



ARMY

DGS/11/4/7 (CGS)

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The Army Chain of Command
All Commanding Officers

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CGS's MESSAGE TO THE ARMY
IMPLEMENTING THE FUTURE ARMY STRUCTURE

1. I wrote to you in July¹, following the outcome of the Spending Review (SR04), explaining the implications of SR04 for the Army, which endorsed our aspiration to rebalance the Army to achieve the Future Army Structure (FAS). Today the Secretary of State will update Parliament on the implementation of FAS and in particular the restructuring of the Infantry. So I am now able to tell you some of the detail. A few points of emphasis first;

a. You will recall how challenging the Spending Review was for Defence and the Army – implementing that review also brings with it tough choices and further challenge. But I am absolutely resolved to provide the best possible structure, training, equipment and welfare for the Army within the finite resources at the Army Board's disposal. In doing so I ask for your leadership, patience and support which will be much needed over the next few years as we evolve and change: implementing FAS; digitising the Army; rationalising the estate and basing plan; ceasing the Infantry Arms Plot; and introducing a new and more effective training and readiness mechanism.

b. The Army, and indeed the country, continues to demand a lot from our officers, soldiers and their families – the operational tempo remains demanding, and our people respond with the utmost professionalism, courage and commitment, which rightly results in the great admiration in which the Army is held. The Army Board is indeed proud of your achievements; whilst the Board continues to demand much of the Army, it is committed to improving the quality of life, particularly the state of our accommodation, for our soldiers and families.

¹ CGS's Message to the Army Spending Review 2004 - Implications for the Army dated 21 Jul 04, which provides the necessary background for this letter.

- c. Do not underestimate the significance of FAS and all that underpins it – please ensure that it is understood by **all** those under your command.

MAKING THE ARMY MORE ROBUST

2. The Spending Review set a future size for the Army of around 102,000 trained soldiers; a reduction in real terms of some 1,500. Within that manpower ceiling, FAS will rebalance the Army with an overall shift from a heavy/light mix to a heavy/medium/light mix making it more expeditionary in nature and achieving greater brigade level capability by improving combat and logistic support at that level. It will create more robust structures at brigade and unit level and will more fully integrate the Reserves. In order to create these robust structures we will redistribute the manpower freed up by the improved security situation in Northern Ireland and from further anticipated reductions in permanently committed forces. The improvements in Northern Ireland enabled the release of four battalions back to the Field Army earlier this year. Based upon these improvements and the most likely future threats and operational tasks set out in the Defence Strategic Guidance, SR04 concluded that the number of regular infantry battalions will reduce by 4, from 40 to 36, by April 2008. These changes will permit the reinvestment of around 3,000 posts across the Army, making unit structures much more robust and reinforcing the hard-pressed pinch-point areas. These are corporate decisions of the Defence Management Board, of which I am a member.

3. In mid October, ACGS chaired the final manpower liability arbitration meeting to endorse the FAS establishments and we plan to implement most of these changes over the next four years. It will be a complex and challenging task; some 94% of unit deployable establishments have been reviewed and around 10,000 posts across the Army will change. This process of change will impact on all parts of the deployable Army and whilst some Arms and Services will increase in size, others will contract; a few will remain broadly the same, but will re-balance. This may produce a perception of ‘winners’ and ‘losers’ in FAS, which I want to avoid; the Army as a whole will gain from being better organised, more focused on likely tasks, and more resilient and robust to the challenges we face. A summary of the key structural changes by Arm and Service is at Annex A, and I have asked your Arms and Service Directors to give you the detail you require as soon as possible.

4. FAS should result in more of our people being trained to a higher level, and investment in individual training should lead to longer service. This, combined with the greater stability afforded by changes to the Arms Plot system, will allow for a better quality of life. However, in order to ensure structural balance, which is essential to maintain opportunities and important for career planning and promotion, we will need to have a small, targeted redundancy programme in the Infantry and Corps of Army Music involving no more than about 400 people in total. We shall do

our utmost to support those affected and full details will follow in the New Year. This should in no way be interpreted as implying a scaling down of recruiting, which itself is critical in maintaining structural balance. Indeed, the ATRA will be as busy as ever, ensuring we are fully manned through a continued supply of high quality recruits.

CHANGES TO THE INFANTRY

5. You will recall that the Army Board decided earlier this year that the Arms Plot system of regular re-rolling and relocating infantry battalions was unsustainable in the future. The disadvantage of the loss of available battalions and capability² now outweighs the advantages of providing experience and variety through this mechanism, whilst the need to improve family stability is also self-evident. In the future, infantry battalions will be fixed by role and largely by location, and challenge, operational opportunity, experience, variety, and the potential for refreshment will all be provided by individual postings between battalions. The reduction in re-rolling will mean more battalions will be available for operations than is the case today. Given that 7-8 battalions of the current 40 at any one time are unavailable, the future 36 will provide greater capability. To enable these changes, based on individual 'trickle' postings rather than unit moves, the Infantry will restructure into larger single cap-badge regiments of 2 or more battalions; this new structure is known as the Future Infantry Structure (FIS). In order to allow the manpower rebalancing and reinvestment in FAS, the evolution towards FIS will also, logically, incorporate the reduction of the 4 infantry battalions. Of these reductions 3 have now been identified and will take place between now and 2007. The fourth reduction, planned for implementation in 2007, will be used to meet the new operational requirement of a dedicated direct support battalion for our Special Forces. This new capability will further enhance the ability to contribute to Global Counter Terrorism amongst other important tasks, and is very much a FAS enhancement to the specialist elements of the Army.

