

IN FRONT

PROTECT THE NATION

DO THE RIGHT THING

FULFIL OUR POTENTIAL





CONTENT UNDER TABS

INTRODUCTION

YOUR ARMY NEEDS YOU

The British Army

IMPROVING THE LIVED EXPERIENCE

Castle - What Have We Done So Far?

Revised Military Annual Training Tests (MATTs)

Empowerment: It Works

Empowerment: It Works Continued

Stress Awareness

“No Defence For Abuse”

What Accommodation Choice Is Right For You?

Army Diversity Allies

ARMY BASING

Future of ABP

A Climate Emergency - So What?

OPERATIONAL & EXERCISE ROUND UP

Field Army Re-Balancing

Army Commitments Key Events Jul - Nov 19

Army Forecast Of Key Events Out To Apr 20

DOCTRINE UPDATE

Doctrine Update

INTERNATIONAL BY DESIGN

Sandhurst: International Cadets

Talking CJEF

EQUIPMENT ROUND UP

Ajax Simulators

Apache AH-64E

CR2 Upgrades

British Army Gets Boxer

Information Systems For Flexible Working

INDUSTRIAL ENGAGEMENT

Army Launches Industrial Engagement Framework

ARMY BRAND

5 Questions Relating To The Army's Brand

DEFENCE CONNECT

The Importance Of Effective Internal Communications

SECURITY

Security Matters





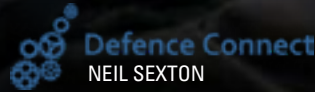
INTRODUCTION

Welcome to the fourth edition of 'In Front', the Army's termly newsletter.

We've listened to your feedback and focused much of this edition on People issues as well as covering exercises, operations and the way ahead with our equipment and infrastructure programmes. As we were going to print, the contract for 508 BOXER mechanised infantry vehicles was signed so we paused and added a section to bring you all up to speed about this fantastic new capability.

There is a waiting list of articles for Edition five already but do please send us your feedback to the email address on the last page so we can continue to improve the way 'In Front' tells our Army's stories.

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



THE BRITISH ARMY

Army recruiting is now experiencing real success across officer, soldier, regular and reserves.

Despite some initial negativity surrounding the Your Army Campaign in Jan 19, the research, investment and marketing strategies have really paid off. To date, and just over half way through the recruiting year, over three quarters of the available recruit vacancies have been filled or allocated for Regular Soldiers jobs.

The Royal Military Academy Sandhurst is currently fully loaded. The Regular Commissioning Courses continue to run at 3 per year and there is a waiting list for prospective Cadets to join.

Junior Entry for soldiers remains a success and the Army Foundation College(AFC) in Harrogate is also fully loaded. The AFC is where the Army takes enthusiastic, teenage volunteers, many of whom have been excluded from school, and provides progressive leadership and military training and also focuses on enhancing academic skills. This enables our youngest serving personnel to realise more of their potential. All soldiers graduate with a GCSE or equivalent in English and around 95% with the same in Maths.

Candidate choice of start dates for training has been a priority within the recruiting strategy for regular soldiers with an improved candidate experience and less time taken to join. Time taken for recruitment has reduced significantly from a year ago. The most recent record is just 16 days from application to job offer and more than 27% being offered jobs in about 100 days. While this rapid progress does not suit the availability of all candidates, it does show what can be achieved where the individual is dedicated and keen to join quickly.

To further improve recruiting, the Army has been leading Defence in modernising and developing medical policy. This approach has resulted in more successful applications where previously, minor medical conditions such as asthma and eczema prevented enlistment on medical grounds.

The Army continues to offer a rewarding career in a diverse and inclusive environment where a career, whether short or long, continues to represent some of the best social mobility opportunities in society today.

FRIENDS

ADVENTURE

SKILLS

TRAINING

SERVE THE COUNTRY

BE PROUD

PEOPLE PURPOSE INTERNATIONAL INNOVATION



CASTLE - WHAT HAVE WE DONE SO FAR?

Programme CASTLE will modernise the way we serve to meet the growing demands of the 21st Century, whilst maintaining our identity and ethos, to prevail in competition and war. Together we are instrumental in delivering the proposition of an attractive, sustainable and world-class Army. We are seeking to achieve Army reform through people, and we need everyone to engage in order to deliver this change. If we keep on doing what we've always done, we'll keep on getting what we always get, which is good, but isn't what we need for the future.

Programme CASTLE will redefine how the Army sets and meets demand by placing our people, their knowledge, skills, experience and behaviours, at the core of a new people system. The Army will increasingly recognise the diverse talents of our people and offer varied and challenging careers.

Programme CASTLE is already supporting Work Force Policy Branch to simplify and harmonise terms of service across the whole force. We are working with the APC to empower all ranks with accessible, accurate and relevant career-related information and to buy time for career managers to focus on what they do - engage with and nurture our talent.

We are also accelerating various trials aimed at exposing how as an organisation we can rapidly adjust to the needs of the Army. Options include revising initial contractual offers for new joiners, broadening existing mechanisms for lateral entry and incentivising specialist capabilities to remain in the Army.

New projects that have recently been authorised are the development of an Army Talent Framework and the development of a pan DLOD Information Manoeuvre Capability Group trial.

Programme CASTLE will deliver over the period 2020 to 2025. So we are on track so far.

If you have any ideas, get involved...

ArmyPers-CASTLE-EandC-Mailbox@mod.gov.uk

PEOPLE PURPOSE INTERNATIONAL INNOVATION



REVISED MILITARY ANNUAL TRAINING TESTS (MATTS)

Following an LWC led review the new Military Annual Training Tests (MATTs) package went live on the 1st April 19. This is delivering CFA's intent to "train the right things, train differently, deliver empowerment and optimise time", all whilst retaining standards.

The Field Army driven review challenged the annual training package and what remains is the essential elements with unnecessary testing removed. MATTs can now be completed in 20 - 40 periods depending on the use of straight to test and equivalency. This is a minimum of ten periods less than the 2018 MATTs package, which took on average 50 periods.

An instructor-led option remains but MATT 5, 6, 8 & 9 can now be completed online through the Defence Learning Environment, accessed via MODNET or personal electronic devices. MATT 7 Op Law, is now incorporated into MATT 6 Operational Law, Ethics and Behaviour.

Commanding Officers now have more flexibility to reduce the MATTs burden by three main empowerment measures. Firstly, they have the freedom to exploit field training events and use other training events to award equivalency to some MATTs. Secondly, they can recognise individual currency and experience as a unit progresses through a training continuum. This allows them to extend MATT qualification. Thirdly, they can reduce unnecessary repetition and exploit the straight to test method.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



EMPOWERMENT: IT WORKS

Empowerment means changing the in-barracks experience of everyone in the Army – both military and civilian. It gives: a voice to speak up about what needs to change, the tools needed to improve the way things work and the power to make changes.

IT WORKS

- Experience and learning so far shows that Empowerment is working.
- In units that have embraced and used the “business craft tools” that they have been taught the amount of time spent on value added activity has increased from 15% to 37% - see Figure 1.



WATCH the video to learn more

- This has enabled units to cut ~ 22.5 days of wasted activity - see Figure 2.
- Further savings of more than £6M are planned - see Figure 3.

