elements of training, whereas another may struggle with range work and another will find the more academic elements stressful. Each of these soldiers will decide how to manage each 'stressful' event and MRT seeks to help them recognise signs of stress and regulate them, to help them prepare for events that they suspect could be difficult for them.



“ Overall a fantastic course, giving a great understanding of MRT theory and a physical understanding of some of the feelings MRT is designed for. How can you teach MRT if you don't understand the feelings it's designed to help? ”

W02 K CONNER - OPSMART TEAM

PEOPLE PURPOSE INTERNATIONAL INNOVATION

ARMED FORCES CONTINUOUS ATTITUDE SURVEY

The 2019 Armed Forces Continuous Attitude Survey (AFCAS), which was live from September 2018 to February 2019, has now been analysed and the Army findings are available here:

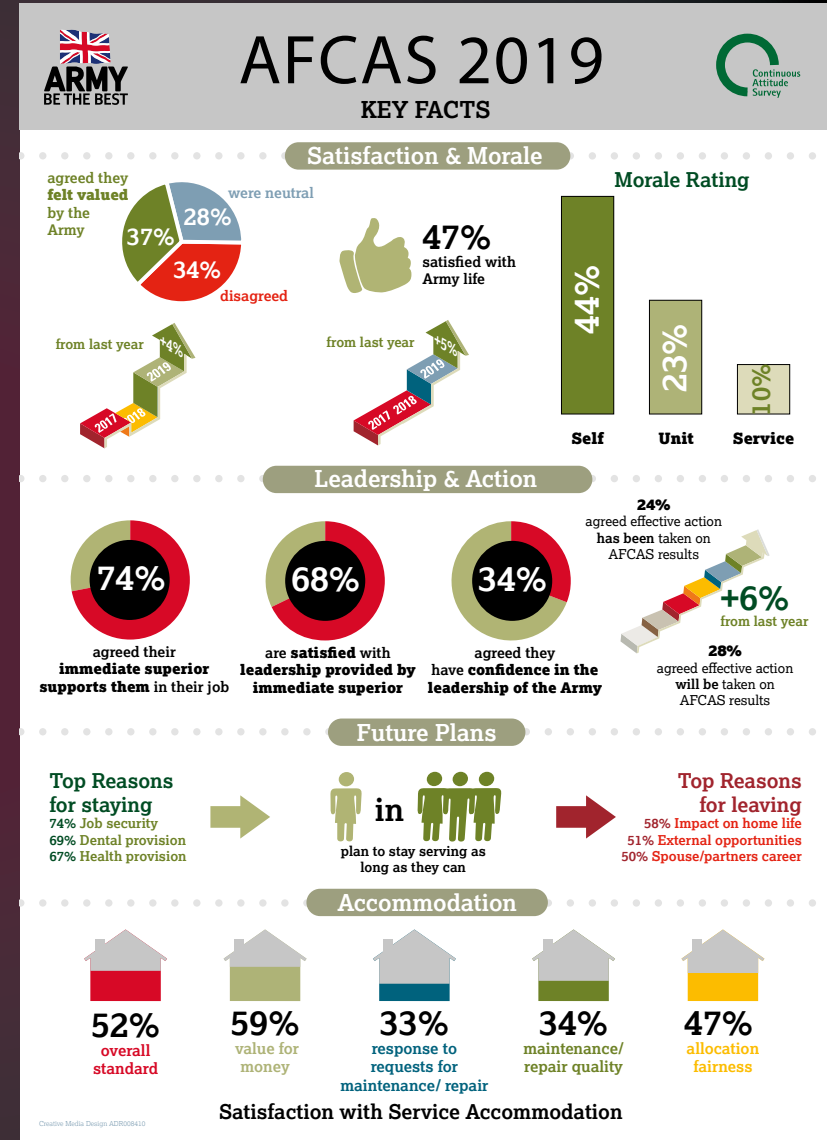
www.gov.uk/government/statistics/armed-forces-continuous-attitude-survey-2019

The survey was sent to approximately 8,800 Army personnel this year and attracted a response rate of 40%, an encouraging increase from last year.

The AFCAS provides the opportunity for Soldiers and Officers to express their views about a range of issues that affect their life in the Army. This gives us an understanding of the key issues, which are important to both Soldiers and Officers, and provides a clearer picture of the actual lived experience. In turn, the data gathered is a vital source of information that assists the Army in developing future personnel policy.

Thank you for completing this year's survey!

To find out more please email: ArmyPers-Strat-APRC-Survey@mod.gov.uk



ARMY RESERVES CONTINUOUS ATTITUDE SURVEY

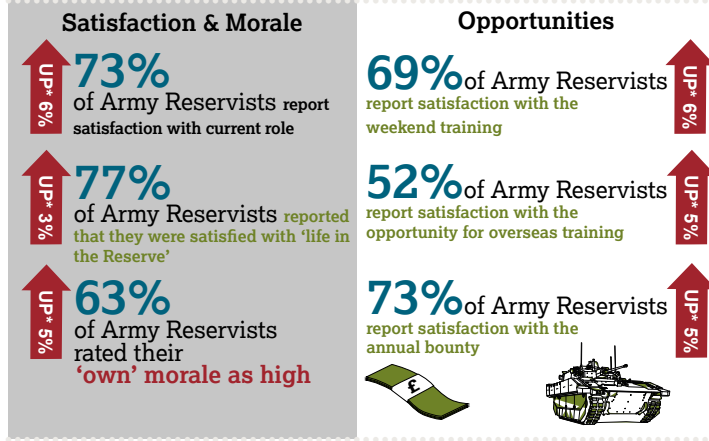
On June the 26th, Defence recognised ‘Reserves Day’ and in so doing acknowledged the contribution of the Army Reserve to Defence and wider society. Simultaneously, the publication of the 2019 Reserves Continuous Attitude Survey (RESCAS) Report offers the opportunity to reflect upon the reasons why our volunteers join the Reserve, and importantly, why they stay. There is room for optimism on many of the aspects of life in the Army Reserve, i.e. they feel proud to be in the Army Reserve (92%), they enjoy serving in the Army Reserve (91%), and their family supports their Reserve Service (89%).

The desire and ability of Reservists to contribute to Defence, to work within the wider Army, and to mobilise, underpins many of the reasons for joining. Moreover, 34% of officers and 25% of Other Ranks who completed the RESCAS survey had been mobilised in the past 3 years, demonstrating the potential utility and relevance of the Reserve to Defence. Operational posts (OCE) are now being advertised to Reservists, combined with an increase in the availability of full-time positions. This is the opportunity to demonstrate the flexibility and utility of the Reserve across a variety of military tasks.