6. Since the announcements in July we have been conducting a period of consultation, particularly in the Infantry, in order to determine the exact details of how the new Regimental System and FIS will emerge. You will all have witnessed, through the press, just how emotive and difficult this period of consultation has been and how difficult some of the proposed changes might be to some in single-battalion regiments. These resulting changes will be painful for some, but the Army Board remains convinced of the need to develop the Regimental System for the challenges

² There were, for example, 22 battalion moves planned for 2004 and 2005.

ahead. The Army Board is determined to seize this opportunity and I believe has found a solution that will prove to be sound and robust for the indefinite future and one that will accept expansion, contraction and variations in the regional ability to recruit. It will harness the advantages of ceasing the Arms Plot and maximise the Infantry's operational capability, whilst retaining the best of the Regimental System. Whilst some outside the Army may choose to continue to fight to retain the old structure, we in the Army must now work together to implement these changes in a positive and resolute manner. Greater details of FIS, including the new regimental titles, are at Annex B.

TRAINING THE FIELD ARMY

7. The way in which the Army trains will not change fundamentally in the future. Clearly, the practical details of where and when we train will change over time. For example, we have concluded recently that we shall not train routinely at Wainright in Canada and that BATUS should be optimised for armoured and armoured infantry battle groups, rather than for brigade level training. However, what will change in the FAS era will be the way in which we manage training, readiness and commitments. We have never really maximised the potential of the brigade twinning mechanism upon which the Formation Readiness Cycle (FRC) relied. Furthermore, the FRC focused our attention, if not our resources, on one particular part of the Army and was designed to cater for one division structured on 3 mechanised brigades and one structured on 3 armoured brigades.

8. The Army will continue to operate in a complex and unpredictable environment, where the balance between programmed and contingency operations changes often and quickly. Dealing with this level of complexity and uncertainty requires careful management to ensure that forces are prepared for operations effectively with the minimum of fuss and turbulence. We have decided, therefore, to introduce a new Force Operations and Readiness Mechanism (FORM), which will provide the framework for managing training, readiness and commitments in the future. Importantly, it will be the basis on which we begin to harmonise activity across the Army. The TRM is complex and will therefore be subject to detailed briefing down the chain of command and, no doubt, commanders' study days, however the simple illustration at Annex C will provide you with a better understanding of the plans that are maturing.

THE RESERVES

9. Throughout the FAS implementation planning process, we have sought to complement these changes to the Regular structure with adjustments to the Reserves. The planned changes build on the demonstrable success of the integration of the Reserves on operations over the last few years. In particular, the TA Infantry will be

properly integrated at battalion level into the FIS regiments. The primary force driver for the Reserves structure remains the requirement to augment the Regular Army for Large Scale Deliberate Intervention (LSDI) operations with Contingent Units and Contingent Components (CC). By recognising the primary role as the requirement to provide CCs, we intend to strengthen the linkages and pairing mechanisms which will deepen integration between regular and TA units. It is also recognised that Reserves will be required to augment the Regular Army for operations at less than Deliberate Intervention, from Peacekeeping through to Focussed Intervention, in circumstances where Reserves are best suited to provide specialist capabilities. The TA will also continue to backfill Regular units with individual reinforcements and formed sub-units, recognising the critical role of Reserves in supporting enduring operations. The rebalancing will also capture formally the requirement to provide capabilities in support of Military Task 2.1 (Home Defence and Security), as first outlined in the Strategic Defence Review New Chapter. In all this work, we have sought to build robustness into TA unit and sub-unit establishments, by recognising the extra manpower requirements to account for mobilisation risk (25%) and to provide training margin (30%) to cater for untrained strength.

10. The details of the rebalanced structure are attached at Annex D, reflecting growth of capabilities in some areas, and reductions in others. Planning for implementation of the new indicative structure will be led by HQ LAND, in consultation with the Reserves community. This work, which will take account of the complex force generation issues required in the final structure, will be complete by mid 2005.

ARMY BANDS

11. The outcome of SR04 and the rebalancing of Army manpower necessitates a reduction in the number of Army bands and musicians. Although the future number of musicians can only be justified on the grounds of the operational requirement to provide general duties and chemical decontamination support to deployed medical units for LSDI operations, we have decided that the principal organisational driver is the requirement to undertake their musical role.