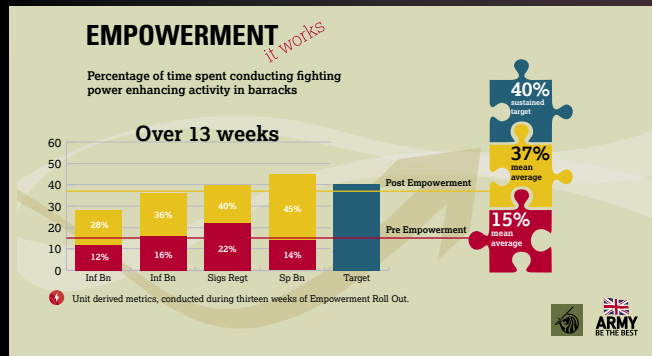


Figure 1: % of time spent conducting fighting power enhancing activity in barracks

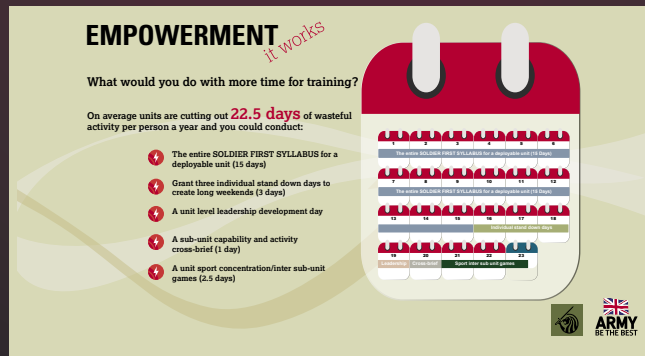


Figure 2: Average amount of time saved by cutting wasteful activity

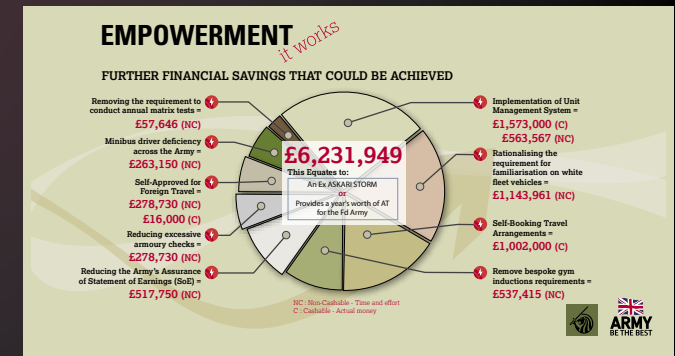


Figure 3: Further financial savings that could be achieved

MORE EMPOWERMENT: IT WORKS NEWS

PEOPLE PURPOSE INTERNATIONAL INNOVATION



EMPOWERMENT: IT WORKS

CONTINUED...

The Empowerment Project Office works with the HLBs and the TLB to implement top-down changes, this is achieved through the 1* Empowerment Military Judgement Panel (MJP). Details of recent success are shown in Figure 4.



Could You Be A Central Change Agent?

WATCH the video to learn more

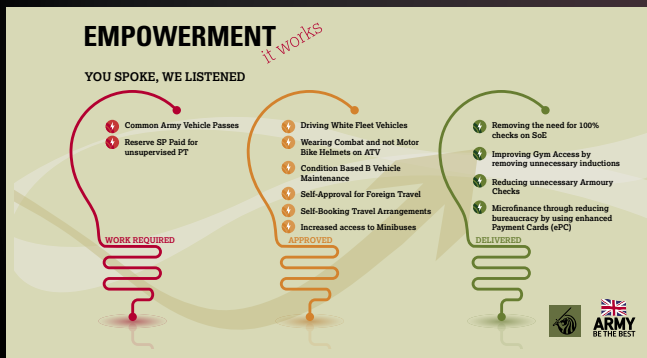


Figure 4: The Empowerment Military Judgement Panel (MJP)

WHAT WE ARE DOING

- 38 Central Change Agents (CCAs) successfully completed the CCA course on 20 Sep. Previously qualified CCAs delivered much of the training as we begin to reduce our reliance on external training support. Could you be a Central Change Agent?
- Work is ongoing to reduce the Force Generation burden on the Regular Army including Mobilising Reserves under Defence Activities Other Than Operations (DAOTO).
- To deliver greater efficiency in barracks the HQ and Unit Management Systems continue to be refined and are available on [Field Army Empowerment](#).
- To support the Unit and HQ training for empowerment a single Authority Mechanism has been developed into a flowchart format and is available on [Field Army Empowerment](#).

DATES FOR THE DIARY

- Dec/Jan TBC:** Military Judgement Panel (No. 4) with upcoming topics including Lived Experience & Improving Deployability.
- 13 Jan 20:** The next CCA course commences at The Army Innovation Centre, St George's Barracks, North Luffenham.

IF YOU HAVE QUESTIONS OR REQUIRE MORE INFORMATION EMAIL:

Jamie.Mackinnon987@mod.gov.uk

Civ: 01264 387419 or Mil: 94391 7419

Follow Army Empowerment on



and the Empowered Soldier on



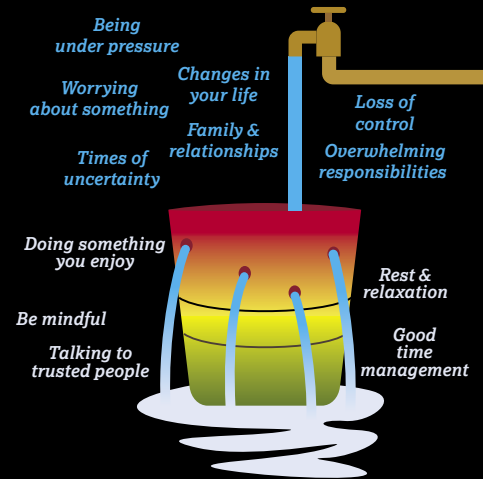


STRESS AWARENESS

Stress is the physical and mental changes we feel when we can't cope with something in our lives. We often feel stress in response to situations that challenge us – and this can be a good thing. Stress can be motivating and help improve our performance if it's managed well. But we often have to deal with stress from multiple sources such as work, home, family, health, and finances. When stress builds up or isn't managed, it can be harmful to our health.

WHAT HAPPENS WHEN WE ARE STRESSED?

When we are in a situation that is challenging or stressful, it can trigger a response in our bodies. This causes hormones to surge throughout our body to help us be alert and focussed and to manage the situation. This can be a good thing when it's short-lived and there is the chance to relax afterwards. However, when the stress goes on for a long time and we don't have a chance to fully relax afterwards, we can become exhausted over time. These physiological changes can then harm our health.



STRESS CAN LOOK AND FEEL DIFFERENT FOR EVERYONE.

Over time, daily hassles and work pressures can gradually wear us down, and the signs and symptoms of stress can often develop without us being fully aware of them until they become severe. You might start going through each day somewhat mindlessly, living on autopilot and doing things by force of habit, or you may start experiencing physical symptoms like poor sleep or stomach pains.

Being self-aware about our own 'stress signature' (the stress symptoms that you experience) is important so that you can recognise when outside help is needed. This will also help you stay in check with what's currently challenging you, how your coping skills are working and what effect the current situation is having on your overall wellbeing.