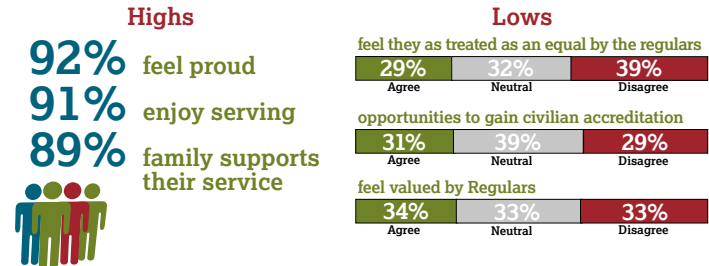
The Armed Forces Continuous Attitude Survey also reflects positively upon the Reserve; of the 50% of Regulars who have working contact with Reserves, 69% positively rate their contribution, 71% rate their professionalism and 61% feel Reserves are well integrated. These figures highlight how the Reserve is appreciated by their regular colleagues. The Reserves Directorate in Army HQ will work to improve Reserves communications and develop our ability to share our experiences, capture activities and improve an inclusive culture across the Army, and Defence.

RESCAS is a valuable mechanism for gathering information on the attitudes and experiences of our people. The answers help inform our decisions for the future of the Reserve and we will use RESCAS to inform the wider work around the ongoing strategy. I would encourage you to complete future surveys and directly contribute to our continuous improvement.

ARMY RESERVE CONTINUOUS ATTITUDE SURVEY 2019



Reservists Attitudes



ResCAS

These views have been taken from the Reserves Continuous Attitude Survey 2019. *Statistically significant differences compared to the results from 2018. If you have any queries please contact: ArmyPers-Strat-APRC-Survey@mod.gov.uk (MULTIUSER)





INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

FAMILIES

Army life places considerable pressure on a family in terms of separation, mobility and welfare; it is well understood that our personnel could not deliver what is required of them without the support of their families. Our families must be placed at the heart of decision making across the Army and this is realised through the Army Families Strategy, a framework to promote fairness, empowerment and resilience, whilst ensuring that the Army remains relevant in a context of evolving societal definitions of what constitutes a family.

As times change, the expectations of families have also evolved. We need to recognise the views of our families as part of the package to recruit and retain personnel, as well as to meet our moral obligation to our people. An assessment of issues raised through FAMCAS and surveys conducted by the Army Families Federation helps to inform the Army Families Strategy.



POSITIVE. FAMCAS tells us that some 60% of spouses/civil partners are happy with service life – they are proud of their partners being in the Army and positive about the job security associated with that. Certain aspects of living in Service Families Accommodation score highly, such as value for money, the allocation process and security. There are positive returns for both the access to and quality of childcare available.

NEGATIVE. Spouses/civil partners feel that they are disadvantaged compared to the general public in terms of family life in general, specifically in terms of the effect on children and on their own career. The degree of separation is seen as a disadvantage, and overall spouses don't feel valued by the Army. On the negative side of Service Families Accommodation, there are still concerns around maintenance and repairs.

Personal Services branch are working hard on many issues that are of concern to families and work closely with the [Army Families Federation](#) in order to understand and address issues. Future editions of "In Front" will explore some of these in greater depth.



PEOPLE PURPOSE INTERNATIONAL INNOVATION

COOKING IN SINGLE LIVING ACCOMMODATION

The lack of basic cooking facilities in Single Living Accommodation (SLA), beyond the standard provision of microwaves, kettles and fridges, is a growing source of frustration to our people. In response, on 4 Apr 19, the Army Executive Committee decided to permit and encourage cooking in SLA.

ALDERSHOT TRIAL

The use of worktop cooking appliances (low-fat grill, tiered vegetable steamer, rice cooker and electric wok) was successfully trialled in Aldershot in 2018.

The key findings were:

- Associated fire safety and food hygiene risks and levels of statutory regulation were manageable by units.
- 75% of SLA blocks on the Project Allenby Connaught (PAC) maintained estate required only basic infrastructure upgrades to allow the use of worktop cooking appliances. The significant building works required to convert the remaining 25% were deemed to be disproportionately expensive.
- Personnel choosing to cook evening meals in SLA increased from 11% to 44%.
- Overall levels of satisfaction about feeding choices increased from 25% to 47%.



WAY FORWARD

Following a decision by Army HQ to encourage cooking in SLA, there will be 2 stages to the implementation of this new policy:

1. IMMEDIATE

Non-PFI Estate. Home Command will publish direction and guidance in Jul 19 outlining the minimum fire safety and food hygiene measures required before Heads of Establishments can authorise the immediate use of worktop cooking appliances in SLA utility rooms.

It should be noted:

- In newer SLA buildings, this could be as simple as installing a fire blanket and reviewing the Fire Risk Assessment.
- Some of our older buildings will require a more extensive upgrade before they are safe to be used for cooking (such as additional power sockets, enhanced ventilation and fire doors).
- While these steps will commence in-year, implementation will take time due to the limited number of Defence Fire Officers and the limited capacity of contractors to upgrade around 6,500 utility rooms across the Army.

PFI Estate (Larkhill, TidBul, Aldershot, Warminster). Due to contractual obligations, cooking in SLA on the PFI estate (that do not already have kitchens) cannot commence until enabling works have been completed in 2020. However, the Aldershot trial will be extended until this time.

Reality checks:

- Several utility rooms in older SLA buildings will not be suitable for upgrade works, due to the scale of building works required to meet basic fire safety standards.
- Personnel will be asked to purchase and maintain their own worktop cooking appliances.
- This policy is not applicable for transit accommodation nor for SLA for Phase 1 and 2 trainees.

2. LONGER TERM

Subject to affordability, the Army has decided it wishes to incorporate full kitchens and communal eating areas into the design of all future SLA buildings. Financial support for this ambition will be sought in the coming months.



	INTRODUCTION	YOUR ARMY NEEDS YOU	IMPROVING THE LIVED EXPERIENCE	ARMY BASING	OPERATIONAL AND EXERCISE ROUND UP	DOCTRINE UPDATE	INTERNATIONAL BY DESIGN	EQUIPMENT ROUND UP	TRANSFORMATION FUND	ARMY SAFETY	YOUR IDEAS MATTER	THE ROYAL HOSPITAL CHELSEA
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EMPOWERMENT

Empowerment means changing the in-barracks experience of everyone in the Army. By giving people a voice to speak up about what needs to change, the tools they need to improve the way things work and the power to make changes.



WHY DO WE NEED IT?

- Roughly 40% of time in-barracks is spent on activities directly contributing to operational effectiveness.
- Our productivity is restricted by internal and external constraints. Attention is focused on the external constraints, at the expense of dealing with the internal constraints we have the authority and ability to resolve.
- There has been no timely and effective mechanism for escalating recommendations to address the external constraints, e.g. overly restrictive policy.
- Yet we don't fully exploit the existing freedoms within policy.
- And we are wasting the innovative potential of our personnel. Either because their voice is not heard, or the benefit of their contribution are not effectively shared across our organisation.

WHAT ARE WE DOING

- Top-down and bottom-up changes to mindsets and behaviours, to establish a culture of Continuous Improvement based on the PERIL cycle.
- Empowerment Rollout is due to be completed by December 2020.
- Bottom-up: changes initiated by Change Agents visiting Units, Bde & Div HQs.
- Top-down: driving changes to 3*/4* and Defence policy and process based on evidence provided by you and the Change Agents.
- Investment in GEMS: Think Tank - the Army's good ideas scheme

IT WORKS

Early indications show it is making significant differences in the ways we work.