12. The bands will therefore be reorganised to re-align them with FAS, and to address the vagaries that exist in the current structure. ECAB has given guidance for the restructuring of the Corps of Army Music (CAMUS) to ensure that the identities of corps and regiments are reinforced, the force structure is supported, and that the management of musicians is undertaken by Director CAMUS. The latter is to ensure that career management is conducted effectively, giving greater opportunity to military musicians, and that musical standards are maintained. The new structure will see a reduction of 2 RAC and 4 Infantry bands, as well as other structural changes to align the bands with the force structure on an equitable basis.

RESOURCES

13. Implementing FAS will be a major activity for the Army over the next few years. It will see an Army better organized for the challenges ahead. But I have to emphasise that FAS in its fully developed form will take time to implement and we must be realistic about the level of resources that will be made available for this change programme. We shall start out down the path early next year, but the pace of progress will depend on the availability of resources to meet costs. Although the Army did benefit from additional funds from follow up work to the Medium Term Work Strands, financial planning continues to be very challenging. Some of the implementation activity, such as meeting the revised training requirement and carrying out FAS-related adjustments to the estate, will take longer to achieve than is ideal. The short answer is that we will have to target our resources on areas where we can maximise any increases in capability.

CONCLUSION

14. FAS is an exciting, positive and dynamic evolution for the Army. Its implementation has already started with elements of 19 Mechanised Brigade beginning their re-rolling to become the new Light Brigade, but the full implementation of FAS will extend over a number of years and the transformation is the business of us all. Throughout this period we must take every opportunity to emphasise that we are a world class, warfighting Army, and that we continue to need to attract and recruit the best people to be officers and soldiers in all our Arms and Services.

15. I have no doubt that we will be required to maintain our commitment to worldwide operations for the foreseeable future and I am confident you will continue to approach these challenges with the energy, high standards and professionalism for which we are globally recognised.

16. Let me conclude by wishing you and your families a very happy Christmas – appreciating that some of you will be apart – and all good fortune for the New Year.



CGS

Further information on Future Army Structure is available on:

Intranet (Army Portal): <http://armyportal.defence.mod.uk/armyportal/>

Internet (Army Net Homepage): www.armynet.mod.uk

Internet (Army Website): www.army.mod.uk

Annexes:

- A. FAS Changes by Arm and Service.
- B. Summary of FIS.
- C. Force Operations and Readiness Mechanism.
- D. Reserves Restructuring.

FAS IMPLEMENTATION – STRUCTURAL CHANGES

1. **RAC.** Changes to the RAC are as follows:
 - a. One CR2 regiment (QRL) will re-role to be 19 Light Brigade's Formation Reconnaissance regiment.
 - b. Three CR2 squadrons will be converted to become three Interim Medium Armour Squadrons.
 - c. A Command and Support Squadron (to include a Ground Surveillance Troop) will be established for each Formation Reconnaissance Regiment.
 - d. Additional posts will be created to provide more robust establishments.

2. **RA.** Changes to the RA are as follows:
 - a. One AS90 Regiment (40 Regt RA) will re-role as a Light Gun Regiment in support of 19 Light Brigade.
 - b. The Gun Groups of three AS90 batteries will be cut.
 - c. An additional UAV battery, a rocket battery and a STA battery will be established.
 - d. There will be an overall reduction in GBAD but all Rapier and HVM capability will be owned and operated by the RA.
 - e. Tactical Groups for Formation Reconnaissance Regiments and the 4th Light Role Battalion in 16 Air Assault Brigade will be established, and there will be enhancements to the current Aviation Tactical Group to provide better support for the AH regiments.

3. **RE.** Changes to the RE are as follows:
 - a. 24 Commando Engineer Regiment will be established.

- b. An Air Support RHQ and associated HQ and Support Squadron will be established by the re-rolling of 25 Engineer Regiment's RHQ and HQ and Support Squadron following NI Normalisation.
- c. An additional EOD squadron will be formed.
- d. Two additional CS squadrons will be generated in order to provide support to all battlegroups within the armoured and mechanised brigades.
- e. The resources cells in Field Support Squadrons will be decaderised.
- f. Geographic capability will be enhanced.
- g. Counter mobility support will be established within the specialist brigades.
- h. Engineer reconnaissance will be embedded into formation reconnaissance regiments.
- i. Military Work Force will be enhanced and 535 Specialist Team Royal Engineers transferred from NI on NI Normalisation.

4. R SIGNALS. Changes to the R SIGNALS are as follows:

- a. A new Signal Regiment (22 Sig Regt) will be established, equipped initially with Ptarmigan and then FALCON.
- b. Deployable unit structures (operational Div Sig Regts and Bde Sig Sqns) will be made more robust.
- c. Enhancements will be made to strategic communications.

5. Infantry. Changes to the Infantry are as follows:

- a. The number of regular Infantry battalions will reduce from 40 to 36.
- b. A new Regimental system and structure will be adopted over the coming years. This will be based on large, multi-battalion regiments.
- c. Arms Plotting will cease, limited relocations will occur for battalions in particular roles/ locations.
- d. There will be an increase from 19 (48%) to 23 (64%) Infantry battalions in all arms brigades.