	HEALTHY	REACTING	INJURED	ILL
MOOD	Normal Mood fluctuations Calm and takes things in stride	Irritable Impatient Nervous Overwhelmed	Angry Anxious Feeling hopeless Tearful	Angry Outbursts Aggression Tearful Excessive anxiety Panic attacks Depressed Suicidal thoughts
ATTITUDE	Good sense of humour Performing well In control mentally	Displaced sarcasm Forgetfulness Procrastination	Negative attitude Poor Performance or workaholic Poor concentration / easily distracted Extra sensitive to criticism	Insubordination Can't perform duties Can't concentrate
SLEEP	Normal sleep patterns	Trouble sleeping	Restless disturbed	Not being able to fall asleep or stay asleep
PHYSICAL HEALTH	Physically well with good energy levels	Low energy, muscle tension, headaches	Increased fatigue Aches and pains Frequent colds/infections Weight loss / gain	Constant fatigue Physical illness
ACTIVITY	Socially active	Decreasing activity & socialising	Avoidance Withdrawal	Lack of engagement, isolation
HABITS	Limited alcohol use	Regular but controlled alcohol use Increased reliance on smoking, caffeine Short term coping strategies with increased negative consequences ie/ hangovers, physical effects	Increased reliance on alcohol – hard to control Absenteeism	Alcohol use are very frequent with severe consequences in life areas and an inability to control

PEOPLE PURPOSE INTERNATIONAL INNOVATION



“NO DEFENCE FOR ABUSE”

THE ARMY’S APPROACH TO DOMESTIC ABUSE

Domestic abuse is defined as any incident or pattern of incidents of controlling, coercive, or threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to psychological, physical, sexual, financial or emotional abuse.

Domestic abuse affects people from all social backgrounds and professions and occurs irrespective of race and sexual orientation. The age of most Army families, combined with lifestyle factors of separation and mobility, provide additional causes of stress.

Army guidance on domestic abuse is in AGAI 81 which can be found on [MODNET](#) and [Defence Connect](#). The Army Steering Group has policy makers and practitioners in order to meet its obligations. Initiatives include training aimed at perpetrators and potential victims and increasing awareness.

The Army is working towards removing the barriers to reporting domestic abuse and providing appropriate and sensitive support to anyone disclosing domestic abuse as either a victim, perpetrator or concerned third party.

Everyone in the Army has a vital role to play in helping the UK transform its approach to tackling domestic abuse and we must work together to protect all those within our organisation who are being abused behind closed doors.

IN THE UK



HAVE BEEN AFFECTED BY DOMESTIC ABUSE

DEALING WITH DOMESTIC ABUSE:

- **As a victim.** If in fear of your safety, call 999 (Service police if overseas). Otherwise, sources of support are listed in page 2 of the No Defence for Abuse booklet;
- **As a perpetrator looking to change.** Contact Respect - www.respect.uk.net - 0808 802 4040;
- **As someone witnessing or suspecting domestic abuse.** If you feel someone is in immediate danger call 999. Advice on helping and supporting others is on the Women’s Aid and ManKind Initiative websites.

Other sources of advice are available [here](#) and [here](#).

PEOPLE PURPOSE INTERNATIONAL INNOVATION



WHAT ACCOMMODATION CHOICE IS RIGHT FOR YOU?

FAM PILOT OVERVIEW

From January 2020, a pilot for the Future Accommodation Model (FAM) will be rolled out to Aldershot Garrison. The pilot will be used to test the policy and to see how Service personnel respond. The pilot will run for around three years, and everyone's feedback will be important. A decision will then be made about whether to expand FAM to the rest of the UK over the following decade.

If based at Aldershot Garrison and you are happy in your current Single Living Accommodation (SLA) or Service Family Accommodation (SFA) don't worry, you don't need to take any action. However, if you'd like to consider renting or buying a home in the local area with support from MOD, FAM makes this possible. So, what are your next steps?

There's lots of information to help make the accommodation choice that's right for you. Visit [GOV.UK](https://www.gov.uk) and search 'Future Accommodation Model' to watch the FAM videos and read more about your options, this information will help you make your choice. You can also access [Discover My Benefits](#) to see what payments and allowances you could receive.

FAM gives you more choice over where, how and with whom you live. What will you choose to do? Find out more at www.gov.uk/futureaccommodationmodel or contact the Aldershot based FAM Cell people-famcell-ald@mod.gov.uk

An introduction to FAM: Your Accommodation, Your Choice



The videos on this site do not work on MODNET and are best viewed on a stand alone device

FAM: A step-by-step guide

PEOPLE PURPOSE INTERNATIONAL INNOVATION



EQUIPMENT
ROUND UP

ARMY DIVERSITY ALLIES

Army Diversity Allies is a new initiative that aims to build a network of allies who support others through visible commitment and focus. This initiative was launched in National Inclusion Week 2019 with the first training day for 50 personnel run in Andover on 24 Sep 19.

Allies work to maintain the army's inclusive culture where individuals can be their true selves at work. They do this by being visible, calling out unacceptable behaviour and supporting their colleagues who may be from a different background, rank, protected characteristic or just less confident.

Army allies wear a black and red wrist band with Army Diversity Allies writing to make them easily identifiable and will support the work of the chain of command, Diversity and Inclusion (Advisors) and the four Army networks. Allies are visible from the most senior level with our Diversity Champions sitting on the D&I boards.

Courses will now be run across the army to support individuals wanting to become a visible ally and covering resources, ideas and tools to help you be a better diversity ally and call out inappropriate behaviours.

DIVERSITY ALLIES PROGRAMME

Stand Up for Others

Call Out Unacceptable Behaviour

Promote an Inclusive Culture

Speak Out for Diversity and Inclusion

LOOK OUT FOR ARMY DIVERSITY ALLY WRISTBANDS

The Army has the following networks:
 Army Parents' Network
 LGBT+ Forum
 Army Servicewomen's Network
 Army BAME Network

@The Army Parents' Network
 @ArmyLGBT @Army ASN @ArmyBAME

ARMY BE THE BEST



ARMY NETWORKS - INTERNET ONLY

f

[Army Parents' Network](#)

[Army LGBT Forum](#)

[Army Servicewoman's Network](#)

[Army BAME Network](#)

t

[@ArmyLGBT Forum](#)

[@Army ASN](#)

[@ArmyBAME](#)

PEOPLE PURPOSE INTERNATIONAL INNOVATION

EQUIPMENT
ROUND UP

ARMY BASING PROGRAMME

FUTURE OF THE ABP

There is still a way to go to deliver the final assets under the programme and four projects remain to go on contract; Kendrew Barracks, Dregghorn Barracks, Leuchars Station and Upavon.

Construction works at Lyneham continue. New and refurbished facilities are being provided to enable 5 Force Support Battalion REME to reach Full Operating Capability. All works are due to complete in June 2020.

While all critical assets required across Salisbury Plain Training Area were completed in readiness for the summer unit moves, construction work on non-key assets continues. The programme will complete in March 2021.



Videos are best viewed in Google CHROME

OP FARAN

This summer has seen the return of the final units from Germany to the UK under Operation FARAN. The majority have been rebased to Wiltshire, but there have also been a number of moves within the UK.

In all, between June and September 2019 Operation FARAN has relocated around 11,000 personnel (c4000 Service personnel and c1,300 Service families, with the balance being Civil Servants, Teachers, Medical staff, NAAFI employees and contractors), c1,300 Tonnes of freight and c1,100 military vehicles and major equipment, alongside the decommissioning and hand-back of barracks infrastructure in good order to the German Federal Authorities.