- It is seizing back time for the soldier by reducing activity which is not a priority.
- It is improving Businesscraft - better processes, more effective info flow.
- It is resetting risk appetite.



DON'T BELIEVE US? LISTEN TO THE TESTIMONIES...



Click on the link above to view soldiers talking about Empowerment.

REFERENCES

- Delivery of [Defence Purpose](#) requires an empowered workforce.
- [CDS launched Empowerment](#) across Defence in May.
- Empowerment is one of CFA's highest priorities.

PEOPLE PURPOSE INTERNATIONAL INNOVATION

ARMY BASING PROGRAMME

ABP - ENABLING ARMY 2020

The Regular Army Basing Plan is a key enabler of the modernisation of the Army under the Army 2020 plan. It facilitates Army unit moves in support of its future operating model, designed around an Adaptable Force capable of engagement at home and overseas and a Reaction Force that is ready for the most demanding scenarios, both of which will be supported by specialist Force Troops.



Videos are best viewed in Google CHROME

ABP - GERMANY DRAWDOWN

The plan honours the policy commitment made in the 2010 Strategic Defence and Security Review (SDSR) to bring UK forces back from Germany by 2020. The ABP has already moved 83% of personnel (single and unaccompanied personnel, families and dependants) from Germany. ABP redeployment activity will culminate in 2019 with the final drawdown of personnel. All remaining elements will redeploy by 30 Sep 19.

- **£1.8Bn of Infrastructure investment** over 8 years.
- SDSR10 enables **A2020**, including rebasing 20,000 personnel from Germany.
- **47 projects**, delivering working and living accommodation behind the wire, Service Family Accommodation, healthcare and education provision and highways improvements.
- Activity **across UK**; from Leuchars to Thorney Island.
- **All moves out of Germany will be completed by 2021.**

OP FARAN

The re-deployment and re-basing of units under Army Basing Programme in summer 2019, including the final phase of the redeployment from Germany.

The critical window for all moves (Germany to UK and UK to UK) is from 1 Jun to 30 Sep 19 with the majority of moves taking place over the school summer holidays to minimise impact on



children's education. During this period, there will be up to 50 families moving a day.

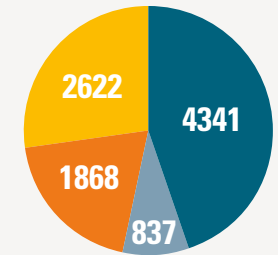
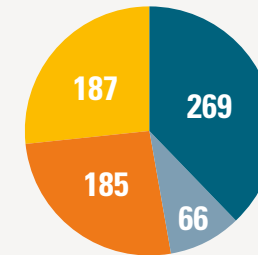
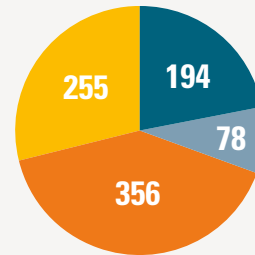
SCHEME OF MANOEUVRE

3 Lines of Operation:

Vehicle and Major Equipment (VaME):
Basic Unit Fleets, Training aids (eg. Turret trainers) and Gate Guardians/Memorials.

Single, Married/ Unaccompanied Personnel and Unit Freight:
Unaccompanied Baggage (Single/Unaccompanied Service and other Entitled Personnel) and Unit Freight.

Families:
Unaccompanied Baggage (SFA removals), Personnel's travel and temporary accommodation.



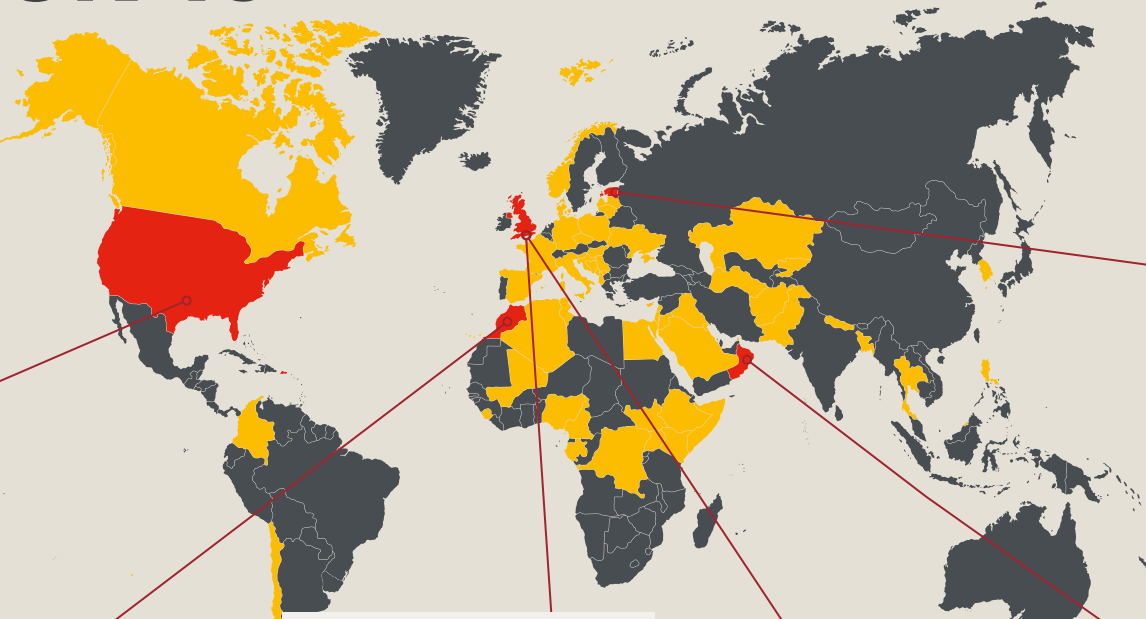
■ NON SPTA |
 ■ BULFORD |
 ■ LARKHILL |
 ■ TIDWORTH

PEOPLE PURPOSE INTERNATIONAL INNOVATION

	INTRODUCTION	YOUR ARMY NEEDS YOU	IMPROVING THE LIVED EXPERIENCE	ARMY BASING	OPERATIONAL AND EXERCISE ROUND UP	DOCTRINE UPDATE	INTERNATIONAL BY DESIGN	EQUIPMENT ROUND UP	TRANSFORMATION FUND	ARMY SAFETY	YOUR IDEAS MATTER	THE ROYAL HOSPITAL CHELSEA
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ARMY COMMITMENTS HIGHLIGHTS JAN 19 - JUN 19

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



EXERCISE WARFIGHTER

The ability to field a credible warfighting division marks the British Army out amongst armies of the world. Headquarters 3rd (United Kingdom) Division demonstrated this capability recently whilst exercising as part of a US Corps in Fort Hood, Texas. This exercise was an important opportunity to demonstrate the British Army's interoperability with the US at the highest levels.