- e. The 9th platoon in Armoured Infantry battalions will be decaderised.
 - f. Enhancements will be made to reconnaissance platoons.
 - g. Fire Support platoons will be established with a mix of AGL and GPMG.
6. AAC. Changes to the AAC are as follows:
- a. Reductions will be made to the Lynx and Gazelle fleets in NI. 5 Regt AAC will provide a deployable manned airborne surveillance capability.
 - b. 651 Squadron will be disbanded in Apr 06, once it has completed its task as the AH Fielding Unit.
 - c. An Air Manoeuvre Planning Team will be established in 7 Regt AAC (V).
7. RLC. Changes to the RLC are as follows:
- a. New brigade Logistic Support Regiments will be established.
 - b. 19 Light Brigade will be supported by a new CSS battalion made up of RLC and REME elements.
 - c. Enhancements will be made to medical supply capabilities.
 - d. Enhancements will be made to each Logistic Brigade Support Squadron.
 - e. Two additional CS Ammunition Troops will be established.
 - f. Two Heavy Improvised Explosive Device Disposal (Hy IEDD) Troops will be created.
 - g. Enhancements will be made to Port and Maritime capability.
 - h. An additional Movement Squadron will be formed.
 - i. Enhancements will be made to the Postal and Courier capability.

8. AMS. Changes to the AMS are as follows:
 - a. A more modular structure will be adopted for the field medical units.
 - b. Enhancements will be made to the CS Medical Regiments including greater accident and emergency and surgical capability at Role 2.
 - c. 5 GS Medical Regiment will re-role to provide support to the 2nd LoC (102 Log Bde).
 - d. Enhancements will be made to the SF Medical Troop.
9. REME. Changes to the REME are as follows:
 - a. 5 Bn REME will convert to a CSS battalion to support 19 Light Brigade.
 - b. Each armoured and mechanised brigade will be supported by a REME Battalion.
 - c. Existing power pack platoons will be enhanced.
10. RMP. Changes to the RMP are as follows:
 - a. The basic structure will be retained.
 - b. An Infrastructure Provost Company will be drawn down to allow for the formation for an additional, deployable Provost Company.
11. Int Corps. Changes to the Int Corps are as follows:
 - a. 1 MI Brigade will be enhanced across all disciplines.
 - b. 4 MI Battalion will become a permanent, regular unit.
 - c. The Defence HUMINT Unit (DHU) will be formed.

THE FUTURE INFANTRY STRUCTURE

Background and Cessation of the Arms Plot

1. I make no apologies for being repetitive¹ and covering some old ground, which I believe is necessary in order to fully understand the complete picture, including the end we seek and the way we intend to get there.
2. The Army Board decided earlier this year that the current provision of Infantry capability through the Arms Plot system - the mechanism by which battalions move and re-role every 2 to 6 years - is unsustainable in the future. The disadvantage of the loss in available capability as battalions re-role, for example from a light infantry battalion to a more complex armoured infantry battalion, now outweighs the advantages of providing experience and variety through this mechanism. There were, for example, 22 battalion moves planned for 2004 and 2005, resulting in about 7 or 8 battalions becoming unavailable at any one time. We therefore decided that in the future individual battalions would be fixed by role and, largely, by location. Challenge, experience and variety will be provided by individual posting between battalions whilst maintaining continuity of role, increasing the operational availability of battalions and allowing more stability, particularly for families.
3. You will also recall that as a result of this year's Spending Review the Secretary for State announced in July that the future size of the Army would be around 102,000 trained soldiers; a reduction in real terms of some 1,500. Within that figure and based upon the most likely future threats and operational tasks, as well as the improved security situation in Northern Ireland, the Defence Management Board, of which I am a member, concluded that the number of regular infantry battalions will reduce by 4, from 40 to 36, by April 2008. This will allow the resulting manpower² to be redistributed across the Army to create more robust unit establishments under FAS. Indeed, 4 battalions have now been reallocated from Northern Ireland back to the Field Army.
4. Given this decision to stop the Infantry Arms Plot, thereby moving to a system of individual posting, and the reduction of four battalions, ECAB examined the future structure of the Infantry. The Board was informed by AG's

¹ It will also, in some respects, allow this Annex to stand alone if required.

² Some 2,500 from the 4 Infantry battalions, which rises to 3,000 when other elements from NI are also reinvested.

paper on the Regimental System³. It concluded that the only structure that would meet the needs of the Infantry in the post Arms Plot era would be one based on large single cap-badge regiments of 2 or more battalions. It is of more than passing interest that previous Army Boards have, on more than one occasion, tried to achieve this and move to larger regiments for just the same reasons. In 1962 the Army Council approved a large regimental system and “encouraged Brigades to move to large regimental organisations”. In 1966 the Army Board minutes recorded that “The Infantry as a whole is prepared for a large Regimental concept and expect either to evolve towards it or be ordered to adopt it. It can be therefore argued that any major departure from the large Regiment concept at this stage might be regarded as a breach of faith”. In 1992 the then CGS, whilst addressing the Army Board, commented, “ECAB’s decision....to avoid unnecessary disruption by stopping short of direction to the Infantry to form large regiments would inevitably be seen by some as a missed opportunity”.