The operation is now complete. A small team of about 160 personnel remain in Germany to oversee the final drawdown activities in Germany before they recover to the UK by 31 March 2020. This final drawdown activity includes the transition to the new British Army (Germany) structure which will provide the Future Defence Presence (FDP) in Germany.

Focus is now on the delivery of Op FARAN 2020 and the initial wave of Defence Estate Optimisation programme moves.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



ARMY BASING PROGRAMME

CONTINUED...

A CLIMATE EMERGENCY - SO WHAT?

In line with the rest of society, The Army has recognised that climate change is increasingly impacting on the way we train and use our built estate.

A Sustainability, Efficiency and Exploitation (SEE) team has formed within the Directorate of Basing and Infrastructure (D B&I) to identify and implement new ways of using our estate.



WHAT ARE WE DOING?

D B&I can decrease infrastructure carbon emissions and has a focus on reducing the £92M we spend every year on heating and lighting.

Projects currently underway to efficiently utilise our estate include:

- **Solar Farms:** Four solar farms are being trialled across the Army estate – at the Defence School of Transport in Leconfield, Baker Barracks in Thorney Island, Rock Barracks in Woodbridge and Duke of Gloucester Barracks in South Cerney. The current aim is for these farms to be live by Spring 2020. These solar farms will create 1,789 tonnes of CO₂e savings, this is the equivalent to 300,000 trees.
- **Energy Demand Reduction:** Heating / Cool thermostatic set-points are being adjusted in existing buildings across the estate to align with peak usage. This is estimated to save up to £159K in FY 19/20 alone.
- **Conservation:** At Thorney Island we are providing salt-marsh habitat to offset flood defence projects being undertaken by the Environment Agency as well as mud flats which are a valuable habitat for wading birds. This project will hugely benefit the local environment.

SHARED SAVINGS

In addition to these initiatives the savings and money generated will be invested back into the estate. The B&I team have already delivered confirmed savings in excess of £25M over 10 years.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



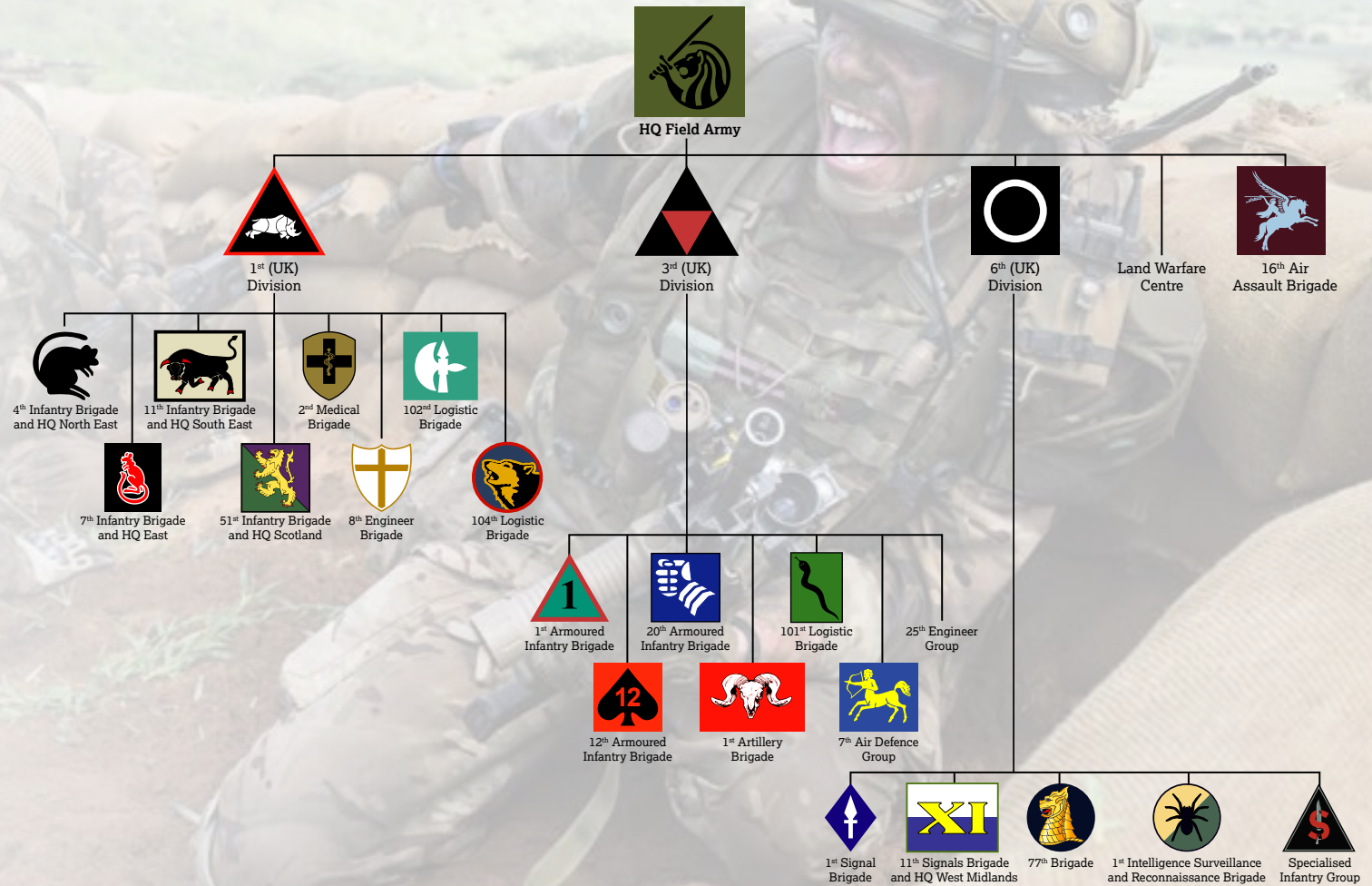
FIELD ARMY RE-BALANCING

In an era of persistent competition and a dynamically evolving multi-domain operating environment, Field Army re-balancing is the first step towards being more adaptable and useable across the spectrum of conflict.

Informed by refreshed Defence direction, Army strategy and CFA's vision the changes primarily affect 1 (UK) Div (a Light Role Div based in York), 3 (UK) Div (an Armoured Division based in Bulford) and 6 (UK) Div (an Information Manoeuvre and Theatre Enablement command based in Upavon).

The changes, which took place over the summer, have seen 3 (UK) Div remain the proponents for Armoured Warfighting enhanced by the addition of 7 Air Defence Group and 1 (UK) Div take on additional responsibilities for Theatre Enablement which includes taking command for additional Engineer, Logistics and Medical Brigades. Most significantly, FTC as re-rolled as 6 (UK) Div and, joined by the Specialised Infantry Group, assumed responsibility for Hybrid Warfare.

Re-balancing coincides with the establishment of the Land Operations Command within HQ Field Army which will see the Army assume command and control of Land operations that were previously controlled by Defence. The effect is a more agile Army, quicker to adapt to variety of threats.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



EQUIPMENT ROUND UP

ARMY COMMITMENTS KEY EVENTS JUL - NOV 19

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



SUPPORT TO HURRICANE DORIAN

A force drawn from 17 Port and Maritime Regiment, Royal Logistic Corps contributed to the joint operation in response to the damage to The Bahamas following Hurricane Dorian. A larger force package is episodically held at readiness to react to a similar disaster involving any British Overseas Territory during the high-risk hurricane season.