DEPLOYED TO DETER

The King's Royal Hussars assumed the role of providing the Enhanced Forward Presence Battlegroup from 1st Battalion, The Yorkshire Regiment. The British Army continues to provide this Battlegroup as part of a NATO deterrence deployment in one of the UK Armed Forces' largest overseas operations.



EXERCISE AFRICAN LION

The British Army's regional affiliations allow long term relationships to be maintained across the world. Within this construct, soldiers from 4th Infantry Brigade and the Specialised Infantry Group have exercised in Morocco to develop host nation capability, counter instability and extremist organisations thus improving regional security.



ARMY SUPPORT TO SALISBURY POISONINGS

For over a year, specialist elements of the Army provided support to the clean-up post the Salisbury poisonings. This operation, protecting UK citizens and in support of the civil authorities, has recently been completed successfully.



READY TO RESPOND

The British Army remains at the centre of NATO, including a Light Mechanised Infantry Battlegroup which is committed to the Polish-led Very High Readiness Joint Taskforce (Land) between 2019 and 2021.



EXERCISE KHANJAR OMAN

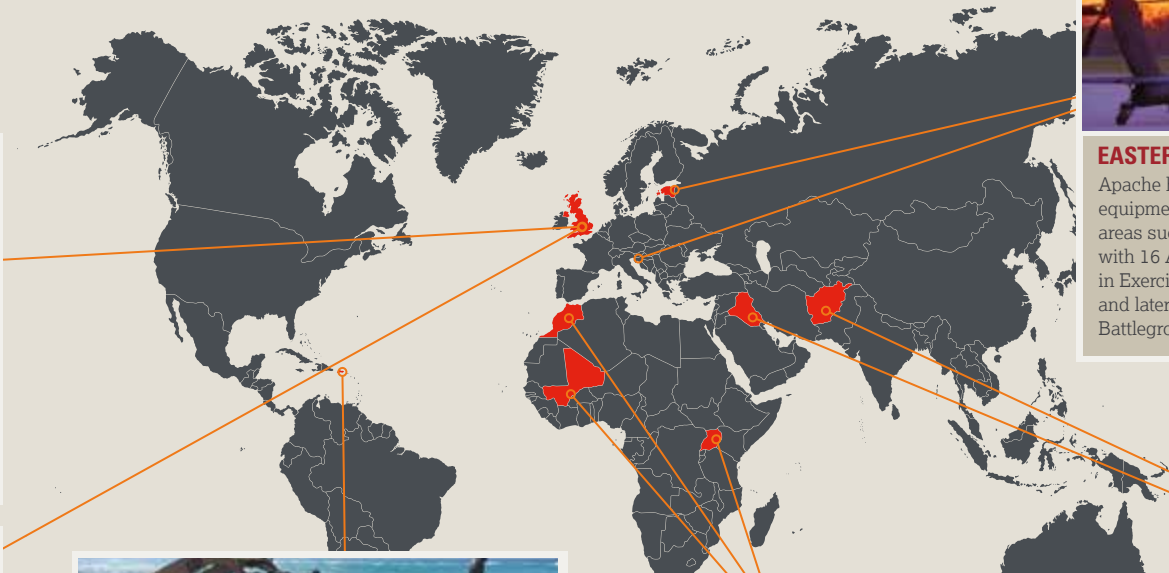
The Royal Tank Regiment recently exercised in Oman on the new Raz Madrasah Training Area. 800 people took part in the exercise which included training alongside the Royal Army of Oman and complemented the signing of a Joint Defence Agreement with Oman by the Secretary of State for Defence.

PEOPLE **PURPOSE** INTERNATIONAL INNOVATION

	INTRODUCTION	YOUR ARMY NEEDS YOU	IMPROVING THE LIVED EXPERIENCE	ARMY BASING	OPERATIONAL AND EXERCISE ROUND UP	DOCTRINE UPDATE	INTERNATIONAL BY DESIGN	EQUIPMENT ROUND UP	TRANSFORMATION FUND	ARMY SAFETY	YOUR IDEAS MATTER	THE ROYAL HOSPITAL CHELSEA
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ARMY FORECAST OF KEY EVENTS OUT TO NOV 19

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



COMPETING IN THE MODERN WORLD

In an era of constant competition and evolving technology, the ability to operate in the virtual and cognitive domains will be more important than ever. Exercises such as GRIFFIN STORM later this year will focus on information manoeuvre and aim to generate an advantage over adversaries.



THE BRITISH ARMY IN THE PUBLIC EYE

The British Army remains at the very heart of the Nation, its values and traditions. This pre-eminent position will be on show to the world this summer at events such as the Queen's Birthday parade, President Trump's State visit and Normandy 75.



HUMANITARIAN ASSISTANCE AND DISASTER RELIEF

The British Army is ready to respond to requests by other government departments to support humanitarian assistance and disaster relief. The Army will hold an additional force package at readiness over the coming months to respond to natural disasters in areas such as the British Overseas Territories.



CAPACITY BUILDING IN AFRICA

Modern deterrence blurs the lines between operations, defence engagement and training and is coordinated under a regional framework. The British Army's activity in Africa exemplifies this approach and includes training in Morocco, defence engagement in Uganda and operations in Mali.



EASTERN EUROPE

Apache helicopters are the type of battle winning equipment that the British Army can rapidly surge to areas such as Eastern Europe. They are participating with 16 Air Assault Brigade and international allies in Exercise SWIFT RESPONSE this spring in Croatia and later this summer with the Kings Royal Hussars Battlegroup on Exercise SPRING STORM.



COUNTERING EXTREMISM

The battle to counter violent extremist organisations continues, both to counter the threat abroad and prevent it from reaching UK soil. In Kabul, Afghanistan, the British Army helps provide the security to allow peace to build. In Iraq, British Army teams train and mentor local forces.

PEOPLE **PURPOSE** INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

DOCTRINE UPDATE

Two new pieces of Land domain doctrine have been published by the Army. The new titles are the latest in a string of doctrine publications which have been produced over the last year. All Land domain doctrine is available electronically on the British Army's electronic Battle Box (BAeBB), and can be ordered in hard copy using the links in the BAeBB. The BAeBB is available through the Defence Gateway.

- Warfighting Tactics Part 5A: Armoured and Armoured Infantry Sub-unit Tactics
- Health Service Support to Land Operations Handbook



Army Field Manual (AFM) Warfighting Tactics Part 5A: Armoured and Armoured Infantry Sub-unit Tactics was published as a Doctrine Note on 24 Apr 19. It was used on Ex KHANJAR OMAN and will be tested and refined on Op CABRIT and Ex PRAIRIE STORM over the next 9-12 months before being published as an AFM in Q1 of 2020. Part 5B – Sub-unit Mech and Lt Inf Tactics was published in Q4/18.



The Health Service Support Handbook explains the role, organisation and capabilities of Health Service Support in relation to Land Operations.

“ The only thing harder than getting a new idea into the military mind, is to get an old one out ”

B H LIDDELL-HART

PEOPLE PURPOSE INTERNATIONAL INNOVATION

BRITISH ARMY IN THE USA

British Army Staff (USA)'s role is to promote the British Army within the USA; as a committed, capable and like-minded partner who is ready to stand 'shoulder to shoulder' against current and emerging threats. The US based footprint follows the latest US Army thinking and developments whilst exploring opportunities for further collaboration.