Selection of Battalion Reductions

5. In order to keep the period of change to a minimum and permit the reinvestment of manpower from the drawdown of the 4 infantry battalions back into FAS, it was logical to incorporate the battalion reductions within the restructuring process. The Board decided that the only truly objective criteria upon which to determine from which Infantry Divisions to take these reductions were those which led to a judgement as to the sustainability of future recruitment, balanced against the pragmatic factors of regional representation, and future structural and regional coherence. It had before it a ranked list of vulnerable battalions on the basis of historic manning performance over the last 10 years, recruiting, retention, manning trends and regional demographic data. The Board first considered the Brigade of Gurkhas, and particularly the position of the 2 battalions of the Royal Gurkha Rifles. The Board noted that the Brunei Garrison commitment would continue, but concluded that it was less practical for a British battalion to take on this task. This conclusion, coupled with the relatively limitless Gurkha recruiting ability, led the Board to decide that there should be no change to the current structure of the Brigade of Gurkhas. The Board exempted 1st Battalion The Royal Irish Regiment from further consideration on the representational grounds of retaining a line infantry footprint in Northern Ireland. Whilst it was clear that no battalions of the Foot Guards or the Parachute Regiment would be taken against the criteria, the Board also concluded that there were additional specific operational, organisational and state ceremonial reasons not to reduce these battalions⁴. In considering the line infantry battalions, ECAB rightly placed as a high priority the need to ensure that any future structure had long-term robustness to accommodate further change, whether an increase or decrease in battalion numbers.

³ Distributed to you in July.

⁴ The Parachute Regiment, just under 2% of the Army, provides over 50% of Special Forces.

6. On this basis a strict application of the manning criteria gave the result that 2 battalions should be reduced from the Scottish Division and one each from the King's Division and the Prince of Wales's Division. However, the Board took the view that it would be disproportionate to reduce 2 out of only 6 Scottish battalions and only 2 out of an available 24 English battalions. It was therefore decided to limit the reduction in Scotland to only one battalion. On that basis the Board decided to reduce one battalion from the Scottish Division, 2 battalions from the King's Division and one battalion from the Prince of Wales's Division.

The Consultation Period

7. ECAB accordingly decided that the Infantry would have a period of consultation lasting until October 2004 during which detailed proposals for the implementation of the Board's decisions would be worked out. In addition to those Divisions that would form the basis of battalion reductions, ECAB also directed that the TA Infantry would, wherever possible, integrate into the future large regiments, thereby restoring a true sense of identity at TA battalion level. ECAB's decision to restructure the Infantry on the basis of large single cap-badge regiments of 2 or more battalions provided divisions with a broad choice of proposals:

- a. The 'small/large' option of 2 (3 in the case of the Queen's Division) regiments, each of 2 or 3 battalions.
- b. The 'large/large' option of one regiment of 4 or more battalions.

In either case, it was recognised that it might be appropriate to adjust current Divisional groupings and boundaries. Colonels Commandant were invited to consider the size of new divisional groupings, whether small/large or large/large, with the number of regular and TA battalions in each; how the reduction of battalions was to be achieved in each of the divisions concerned, based on a provisional breakdown of FAS infantry tasks and locations; and provisional new regimental and battalion titles. ECAB urged the Divisions of Infantry, including the Guards, Queen's and Light Divisions, to consider adopting the large/large regiment model as carefully as the small/large regiment model, taking into account which model is best calculated to maximise the advantages of ending the Arms Plot. ECAB also directed that the traditions and history - 'the golden thread' - of those regiments and battalions effected would be preserved in the new structure as far as humanly possible.

8. As a result of the early part of the subsequent consultation period the Board acknowledged the burden of the reductions on the King's Division and, whilst recognising that the manning criteria might dictate otherwise, directed that further work be conducted to explore from where else the 4th battalion reduction might come. These options included a reprieve of one of the 4 battalions,

delaying the decision of the reduction of the 4th battalion or apportioning it elsewhere, which included the option of the Queen's Division taking this reduction. The Board also considered how it might meet the emerging operational requirement for a direct support battalion for the Special Forces, should this requirement demand the re-tasking of infantry liability during the restructuring of the Infantry.

9. You will have witnessed, either directly or through the press, just how emotive and difficult this period of consultation has been and how painful some of the proposed changes might be to some in single-battalion regiments.

The New Structure

10. I am unable at this stage to tell you exactly when and where the changes will take place, but the Director of Infantry will do so in late January 2005. What I can do is give you the key decisions and details of what the changes are⁵.