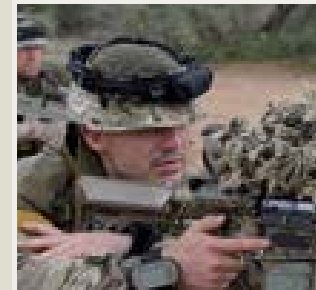
SUPPORT TO PERMANENT JOINT OPERATING BASES

Continuous support to the UK's Permanent Joint Operating Bases around the world is provided by the British Army. In the Falklands Islands the Army provides, Royal Artillery, Royal Signals, Royal Engineer and Logistical support. An infantry company is also permanently deployed to defend Britain's Overseas Territory through training and patrolling the islands. 3rd Battalion, The Parachute Regiment have recently provided this capability.



SUPPORT NATIONAL CONTINGENCIES

The British Army holds elements at readiness to respond at short notice to an emergency within the UK. Following the damage to the Whaley Bridge dam, a JHC helicopter, support staff and elements of the United Kingdom Standby Battalion in support of the emergency services were deployed.



SPECIALISED INFANTRY

Specialised Infantry Battalions must be agile and capable of operating as isolated groups. Teams from the 2nd Battalions of The Princess of Wales's Royal Regiment and The Duke of Lancaster's Regiment and have been developing their skills in East Africa. STTTs in Somaliland have recently enabled continued integration and empowerment of female officers within their Armed Forces; this activity supports wider Foreign and Commonwealth Office objectives in the region.



DETERRENCE IN THE BALTICS

The Army regularly surges support to exercises and deployment on NATO's eastern flank. Exploiting the speed, reach and lethality of the Apache, attack helicopters from 3 Regiment, Army Air Corps have spent much of the year operating with NATO partners, contributing to deterrence and reassurance alongside the British Army Battlegroup the in the Baltics.



STRATEGIC REBALANCING

The Army has recently completed it's rebasing to the UK from Germany; having done so the Army will reap the benefits of having a tighter centre of gravity in the UK, delivering efficiencies in training for readiness and operations. Infrastructure has been retained in Germany to allow the Army to rapidly project Land power into Europe and beyond.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



EQUIPMENT
ROUND UP

ARMY FORECAST OF KEY EVENTS OUT TO APR 20

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



MODERNISATION PROGRAMME

To maintain advantage, the British Army will modernise much of the equipment in the Warfighting Division over the next 10 years. This modernisation will commence with the Household Cavalry Regiment converting to the new AJAX family of vehicles.



SUPPORT TO BREXIT CONTINGENCY PLANNING

The British Army has more than 2000 extra soldiers ready to support Brexit contingency activity across a number of roles. There remains significant number of soldiers who are permanently held at readiness to respond to a wide range of UK based contingencies.



SUPPORT TO THE UNITED NATIONS IN AFRICA

The UK's commitment to UN operations in Africa continues, although there will be a change of effort over the coming months. The British Army has completed its mission in South Sudan and will drawdown by Apr 2020. The British Army will begin a new UN task in Mali in the form of a Light Role Reconnaissance Patrols Task Group.



FORCE PROJECTION IN EUROPE

The British Army regularly exercises at scale in Europe. Heavy Armour from the Queen's Royal Hussars Battlegroup will deploy across Europe by road, rail, sea and air as part of TRACTABLE 19 and assume the UK's NATO contribution to the enhanced Forward Presence in Estonia. The British Army will practice a further reinforcement of the Baltics at scale on Exercise DEFENDER 20, the largest US deployment into Europe in 25 years.



OPERATIONS IN AFGHANISTAN AND IRAQ

The British Army's provision of security in Kabul enables the success of NATO Operations in Afghanistan under Operation RESOLUTE SUPPORT. In Iraq, the training of Iraq Security Forces aims to deliver a safer future for the people of Iraq and the region more broadly. On a daily basis over 1000 soldiers are working to complete this task. In early 2020 1st Battalion The Irish Guards, 2nd Battalion The Parachute Regiment and 2nd Battalion The Yorkshire Regiment are the framework Battalions committed to these operations.

PEOPLE PURPOSE INTERNATIONAL INNOVATION

EQUIPMENT
ROUND UP

DOCTRINE UPDATE

Army doctrine writers have just completed a major series of publications covering various aspects of stability operations.

The final three army field manuals in the Tactics for Stability Operations (TFSO) series - together with the Capacity Building Handbook - are now published on the British Army electronic Battle Box.

[Part 1](#) of the TFSO series covers counter-irregular activity, [Part 3](#) the military contribution to humanitarian assistance and disaster relief, and [Part 4](#) the military contribution to stabilisation.

They complement the already published [Part 2](#) (military contribution to peace support) and [Part 5](#) (military support to capacity building).

The [Capacity Building Handbook](#), which supports Part 5, captures lessons learned and best practice from mentoring operations in Afghanistan and Iraq and recent experience of specialised infantry and short-term training teams.

The links above will only work on MODNET. For those viewing on their own devices, Stability Operations can be viewed via this page on the [Battle Box](#) via the Defence Gateway.



PEOPLE **PURPOSE** INTERNATIONAL INNOVATION

EQUIPMENT
ROUND UP

SANDHURST: INTERNATIONAL CADETS

International Officer Cadets have trained at the Royal Military Academy Sandhurst since 1947. So far 4,863 from 122 different countries, have passed out of the Academy.

Today, RMAS is offering Defence Education to 109 International Cadets from 40 countries on our long (44-week) and short (8-week) commissioning courses. Countries invited to send cadets to Sandhurst reflect UK's historic, strategic and emerging priorities. Columbia, Chad, Mali, Montenegro, Moldova, Hungary and Republic of Korea are relatively new. Older friends from UK's strategic alliances, the Commonwealth and Middle East remain well represented. As do historic family ties: there are 8 members of Royal Families in training today from Asia, Middle East and Europe.

The challenges overcome on our year-long Regular Commission Course are tough enough for UK cadets – even more acute for our International Cadets. Dealing with English (for some, their 4th language), our weather, distance from home and family, cultural adjustment, culinary differences, interpretation, acquiring new processes and abbreviations all requires determination and resilience. These cadets are the best their countries have to offer, and the opportunity offered by a Sandhurst education will often ignite potential and exponential promotion back home, as well as offering insight to our own leadership framework. Lasting bonds and friendship too.

The Sandhurst Alumni network includes nine current Heads of State and a plethora of leading military, business, institutional, political and bureaucratic figures of repute. That network is of significant value to UK, especially so for supporting our network of Defence Attachés.



PEOPLE PURPOSE **INTERNATIONAL** INNOVATION



TALKING CJEF

CJEF FULL OPERATING CAPABILITY:

2020 will see the FOC for the Anglo/French Combined Joint Expeditionary Force (CJEF), delivered through a series of exercises notably Exercise CITADEL GUIBERT 20 (CG20) and Exercise GRIFFIN RISE 20 (GR20). These exercises offer us the opportunity to fully understand our ability to communicate effectively and efficiently with our partner nation at the Operational and Tactical levels.

WHAT IS BEING USED:

Two new CIS capabilities will be tried and tested throughout CJEF FOC. BCIP 5.6, the newly in-service tactical system will be used on CG20, and Legacy Blue System, the replacement for Magpie (CIS), being used on GR20.

The new systems will be tested in a challenging international environment, providing the UK an opportunity to understand the abilities of these new systems.