IS COMMITTED ON, AND TRAINING FOR, OPERATIONS ALONGSIDE US FORCES

THE US ARMY IS THE BRITISH ARMY'S PRIMARY PARTNER

The British Army is a committed, capable and like-minded partner who stands side-by-side the US Army

THE BRITISH ARMY



HAS STRONG AND LIKEMINDED LEADERSHIP IN UK, US & NATO POSTS



IS INVESTING AT THE CORPS AND DIVISION LEVELS



IS SIMILARLY FOCUSED ON MODERNISATION AND EXPERIMENTATION



HAS UNPARALLELED LEVELS OF BI-LATERAL PROFESSIONAL MILITARY EDUCATION

DEVELOPING INTEROPERABILITY BETWEEN BRITISH ARMY & US ARMY

The British Army's priority for interoperability between our respective armies remains to enable: a UK division to operate effectively within a US corps, a UK brigade to operate effectively within a US division, a US brigade combat team to operate effectively within a UK division, a US division to work effectively within the UK-framework ARRC, and to enable battalion battle groups to operate effectively within brigades of both Armies.

LINES OF EFFORT

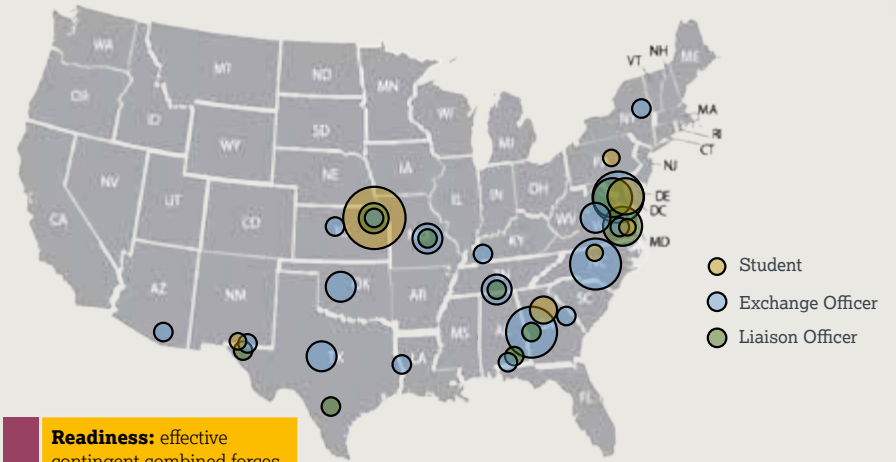
- KLE:** Bilateral Vision Statement, Army Staff Talks, General Officer Round Table Talks, Kermit Roosevelt Lecture series, CSA/CGS counterpart visits, US GOs attendance at RUSI Land Warfare Conference
- Personnel Exchanges:** Military Personnel Exchange Programme, key Senior Officer exchanges (within the US Army and British Army), Reserve Individual Exchange Programme
- Doctrine Training & Education:** UK students studying in key US education establishments, US students on UK strategic leadership programmes and all UK Majors deploying to the USA on Ex EAGLE OWL

ENABLING

- Readiness:** effective contingent combined forces
- Current Fight:** on ops, trusted & together
- Modernisation:** to achieve a competitive edge
- Future Fight:** shared understanding & initiatives

WHERE IS THE BRITISH ARMY IN THE USA?

The British Army has scores of Liaison Officers, Exchange Officers and Students based in the USA. Liaison Officers are employed within key US Army commands and provide a critical role in delivering the interoperability agenda. Exchange Officers employed on the Military Personnel Exchange Programme (MPEP) have reciprocal US Army personnel employed within UK based British Army posts. And Students are integrated within a wide variety of US professional military education programmes.



BRITISH ARMY STAFF USA (BRITISH EMBASSY WASHINGTON)

The British Army Staff USA is the principal focal point for all UK/US Army related matters in the US. It ensures the army footprint is postured to engage across the full spectrum of US commands and coordinates all visits to the US by British Army personnel.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

UK US INTEROPERABILITY

WARFIGHTER EXERCISE 19-4

680 staff from HQ 3 (UK) Div and FTC deployed to Fort Hood, Texas in April to undertake Warfighter Exercise (WFX) 19-4, the US Army's premier Command Post Exercise. Operating under III (US) Corps and alongside 1 (US) Infantry Division, HQ 3 (UK) Div was ruthlessly tested against a free thinking, free playing 'world class' OPFOR over a 9-day period. This was the third year in a row that the Division has been involved in the Exercise and was a personally and professionally rewarding experience for all those involved. To date we are the only country to have been invited to participate at this scale.

The exercise was used to develop the Division's warfighting capability as well as test UK / US interoperability. This Exercise is part of a programme of activity designed to improve our ability to operate seamlessly with the UK's number one strategic partner and our ability to work in a US Corps has progressed significantly since 2017 with developments in CIS, digital fires, intelligence fusion and sustainment made

each year. It was also the opportunity to establish enduring personal links with staff from the Corps HQ. The deployment was also used to experiment with Command Post dispersal with a significant part of the Division's Information Manoeuvre Group working from the Iron Division Operations Centre in Bulford.

“ Working with 3 (UK) Div was just like having a US Div under command ”

LTG PAUL FUNK, CG III (US) CORPS



PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

THE C4IS INTEROPABILITY LANDSCAPE

The Army is working to achieve key interoperability targets with some of our strategic partners. The challenge is to enable formations to integrate seamlessly with partners so data flows freely allowing all partners to share a common operating picture.

Recent exercises during 2019, including Warfighter (WFX) and Joint Warfighting Assessment (JWA) have showcased significant UK Army technical interoperability success. Improved network resilience, increased functionality and notably, reduced time to effect, has allowed commanders to disperse command and control over wide geographical areas whilst retaining situational awareness as part of a multinational force.

Capability developments in tactical and operational C4IS have been instrumental in delivering this success; as part of the wider LE TacCIS portfolio there is still more to come. The advent of a more stable and robust C4IS network has enabled advances in intelligence sharing, the prosecution of digital fires and is now turning to focus on

logistic digitisation; all of this is essential if the Information Manoeuvre concept is to be fully realised.

Multinational interoperability evolves through participation in regular and frequent activities with our allies. The ability to effectively integrate with our allies at short notice is only possible through continual systems testing.

The UK is now better placed to pursue these opportunities both face-to-face and remotely, for example, the Land System Reference Centre at Blandford was the venue for recent BCIP 5.6 testing with the French SIC-F system to assess interoperability between armies ahead of CJEF validation in 2020. Furthermore the JTEN/JMNIAN link at Colerne and Bulford enabled remote testing of core services with the US ahead of both WFX and JWA. Readily available connectivity venues are essential as we seek to become an army which is international by design and deliver true CIS Interoperability @ Readiness.