11. The Scottish Division. The Scottish Division will reduce by one battalion from 6 to 5, by amalgamating 1 RS and 1 KOSB to form a single battalion, as recommended by the Council of Scottish Colonels. The remaining five Scottish battalions will form one large, single cap-badge regiment, provisionally called:

The Royal Regiment of Scotland

The Council of Scottish Colonels preferred battalion titles, whilst unprecedented in format, were endorsed by ECAB and take the antecedent regimental name as the new battalion title foremost, with the new regimental title in brackets, for example:

The Royal Highland Fusiliers (2nd Battalion The Royal Regiment of Scotland)

In contrast the abbreviated titles would be 1 SCOTS, 2 SCOTS etc. ECAB was of the view that the bold move direct to the largest single cap badge regiment, whilst embracing ECAB's intent, warranted retention of the antecedent names foremost. This would ensure the preservation of the 'best of the regimental system' in the short term, particularly given the very different nature and large geographical spread of the existing regiments from Scotland, and would maintain the best possible recruitment through strong regional ties and clear identity at battalion level. It was also noted that the Regiment would have one common base dress and tartan, a single cap badge, and that the titles remained provisional at this stage.

⁵ Details of all the changes including structure and titles are at Appendix 1.

12. The King's Division. The King's Division will reduce by one battalion, from 6 to 5. This will be achieved by merging those battalions West of the Pennines, 1 KORBR, 1 KINGS and 1 QLR, to form a new, two-battalion regiment called:

The King's, Lancashire and Border Regiment.

The abbreviated titles will be 1 LANCS and 2 LANCS. The remaining 3 battalions East of the Pennines, 1 GH, 1 DWR and 1 PWO will merge to form a new three battalion regiment called:

**The Yorkshire Regiment
(14th/15th, 19th and 33rd/76th Foot)**

The antecedent regimental names will be held in brackets at battalion level.

13. The Prince of Wales's Division.

a. The Prince of Wales's Division will reduce by one battalion. This will be implemented by merging the (prior) Glosters element of 1 RGBW with 1 D and D and the Light Infantry simultaneously within the Light Division, and the (prior) DERR element of 1 RGBW merging into PWRR within the Queen's Division. ECAB was very conscious that this decision will be difficult for the RGBW; however, ECAB was ruthless in their scrutiny of the available options and concluded that this was the solution that offered the least overall disruptive change and the most coherent regional and structural outcome for long-term manning sustainability, whilst retaining as much as possible of the 'golden thread'; a prerequisite ECAB agreed was particularly important. It has therefore directed that the recipient divisions would present their proposals for how they intend to safe guard the heritage of the (prior) Glosters and the (prior) DERR elements when they merge within their respective new divisions.

b. 1 RWF and 1 RRW will come together to form a new two battalion regiment called:

The Royal Welsh

c. 1 CHESHIREs, 1 WFR and 1 STAFFORDS will form a new three battalion regiment called:

The Mercian Regiment

Antecedent names will be maintained at battalion level in brackets for both these new Regiments.

14. The Queen's Division. Whilst The Queen's Division carefully considered adopting a larger regimental structure from their existing three two-battalion regiments, they propose to remain unchanged. ECAB has endorsed this proposal.

15. The Light Division. The Light Division will receive an additional battalion based upon the merger of the Devonshire and Dorset Regiment and the (prior) Glosters element of the RGBW with the Light Infantry, and will be called 1st Battalion The Light Infantry, with the current battalions of the Light Infantry renumbering as the 2nd and 3rd Battalions in accordance with seniority. There will be a transition period of about 2 years after the merger during which the antecedent names of the Glosters and the D and D may be formally recognised in some form within new titles. Thereafter, permanent recognition of the heritage will be found in other ways such as the famous back-badge of the Glosters and the US Presidential Citation. After careful consideration, ECAB endorsed the Division's proposal not to restructure into a large regiment at this stage, rather maintain the two-battalion regiment of The Royal Green Jackets and the three-battalion regiment of The Light Infantry.

16. The Guards Division. When considering the Guards Division, ECAB concluded that the need to retain the unique ethnic and national identities of the Division's Regiments was of great importance representing all parts of the UK – the fabric of the nation – and that any dilution of their national identities would only serve to undermine recruiting and retention. ECAB also concluded that the difficult nature of Public Duties warranted movement from that role on a more frequent basis than might be the case in more exciting roles. On the basis that individual posting would undermine the national identity of the individual battalions the only solution to service this task was to allow some limited battalion relocation between the light role and PD. We have therefore decided that restructuring the Battalions of the Foot Guards into a larger multi battalion regiment would be entirely cosmetic and would serve little practical purpose. Hence, and after careful consideration, ECAB found favour with the Foot Guards' proposal to retain the status quo. Four of the five battalions will remain in the light role and will continue to conduct some limited relocation in order to provide some variety, challenge and experience outside Public Duties. One battalion will be fixed in both location and in the armoured infantry role.