THE CHALLENGE:

New systems mean new challenges, and CIS is a rapidly changing area. The UK's new systems are being matched by new systems from the French meaning that the work of understanding how the UK and French will operate together is changing rapidly.

The new systems should deliver increased capability giving a richer service between the two nations.

HOW WILL THIS BE ACHIEVED:

In the run up to CG20 and GR20 a number of risk reduction events are being run. These events test the capabilities of both nations systems, generating an understanding of the expected services that can be provided on the exercises.



PEOPLE PURPOSE INTERNATIONAL INNOVATION

EQUIPMENT
ROUND UP

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.



AJAX SIMULATORS

The Army's first AJAX instructors have started to train on the first of a full suite of AJAX simulators. The Desk Top Trainer can be used for a range of training serials, from individual gunnery and ISTAR training for the gunner and commander, to Troop level tactical training. Lance Corporal of Horse Bool from the Household Cavalry Regiment said *"with imagination, the Desk Top Trainer is able to do infinitely more than just train users in gunnery – it brings ISTAR training into the 21st Century"*.

The rest of the suite of simulators, including full motion driver training simulators and high-fidelity turret trainers, will be delivered later this year to allow the HCR instructors to finish their training.

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 provide the ability to war fight at the divisional level.

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

MORE EQUIPMENT
PLAN NEWS

PEOPLE PURPOSE INTERNATIONAL INNOVATION



EQUIPMENT PLAN NEWS

CONTINUED...



APACHE AH-64E

The British Army is modernising its fleet of Attack Helicopters, procuring the world's most technologically-advanced Apache, the AH-64E Version 6 from the US Government.

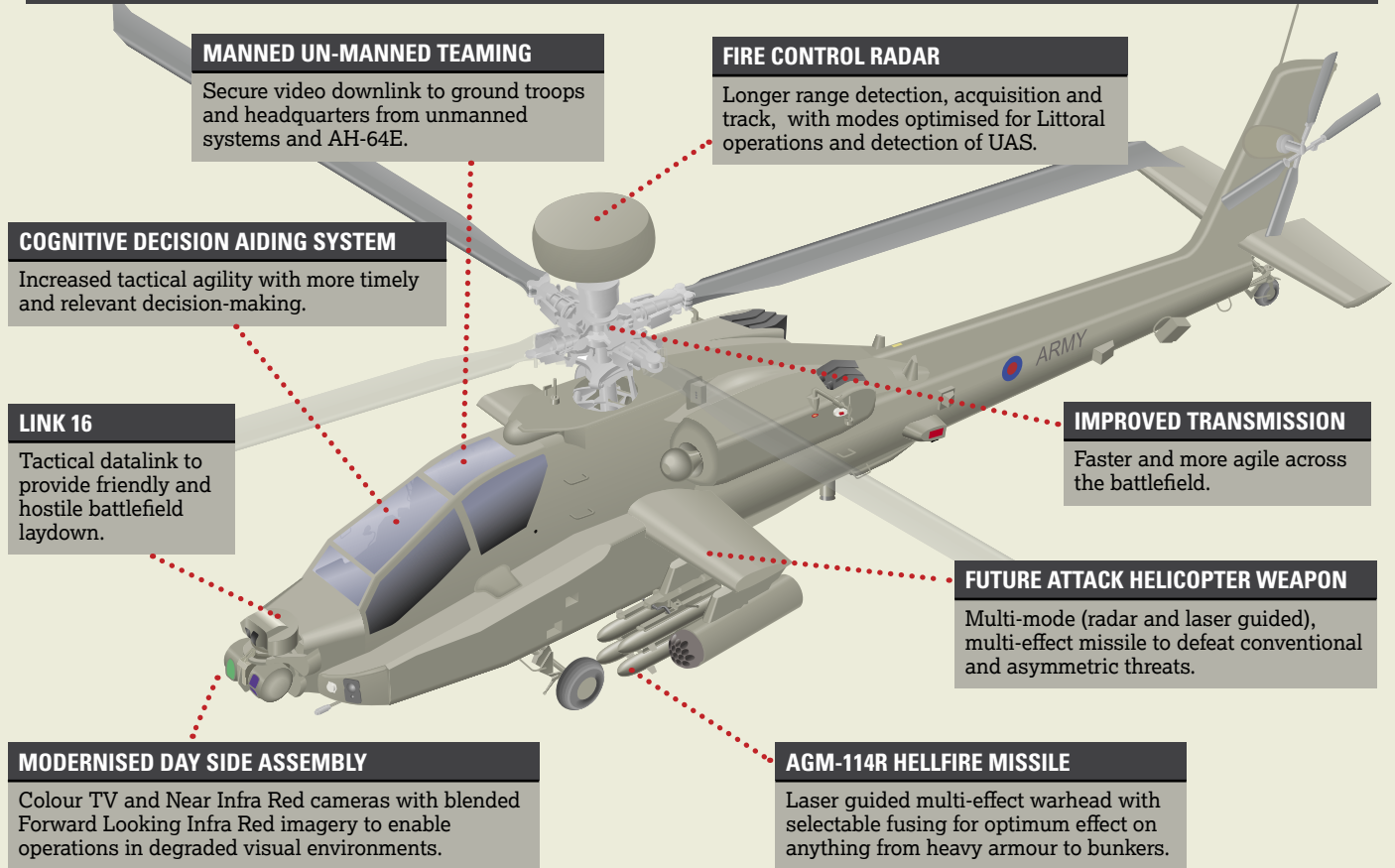
The UK's current Apache Mk1, flown by the Army Air Corps (AAC), will form part of a remanufacture programme that will donate refurbished components into the AH-64E production line.

As a Foreign Military Sale (FMS) procurement, the UK has been able to take advantage of economies of scale by placing its order with the US Government and other FMS customers, resulting in a 25% reduction in platform cost. 50 aircraft have been purchased, the first arriving in Nov 20, and Initial Operating Capability due in Apr 22.

Training is well underway, with REME technician training and initial AAC pilot training already taking place in the US. Experience sharing with US AH-64E units in Germany and Poland has been key to understanding the challenges to come. A New Equipment Training Team will see US Army instructors initially train the Attack Helicopter Force in the UK.

The AH-64E will enable the Attack Helicopter Force to remain at the vanguard of the Combat Aviation Force for decades to come, providing a battle-winning capability for the Warfighting Division and throughout the spectrum of conflict.

Externally the AH-64E looks very similar to the current Apache Mk1 but technological advancements mean that underneath it is far more capable, enabling vastly enhanced situational awareness, quicker target acquisition and more resilient communication links.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



EQUIPMENT PLAN NEWS

CONTINUED...

CR2 UPGRADES

For the last 21 years Challenger 2 has been the British Army's main battle tank. Designed in the late 1980s and built in the following decade it is now due an upgrade to keep pace with its potential adversaries. A competition to conduct the upgrades was run between BAES Systems and Rheinmetall Land Systems. Both companies provided excellent solutions BUT decided to merge to form Rheinmetall BAE Systems Land (RBSL) in early 2019 to deliver a combined design. The company is now on contract to provide the costs for the work before the programme seeks approval from the Treasury to enter the demonstration and manufacture phases.