PEOPLE PURPOSE **INTERNATIONAL** INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

JOINT EXPEDITIONARY FORCE LAND DEVELOPMENT

“ Our challenge is to be able to respond rapidly and effectively to deter adversaries, reassure allies and support international stability. JEF is a responsive force for the world we face today and in the decades to come. It sends the strongest of signals to our allies and adversaries alike that, come what may, our nations have what it takes to keep our people safe and secure in an insecure world ”

SECRETARY OF STATE FOR DEFENCE

WHAT IS JEF?

The Joint Expeditionary Force (JEF) is a concept that draws on a pool of high readiness forces from the UK and like-minded Partner Nations to provide military options that respond rapidly in peacetime or crisis. It is not a standing force but provides a vehicle to further promote and develop interoperability between the Partner Nations.



THE JEF - INTERNATIONAL BY DESIGN

The UK is the Framework nation, along with eight other Partner nations: Denmark, Estonia, Finland, Latvia, Lithuania, the Netherlands, Norway & Sweden.

The JEF is designed as a multinational force, with NATO concepts and standards as the bedrock for interoperability.

The JEF is not in competition with other international frameworks; it is designed to complement them and is coherent within the NATO Framework Nations Concept. The JEF, therefore, could be used to support UN, NATO, Common Security & defence Policy or other operations in peacetime or crisis.

HOW WILL THE JEF BE USED?

The JEF is designed to be as flexible as possible, and therefore has utility across a broad spectrum of operational activity, such as:

- Combat Operations
- A medium-scale intervention
- UN Peace Support Operations
- Humanitarian Assistance and Disaster Relief (HADR)
- Non-Combatant Evacuation Operations (NEO)
- Reassurance and Deterrence patrols and activity
- Capacity Building and Security Sector Reform
- Defence Engagement Activity

PEOPLE PURPOSE INTERNATIONAL INNOVATION

INTEROPERABILITY - WHO ARE THE UK'S STRATEGIC PARTNERS AND WHAT IS OUR AMBITION

“ How do we take our well understood multilateral and bilateral relationships and develop them into interoperability outcomes that enhance these relationships? ”

CGS FOCUSED QUESTION

BACKGROUND

SDSR 15, DSD 16, and Army to Army agreements provide overarching interoperability direction. This has informed the drafting of an Army Command Standing Order (ACSO 7301) that coheres the Army approach to interoperability. This supports the delivery of stronger military formations; capability collaboration; international institutions; global influence and strategic partnerships.

UNITED STATES

Priority at the divisional level to enable warfighting at Scale, including Division into Corps. Ongoing Capability Development capitalising on Science & Technology opportunities.

Ambition: Main Effort - UK Division in US Corps, integrated by 2025; US Division in ARRC; US brigade Combat Team in UK Division; UK Brigade in US Division.

FRANCE

Priority to support and deliver the Combined Joint Expeditionary Force, aligned to the UK/FR Development Agenda to achieve Full Operating Capability in 2020.

Ambition: National Brigades in CJEF Bi-National Division. Compatible by 2020.

GERMANY

Development of collaborative divisional enabling capabilities to deliver Warfighting at Scale under NATO Article 5.

Ambition: Capability Collaboration out to 2025. Informed by the Division to Division partnership and niche divisional enablers such as Wide Wet Gap Crossing capability.

DENMARK

A key JEF Partner, with a warfighting ambition. Routine bilateral activity and developing interoperability development agenda.

Ambition: Danish Battlegroup in a UK Brigade Compatible in 2018, integrated by 2025.

CORE INTEROPERABILITY CAPABILITIES

Secure Voice and CHAT
 Mission Network & core services
 Common Operating picture (COP)
 Digital Fires
 ISTAR/PED
 Integrated Logistic Info System
 Commodity Sharing
 Medical (MEDEVAC & COP)

Influence Activities
 GBAD
 Aviation – Lift, Find, Attack
 Mobility & Counter-mobility
 Combat Vehicles
 Theatre Entry/Activation
 Training & Simulation

PRIORITY FOCUS AREAS

C4I (including COP)
 ISTAR (PED)

Digital Fires
 Sustainment

PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

JOINT WARFIGHTING ASSESSMENT 19

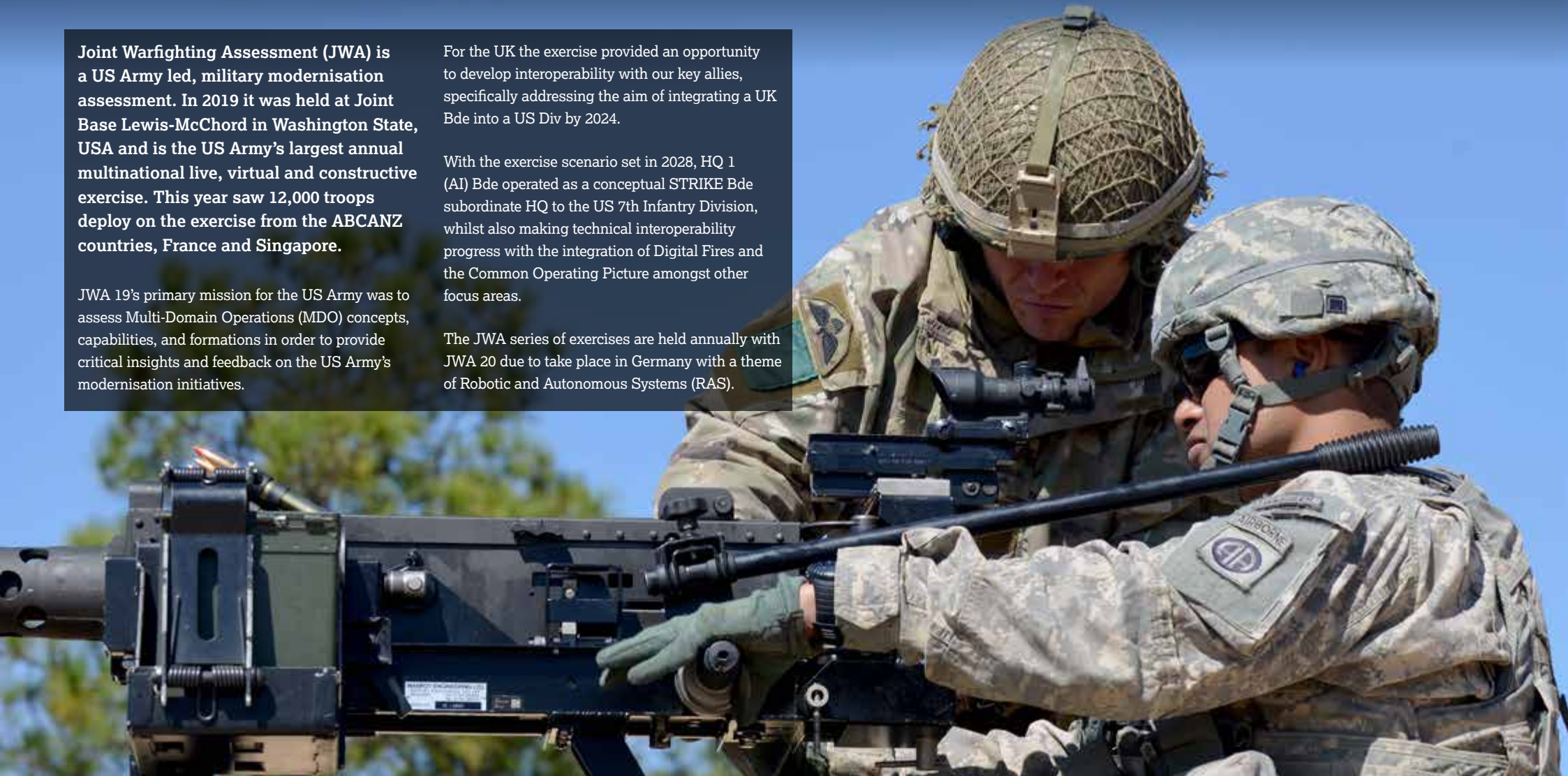
Joint Warfighting Assessment (JWA) is a US Army led, military modernisation assessment. In 2019 it was held at Joint Base Lewis-McChord in Washington State, USA and is the US Army's largest annual multinational live, virtual and constructive exercise. This year saw 12,000 troops deploy on the exercise from the ABCANZ countries, France and Singapore.