17. The 4th Battalion Reduction. The Secretary of State will announce today the emerging and clear operational requirement to establish a battalion dedicated to direct support to the Special Forces. This new capability will make a very significant improvement to the Special Forces' ability to prosecute global counter terrorism whilst meeting the variety of other high priority tasks that draw on their resources. ECAB considered that the nature of this capability demanded

a unit of particular skill and experience and therefore concluded that the most appropriate way to meet this new task would be to allocate the fourth reduction to the 1st Battalion The Parachute Regiment removing it from the line Infantry and using its highly trained manpower and structure as the core of this new 'ranger' battalion. ECAB were also clear that for sound operational reasons this Battalion would remain firmly as part of the Parachute Regiment. We need to do a little more work to fully define the role and construct of this 'Ranger' type battalion, which we envisage being about 500 in strength, and which will take its place alongside the other FAS enhancements to specialist elements of the Army.

18. Remaining Regiments. The Royal Gurkha Rifles and The Royal Irish Regiment will remain unchanged at this stage.

Conclusion

19. I am acutely aware that this may be unwelcome news for some, but ECAB is determined to seize this opportunity to set in place a new infantry organisation which will prove to be sound and robust for the indefinite future - one which will generate wide experience and offer challenge, variety and continuity of role, whilst increasing stability, particularly for families. I believe we have now taken the bold steps to achieve this and create an Infantry that maximises operational capability whilst retaining all that is best about our Regimental System. Remember that what is most important in how a battalion performs operationally is the quality of the soldiers and officers together with the level of training the unit has attained. Regimental history and tradition contributes to a sense of belonging and cohesion, but these will only enhance an already good unit. We need to have vibrant, fully manned battalions, where the best will flourish, where soldiers fight well and to the last because they are well led, well trained, well equipped and look out for their friends. Implementing these changes will demand the very best leadership to grasp the chance and move forward in a positive way. Do not be afraid to seize this opportunity.

APPENDIX 1 TO
ANNEX B TO DGS/11/4/7 (CGS)
DATED 16 DEC 04

NEW INFANTRY TITLES (REGULAR BATTALIONS ONLY)
ECAB'S PROPOSALS

DIVISION	CURRENT REGIMENTAL/BATTALION TITLES	FUTURE
FOOT GUARDS 5 battalions; no reductions	1 st Battalion Grenadier Guards 1 st Battalion Coldstream Guards 1 st Battalion Scots Guards 1 st Battalion Irish Guards 1 st Battalion Welsh Guards	NO CHANGE
SCOTTISH 6 battalions reducing to 5 within one large regiment. (Battalions not grouped by seniority)	1 st Battalion The Royal Scots 1 st Battalion The King's Own Scottish Borderers 1 st Battalion The Royal Highland Fusiliers 1 st Battalion The Black Watch 1 st Battalion The Highlanders 1 st Battalion The Argyll and Sutherland Highlanders	<u>The Royal Regiment of Scotland (provisional name)</u> The Royal Scots and King's Own Scottish Borderers (1 st Battalion The Royal Regiment of Scotland). The Royal Highland Fusiliers (2 nd Battalion The Royal Regiment of Scotland) The Black Watch (3 rd Battalion The Royal Regiment of Scotland) The Highlanders (4 th Battalion The Royal Regiment of Scotland) The Argyll & Sutherland Highlanders (5 th Battalion The Royal Regiment of Scotland)

DIVISION	CURRENT REGIMENTAL/BATTALION TITLES	FUTURE
QUEEN'S 3 regiments each of 2 battalions, giving a total of 6 battalions. No reductions	1 st Battalion The Princess of Wales's Royal Regiment 2 nd Battalion The Princess of Wales's Royal Regiment	NO CHANGE
	1 st Battalion The Royal Regiment of Fusiliers 2 nd Battalion The Royal Regiment of Fusiliers	
	1 st Battalion The Royal Anglian Regiment 2 nd Battalion The Royal Anglian Regiment	

DIVISION	CURRENT REGIMENTAL/BATTALION TITLES	FUTURE	
<p>KING'S</p> <p>6 battalions reducing by 1 battalion and reorganising into 2 large regiments.</p> <p>(Battalions not grouped by seniority)</p>	1 st Battalion The King's Own Royal Border Regiment	<p><u>The King's, Lancashire and Border Regiment</u></p> <p>1st Battalion The King's, Lancashire and Border Regiment</p> <p>2nd Battalion The King's, Lancashire and Border Regiment</p>	
	1 st Battalion The King's Regiment		
	1 st Battalion The Queen's Lancashire Regiment		
		1 st Battalion The Prince of Wales's Own Regiment of Yorkshire	<p><u>The Yorkshire Regiment</u> <u>(14th/15th, 19th and 33rd/76th Foot)</u></p> <p>1st Battalion The Yorkshire Regiment (Prince of Wales's Own)</p> <p>2nd Battalion The Yorkshire Regiment (Green Howards)</p> <p>3rd Battalion The Yorkshire Regiment (Duke of Wellington's)</p>
		1 st Battalion The Green Howards	
		1 st Battalion The Duke of Wellington's Regiment	