Although enhancements are being made to the powerpack most of the upgrades are focused on the turret. The rifled gun will be replaced with a smoothbore gun to bring the British Army in line with other NATO Armies allowing it to use advanced ammunition natures. The armour will also be upgraded to provide higher levels of protection and steps are being taken to allow an active protection system to be fitted should the need arise. Furthermore, the sights will be changed to improve CR2's ability to fight at night and upgrades are being made to the tank's fire control and gun control system to enhance the crew's ability to acquire and engage targets. This is an exciting time that will ensure the Army continues to be equipped with a battle winning tank.



PEOPLE PURPOSE INTERNATIONAL INNOVATION

EQUIPMENT
ROUND UP

EQUIPMENT PLAN NEWS

CONTINUED...

BRITISH ARMY GET BOXER

The British Army is to receive circa 500 new Boxer Armoured Personnel Carriers (APC).

The Defence Secretary has announced that the Army will receive Boxer, a highly capable 8x8 armoured vehicle. In a contract worth £2.8 billion the British Army will see these state-of-the-art armoured fighting vehicles in service from 2023. Manufactured in the UK, the Boxer programme follows our re-entry in to The Organisation for Joint Armament Co-operation aka OCCAR (Organisation Conjointe de Coopération en matière d'Armement).

Boxer will be an integral part of the Army's Strike brigades. Which will see units set up to deploy rapidly over long distances across varied terrains. Boxer is modular by design to meet these requirements. Base platforms can be rapidly reconfigured to fill different roles on the battlefield, from carrying troops across deserts to treating severely injured service personnel on the journey to hospital. The first tranche will see the Army buy a mixture of the troop-carrying variant, ambulances, command vehicles, and specialist designs to carry military equipment.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



INFORMATION SYSTEMS FOR FLEXIBLE WORKING

An increasing amount of Army activity requires routine access to information systems and services and collaborative tools. There is also a justifiable demand to access these services away from traditional office environments allowing us to be more efficient in its use of time and to improve work life balance. This flexibility also allows us to make better use of available office space.

Acknowledging that MODNET remains the primary means for the Army's business activity there are two initiatives that are beginning to deliver those benefits to the Army: increased availability of MODNET Laptops; and the provision of business WIFI.



MODNET LAPTOPS

With docking stations, screens and keyboards the current generation of laptops replicates all the functionality of desktop computers but with the benefit that they can be removed from the docking station and used wherever there is access to WIFI and where appropriate security can be assured. This provides a significant improvement in the ability of personnel to work flexibly.

Laptops currently represent just over 10% of the Army's MODNET allocation of devices but it is recognised that this is insufficient to support required improvements to ways of working. In the last year the Army has begun to redress the imbalance and replaced nearly 3000 MODNET desktops with laptops. Significant benefits were realised in Army HQ and it is acknowledged that these benefits must be pushed to the wider Army.

Defence expects to replace the vast majority of MODNET desktop computers with laptops during the Windows 10 refresh project in 2020. It is also likely that all registered MODNET users will have access to their own device though the precise approach is being examined.

The majority of users will receive a standard laptop but where there are specialist requirements such as additional processing power or increased mobility an additional range of devices will be available.

ACCESS TO BUSINESS WIFI

A critical element of mobility and flexibility is access to WIFI. Defence Business Internet (DBI), the Army's business WIFI service, is provided by BT. It delivers an assured and supported WIFI network to 80 Army sites. A core service provides a common logon and 24/7 helpdesk support.

It was originally concentrated in training establishments to support blended learning and training activity but DBI has been pushed out to other sites and provides individual and business benefits through:

- Improved and flexible access to on-line learning and training material for MODNET and non-MODNET users in the Field Army.
- Alternative network connectivity for MODNET laptops providing business resilience.
- Enabling more flexible use of office space.
- Increased availability of WIFI calling for MOD phones reducing mobile call and data usage

A project to deliver the service to 350 Army Reserve Centres, improving access to the Reserve Attendance and Pay Service, is already underway and more sites are planned for inclusion in the network this year.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



ARMY LAUNCHES INDUSTRIAL ENGAGEMENT FRAMEWORK

Technology continues its relentless advance, challenging Industry to keep up. At the same time, our adversaries are weaponizing the same technologies, evolving the threat dynamic constantly and challenging the Army to keep up with them. Both the Army and Industry recognise these twin challenges and have, over the last year, developed an engagement framework that re-sets our relationship as a true partnership. This close collaboration will allow Land capability to be developed and generated more quickly and effectively, delivering the world class capabilities we need to operate in this age of constant competition.

Key attributes of the [Army Industrial Engagement Framework](#):

- Describes the strategic context clearly and plainly to Industry.
- Articulates the value of Land capability to UK prosperity.
- Describes what the Army seeks from Industry, providing capability design principles, the advantages we seek over our adversaries and our capability objectives.
- Reaffirms that the Army is and will remain 'International by Design'.
- Describes the measures the Army will take to this 'New Approach to Capability Delivery', including greater access to users and more opportunities for feedback on Industry ideas and products.

Anyone in the Army or Industry can join the force development dialogue through the <http://fdnexus.mod.uk>



**AGILE
ADAPTABLE
RESILIENT
INTERNATIONAL
BY DESIGN**

PEOPLE PURPOSE INTERNATIONAL INNOVATION



5 QUESTIONS RELATING TO THE ARMY'S BRAND

“ Your brand is what people say about you when you are not in the room ”

JEFF BEZOS, CEO AMAZON

WHAT IS BRAND AND HOW DOES IT RELATE TO REPUTATION?

A brand is not simply a logo, a name or a description of what the organisation does. It may include those things but the brand is more. It is the **set of qualities** that come to mind when we hear the word. It is emotive. It matters. This is why organisations choose a brand position; a set of attributes describing what they would like people to think and say about them.

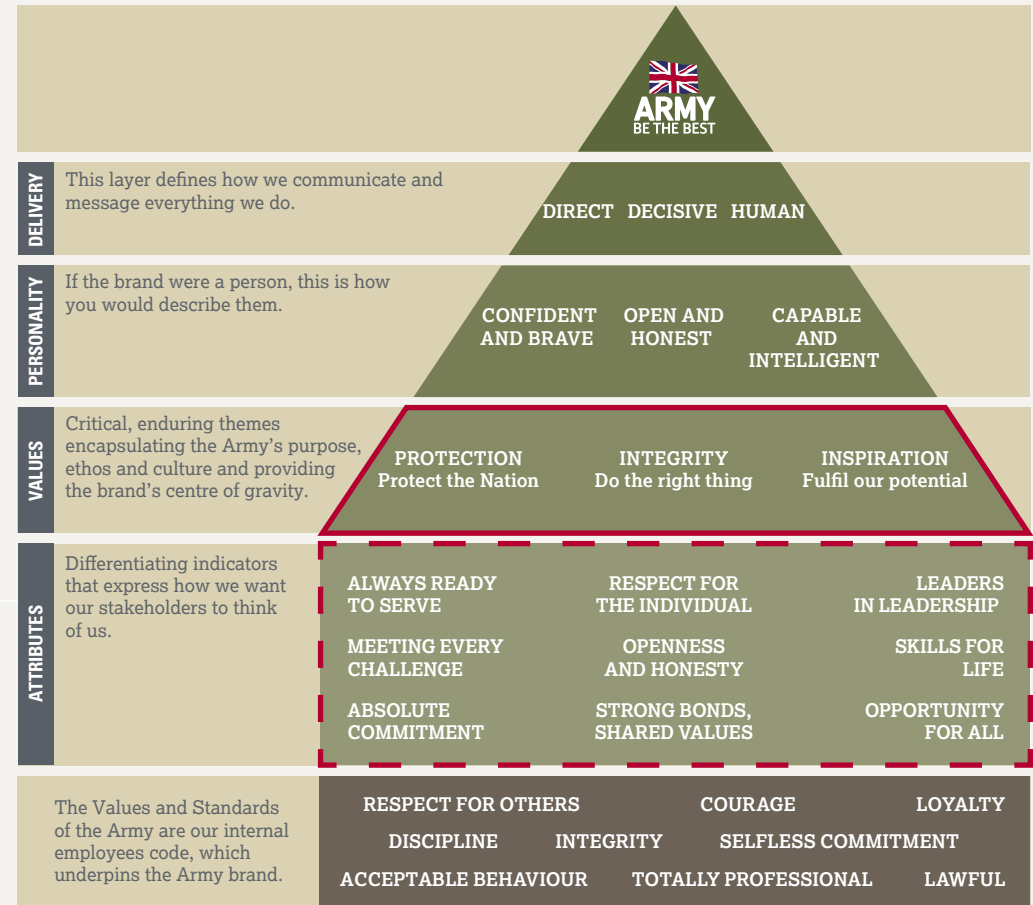
Reputation is the brand reality. It is decided upon by the audience – internal or external; friend or foe; informed or unfamiliar – it is the audience's perception that defines a reputation. A strong brand seeks to positively influence reputation.