JWA 19's primary mission for the US Army was to assess Multi-Domain Operations (MDO) concepts, capabilities, and formations in order to provide critical insights and feedback on the US Army's modernisation initiatives.

For the UK the exercise provided an opportunity to develop interoperability with our key allies, specifically addressing the aim of integrating a UK Bde into a US Div by 2024.

With the exercise scenario set in 2028, HQ 1 (AI) Bde operated as a conceptual STRIKE Bde subordinate HQ to the US 7th Infantry Division, whilst also making technical interoperability progress with the integration of Digital Fires and the Common Operating Picture amongst other focus areas.

The JWA series of exercises are held annually with JWA 20 due to take place in Germany with a theme of Robotic and Autonomous Systems (RAS).



PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

EQUIPMENT PLAN NEWS

The British soldier is the best piece of kit we've got and what they carry with them is part of the equation too. Whether they arrive by armoured vehicle, parachute, boat or on foot, British soldiers need to be equipped to enable them to achieve their mission.

The Army's Equipment Plan sets out how the Army will deliver and support the equipment that the Army requires over the next 10 years (although some of these projects will be delivered over a longer period).

Everything from the new AJAX armoured vehicles, the combat boots we wear and the new SA80 A3 rifle is funded through the Equipment Plan.



TRAINING BEGINS ON ARES

The Army's first AJAX instructors have started to train on ARES. The 15 Household Cavalry Regiment (HCR) instructors started their training this month in preparation for training the first squadron from the HCR in Autumn this year. The training is being delivered by Schools Instructors at the Armour Centre in Bovington.

The Army now owns six ARES vehicles. ARES is part of the AJAX family of vehicles with the other variants arriving later this year.

Elsewhere, the Defence School of Mechanical Engineering in Lyneham continues to develop courses for The Royal Electrical and Mechanical Engineers

(REME). The first REME soldiers will begin to train alongside soldiers from the HCR later this year.

Each AJAX has extensive capabilities, including acoustic detectors, a laser warning system, a local situational awareness system, a route marking system, an advanced electronic architecture and a high-performance power pack.

AJAX will transform the way the Armoured Infantry and STRIKE brigades operate. It provides a world-leading platform capable of surveillance, target acquisition, reconnaissance and armoured action. Its introduction and role in STRIKE will underpin the ability to war fight at the divisional level.

[MORE EQUIPMENT
PLAN NEWS](#)

PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

EQUIPMENT PLAN NEWS

CONTINUED...

BCIP 5.6 HELD AT READINESS AND DEPLOYED ON OPERATIONS

BCIP 5.6 fielding is now approximately 1/3rd through the process and it is already being used on operations and held at Extremely High Readiness (EHR).

Key headlines are:

- BCIP 5.6 has been fielded to 20 Armd Bde, BATUS, BATUK, Op CABRIT (Pol), the LTF and various other Force Elements across the Fd Army.
- The majority of Navy Force Elements are now operating on BCIP 5.6, with 3 Cdo Bde retaining EHR throughout the transition process.
- Force Elements due to transition over the next 4 months include Op SHADER, Op TORAL, Op CABRIT (Est), 16 AA Bde, HQ 3(UK Div), the RAF FP Wg and 1 Armd Bde.
- The various Defence wide CIS schools are due to transition to BCIP 5.6 between July and September 19. This includes transitioning to BCIP 5.6 steady state courseware from September 19 onwards.
- Collective training via CATT/CAST is due to start transitioning from September onwards; with CAST(N) already operating on BCIP 5.6.

To find out more from a user's perspective, see the recently released D Info VLOG which will tell you more about BCIP 5.6:

Best viewed with Google Chrome



PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

TRANSFORMATION FUND

DELIVERING THE ARMY'S TRANSFORMATION VISION

The Army has secured £140m of Defence's new multi-million-pound Transformation Fund to fast-track six ground breaking projects into service.

The Army will benefit from:

1. **New mini-drones**, providing troops with an eye-in-the-sky to allowing them to outmanoeuvre enemies on the battlefield.
2. **Semi-autonomous unmanned ground vehicles** to move troops kit, some will be fitted with remote controlled sights and weapon systems that will increase the lethality of dismounted troops.
3. **Systems to fit Army fighting vehicles with remote-control capability**, so they can be pushed ahead of manned vehicles and used to test the strength of enemy defences.
4. **New autonomous logistics vehicles** which will deliver vital supplies to troops in warzones, helping remove soldiers from dangerous resupply tasks so they can focus on combat roles. It will deliver a faster smarter G4 chain allowing greater dispersal.
5. **New Cyber centre**: The Land Information Manoeuvre Operations Centre delivering a step-change to Defence's ability to gain an information advantage over our adversaries.
6. **21 Century Infantry**: Providing new night fighting and urban capability to the dismounted infantry.

CHIEF OF THE GENERAL STAFF SIR MARK CARLETON-SMITH SAID:

“Rapid adaptation is an essential ingredient for success on the battlefield. The fielding of the next generation of armoured fighting vehicles and ground-breaking robotic and autonomous systems will keep the British Army at the cutting edge of battlefield technology, improving our lethality, survivability and competitive advantage. ”



ASSISTANT HEAD OF CAPABILITY STRATEGY AND FORCE DEVELOPMENT, COLONEL PETER ROWELL SAID:

“Robotic and autonomous systems make our troops more effective; seeing more, understanding more, covering a greater area and being more lethal. They unshackle them from the resupply loop. These are game-changing capabilities; and not just for combat operations. They are equally useful in humanitarian and disaster relief operations. ”

PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

ARMY SAFETY

The MOD has tightened up its oversight of Safety and Environmental Protection across Defence and so has the Army.

ARMY INCIDENT REPORTING

The Army's Incident reporting mantra is 'report all incidents' on the AF510 to the ASCen-AINC-Mailbox@mod.gov.uk. Incidents include accidents, near misses and dangerous occurrences. The ASCen recognises that the current reporting mechanisms for the Army are sub-optimal. Work is ongoing to implement an improved reporting system, but in the meantime, we will be rolling out an education and training programme over the next 3-4 months that will improve understanding of what to report, when to report it and how to report it.

ARMY FORCE PROTECTION ADVISERS (AFPAS)

The transition of Unit Safety and Environmental Advisers (USEAs) to Army Force Protection Advisers is now complete involving revised job specifications and deployment profile. Once the mapping exercise has been completed, all British Army units (Regular and Reserve) will have access to an AFPA to provide professional advice, guidance, training and investigation to Unit Safety Advisers.

ARMY COMMAND STANDING ORDER (ACSO) 3216

ACSO 3216 describes the Army's Safety and Environmental Management System (ASEMS) and as such is a commander's guide to "what", "who" and "how" of Safety and Environmental Protection (S&EP) in the Army. The second edition published in May 19 provides the following key changes:

- **Duty Holding** – additional clarification on Duty Holding roles and responsibilities, especially for scenarios where multiple Duty Holders are involved.
- **Safety Risk Management** – improved guidance on safety risk management to empower commanders to analyse, manage and control safety risks, enabling them to "lean in" to risks and maintain operational capability.
- **Fire Safety Management** - a new chapter to assist Heads of Establishment in discharging their fire safety responsibilities.
- **PAT and Racking** – specific direction and guidance on Portable Appliance Testing and shelving and racking.

CLIMATIC INJURIES

Once an individual has suffered from a climatic injury, they are then more sensitive to reoccurrence in the future. With the summer upon us, Army Health have just issued updated guidance which all commanders should be aware of. As with any health and safety incident, incidences of climatic injury (heat or cold) must be reported using AF510. Prevention and treatment of climatic injuries is now included as part of MATT3 and Commanders' and soldiers' guides to heat and cold injuries are also now available. Climatic injury risk assessments should be conducted and recorded prior to undertaking any activity in any environment where there is a potential risk of heat illness or cold injury.

ENVIRONMENTAL PROTECTION

With our presence in ESTONIA, the ASCen recently represented the UK at the Enhanced Forward Presence (eFP) Environmental Co-Operation Workshop in Estonia. This was designed to improve collaborative working between the host and Lead Nations in safeguarding the environment whilst operating and training in the Baltic states. An enhanced environmental protection education package is now being developed for visiting troops.

RADIATION PROTECTION

Efforts are underway to replace the Radiation Protection website which was removed last year due to cyber security concerns. When a replacement is up and running, potential users will be informed.

Additionally, the ASCen, supported and DSTL, have recently created two additional Radiation Protection courses:

- Workplace Supervisor (WPS) Museum; designed to improve radiation safety in Army museums (who can hold radioactive material as part of artefacts).
- Radiation Protection Supervisor (RPS) XRS-3 for users of portable x-ray generators (EOD and Military Intelligence).

PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
HOSPITAL CHELSEA

GEMS: THINK-TANK

GEMS: Think-Tank is the Army's new on-line platform to collect ideas and observations whilst allowing collaboration and development to occur, ensuring that we as an organisation make the most of our people, their good ideas and insights.



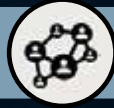
Capture: collect every idea in real time.



Competitions: inspire individuals and teams to excel.



Challenges: target and solve organisational challenges.



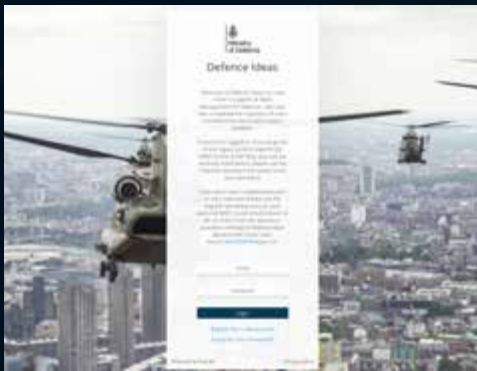
Build Communities: engage across the Army, Defence and beyond.



Collaborate: leverage expertise at all levels and encourage diversity of thinking.



Vote: empower end users and drive improvement from the bottom up.



Click on the thumbnail
to go to the GEMS site

GEMS: Think-Tank is now live! For access, sign up using your '@mod.gov.uk' email account only. Access can be gained using any internet enabled device.

PEOPLE PURPOSE INTERNATIONAL INNOVATION

	INTRODUCTION	YOUR ARMY NEEDS YOU	IMPROVING THE LIVED EXPERIENCE	ARMY BASING	OPERATIONAL AND EXERCISE ROUND UP	DOCTRINE UPDATE	INTERNATIONAL BY DESIGN	EQUIPMENT ROUND UP	TRANSFORMATION FUND	ARMY SAFETY	YOUR IDEAS MATTER	THE ROYAL HOSPITAL CHELSEA
--	--------------	---------------------	--------------------------------	-------------	-----------------------------------	-----------------	-------------------------	--------------------	---------------------	-------------	-------------------	----------------------------

THE ROYAL HOSPITAL HOME OF THE CHELSEA PENSIONERS



The Royal Hospital Chelsea was founded by Charles II to care for old soldiers ‘broken by age or war’. At the time, the state didn’t provide for them and Henry VIII had dissolved most of the religious orders who had helped the sick and poor.

The King’s vision was realised by Sir Christopher Wren, who took his inspiration from Les Invalides in Paris. The Royal Hospital has evolved over the years, with new buildings by Sir John Soane and John Gibson’s landscaped gardens added in the 19th century. It opened its doors to 99 Pensioners in February 1692 and has provided shelter and support for veterans ever since, despite extensive bomb damage during World War II.

Today, over 300 Chelsea Pensioners live at the Royal Hospital, where they benefit from award-winning care, comradeship and a varied programme of activities and outings. In return, many of the

veterans in their distinctive scarlet coats, act as ambassadors for the Hospital and the Army carrying out charitable and community work.

The Chelsea Pensioners span two generations and include those who have served in conflicts including Korea, the Falklands and Northern Ireland, as well as 46 World War II veterans and 12 men who took part in the Normandy landings.

Any former soldier who served in the British Army who has no dependent spouse or family can apply to live in the Royal Hospital. The youngest is 66 and four will celebrate their centenary this year. New arrivals mingle with established residents (one has been here for 27 years) and the frailer Pensioners are supported by the more able.

The Royal Hospital depends on donations alongside Army funding to continue providing Chelsea Pensioners who have served their country with exceptional care and quality of life.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



INTRODUCTION

YOUR ARMY
NEEDS YOUIMPROVING THE
LIVED EXPERIENCE

ARMY BASING

OPERATIONAL AND
EXERCISE ROUND UP

DOCTRINE UPDATE

INTERNATIONAL
BY DESIGNEQUIPMENT
ROUND UPTRANSFORMATION
FUND

ARMY SAFETY

YOUR IDEAS
MATTERTHE ROYAL
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