WHAT ARE THE ARMY'S BRAND VALUES AND ATTRIBUTES AND HOW DO WE USE THEM?

The Army defined its brand position in 2017 using McKinsey & Co's pyramid model and brand promise to provide a **single Army voice**. The 3 brand values encapsulate the Army's purpose, ethos and culture and the 9 brand attributes describe how we want our audience to think of us. These words and phrases should be at the **heart of all our engagement and communications**; this will reinforce our messages both at home and overseas and build our reputation world-wide.

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.



PEOPLE PURPOSE INTERNATIONAL INNOVATION



WHY IS THE ARMY LOGO IMPORTANT?

The job of a logo is to quickly **communicate ownership and authenticity**. It is the unique identifier that connects the audience to an organisation. However, a logo is more than just an image. The specific colours, font, style, proportion and position – along with the imagery we employ – all contribute to the identity of our logo.

visit: www.defencebrandportal.mod.uk for more information about our visual identity

Consistency is essential. Every article published, video uploaded and picture captured must incorporate the correct logo. Audiences expect a consistent visual identity. Variations look fake, undermine our reputation and confuse our audience - use the right one!

WHAT VISUAL IMAGES ARE WE ALLOWED TO USE AND WHO OWNS THEM?

Any photography or videography captured by personnel with military-procured equipment is the property of the Army and subject to Crown copyright. It does not belong to the individual photographer or the subject(s). All photographic imagery should reflect the Army brand attributes or values and catalogued correctly to ensure GDPR compliance. The Army Picture Desk in Army Headquarters is the point of contact.

visit: www.defenceimagery.mod.uk for downloadable high resolution images



Army with 'be the best' lock-up

HOW CAN WE USE OUR BRAND TO BENEFIT THE ARMY?

The Army logo and all Corps and Regimental badges are also owned by the Ministry of Defence. They are protected by intellectual property rights, Crown copyright and trade mark rights, meaning that their unauthorised use or modification is not allowed. Any third party wishing to use our logo or insignia must be **granted a licence** from Defence Intellectual Property Rights. (a license can be applied for through the Defence Brand Portal). This ensures that our brand is protected and that we are **only associated with third parties who would increase our reputation rather than devalue it**.

A by-product of this licensing process is that a significant percentage of the **income generated is given to the Army**. This is not so that we can buy more equipment or supplies but so we can give it to welfare funds to be **spent on our soldiers**. The opportunities for income generation using our brand are vast. While we must remember that the purpose of licensing is to protect our brand, the ability to raise funds that will directly **improve our lived experience** can only be a good thing.

PEOPLE PURPOSE INTERNATIONAL INNOVATION



THE IMPORTANCE OF EFFECTIVE INTERNAL COMMUNICATIONS

The Vision Statement for Defence Connect:

Enable the global whole-force to be better prepared for the present and fit for the future.

- Inspire and accelerate learning through collaboration.
- Create, capture and store knowledge.
- Optimise efficiency and effectiveness.

“ If you could get all the people in an organisation rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time. ”

GINO WICKMAN,
TRACTION – GET A GRIP ON YOUR BUSINESS’
21 DEC 12



Defence Connect (DC) is an Enterprise Social Media (ESM) platform that has been steadily growing within Defence since 2014. For those of you unfamiliar with ESM, think Social Media, but for work. The Army has recently purchased an additional 100,000 licences for Defence Connect to enable all Regular, Reserves, Civil Servants and key contractors to sign up to and re-engage with our enterprise social network. This will now be the one platform on which the Army Whole Force can communicate internally with all its members, whether a junior soldier in an Infantry battalion, a Short -Term Training Team commander deployed to West Africa, a staff Officer in NATO HQ or an exchange officer in Malaysia.

For those of you not on DC, instructions on how to sign up can be found on the [British Army Website](#) or on [MODNet SharePoint](#). For those of you already with an account, you are encouraged to follow three key places:

- [Everything Defence](#)
- [Army Front Door](#)
- [Army Internal Comms](#)

What's in it for me? Engage with the increasing number of senior officers joining DC, find out Army news and policy updates without waiting for it to trickle down through the chain of command, keep up to date on opportunities for operational deployments via the Fd Army Generate page. Found out what Army sports or adventurous training opportunities are available. Exchange ideas with peers across the Army and other Services.

Your thoughts, ideas and opinions matter - Belong to Defence Connect

PEOPLE PURPOSE INTERNATIONAL INNOVATION



SECURITY MATTERS

INFORMATION SECURITY MATTERS

You MATTER: Many military people think that they would never be a target for foreign intelligence or criminal organisations, but the fact is that all Army personnel know information useful to adversaries. *Think before you share.*

Your family MATTERS: Army family members pick up a lot of knowledge about the Army that is attractive to adversaries. Your family can help keep you safe by being aware of what they talk about in public areas, and especially what they post online.

PHYSICAL SECURITY MATTERS

You MATTER: You might not see it, but Military bases are very desirable places for adversaries to visit. Challenge those who look suspicious and ensure contractors all display their passes. *Speak up and challenge.*

Your family MATTERS: If your family know codes to gates and have a base car pass, make sure they protect you by not giving these out or leaving them on show for others to copy.

How you can help:

- Challenge people who aren't wearing passes. Don't let them tailgate behind you
- Don't post information online that could be used against you, your family or the Army
- Make sure your family & friends lock down their social media profiles
- Don't discuss military activity or kit in public
- Protect the personal details of those you lead
- *Don't assume someone else will deal with it – do the right thing*

REPORT ALL ACTUAL OR SUSPECTED SECURITY BREACHES TO THE
WARNING, ADVICE & REPORTING POINT (WARP)

ARMYWARP-MAILBOX@MOD.GOV.UK TEL: 01264 887161

VISIT OUR AKX SECURITY PAGE FOR OTHER SECURITY INFORMATION



SECURITY
– YOU HOLD THE KEY

PEOPLE **PURPOSE** INTERNATIONAL INNOVATION



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](#)