DIVISION	CURRENT REGIMENTAL/BATTALION TITLES	FUTURE
PRINCE OF WALES'S 7 battalions reducing by one battalion and subsequently transferring one battalion to the Light Division. Reorganising into 2 larger regiments of 2 and 3 battalions. (Battalions not grouped by seniority)	1 st Battalion The Royal Welch Fusiliers	<u>The Royal Welsh</u> 1 st Battalion The Royal Welsh (The Royal Welch Fusiliers)
	1 st Battalion The Royal Regiment of Wales	2 nd Battalion The Royal Welsh (The Royal Regiment of Wales)
	1 st Battalion The Cheshire Regiment	<u>The Mercian Regiment</u> 1 st Battalion The Mercian Regiment (Cheshires)
	1 st Battalion The Worcestershire and Sherwood Foresters	2 nd Battalion The Mercian Regiment (Worcesters and Foresters)
	1 st Battalion The Staffordshire Regiment	3 rd Battalion The Mercian Regiment (Staffords)
	1 st Battalion The Devonshire and Dorset Regiment	1 DandD to merge with the GLOSTERS element of 1 RGBW and the Light Infantry, thereby forming 1 st Battalion The Light Infantry. Remainder of 1 RGBW (DERR element) to be merged into the PWRR within the Queen's Division.
	1 st Battalion The Royal Gloucestershire, Berkshire and Wiltshire Regiment	
LIGHT 2 regiments each of 2 battalions to increase by 1 battalion	1 st Battalion The Light Infantry	1 st Battalion The Light Infantry
	2 nd Battalion The Light Infantry	2 nd Battalion The Light Infantry 3 rd Battalion The Light Infantry
	1 st Battalion The Royal Green Jackets	1 st Battalion The Royal Green Jackets
	2 nd Battalion The Royal Green Jackets	2 nd Battalion The Royal Green Jackets

FAS RESERVES – STRUCTURAL CHANGES

1. RAC. The Yeomanry will retain a broadly similar structure, with 4 regiments covering a national footprint. As a platform-centric Arm, the RAC has a requirement for the provision of AFV crewmen Individual Reinforcements (IRs), which will be a force driver above the Contingent Component (CC) requirement. In outline:

- a. One Yeomanry Regiment of up to 5 squadrons will be earmarked to provide IRs and formed troops to the Jt NBC Regt and NBC IRs to formation reconnaissance regiments; the detailed requirement is subject to VCDS's Jt NBC Regt Study.
- b. One Yeomanry Regiment will provide the RHQ and one squadron of the Armoured Replacement Regiment. In addition, this Yeomanry Regiment will provide the CC and IRs to armoured regiments.
- c. One Yeomanry Regiment will provide the balance of the CC and IRs to armoured regiments.
- d. One Yeomanry Regiment will provide the CC and IRs to formation reconnaissance regiments.

2. RA. The RA structure will continue to provide 7 regiments, although the requirement for formed TA GBAD regiments will be removed. The RA TA will adjust to provide the following:

- a. One Regiment will provide a RHQ, a long range communications capability and up to 4 patrols batteries; 3 from the TA, the 4th from the Regular STA Battery (4/73 Bty, 5 Regt RA).
- b. 3 close support regiments will provide the CC to support the 3 Regular AS 90 regiments and the 2 Regular light gun regiments potentially attributed to LSDI. This represents an addition of one gun regiment.
- c. 2 general support regiments, one providing the CC to the Regular STA and Rocket regiments and the other the CCs to HQ 1 Arty Bde and the Regular UAV Regiment.
- d. One GBAD Regiment, providing the CC to the Regular RAPIER Regiment and IRs and the CC to the Regular HVM Regiment.

3. RE. The RE TA will include the current 5 regiment structure, potentially supplemented by up to 2 new regiments with additional sub-units. RE TA will be structured to provide sub units for discrete tasks and CC at LSDI; where possible this will be achieved through capability pairing mechanisms. In addition to providing the CC at LSDI, RE TA will be designed to provide the following:

- a. A formed Air Support Squadron capable of independent operation.
- b. A formed Squadron to 33 Engr Regt (EOD).
- c. A formed Topographic Squadron to 42 Engr Regt (Geo).
- d. A formed Amphibious Troop to 28 Engr Regt.
- e. MWF (V), providing specialist infrastructure support to the Force.

4. Royal Signals. The Royal Signals TA will be structured as follows:

- a. 3 Ptamigan regiments based within 11 Sigs Bde, providing a composite Ptamigan Regiment to the ARRC.
- b. Within 2(NC) Sigs Bde, a total of 8 signals regiments (including 36 and 40 Sigs Regts) and 4 sub-units that will provide National Communications units in support of the MACA (Home Defence) role established under SDR(NC), plus bespoke support to OGDs.
- c. 63 Sigs Sqn (SAS) will continue to support DSF.
- d. An Air Support Signal Troop will be provided for JHC, for the enduring SSPK operation assumed to be concurrent with LSDI.
- e. In addition, Royal Signals TA will provide individual augmentees to the Regular regiments attributed to LSDI.

5. Infantry. The Infantry structure will be organised to support and complement the regular regimental structure, thereby restoring a true sense of identity at TA battalion level. There will be 14 TA infantry battalions. These will provide reinforcement of the regular infantry for LSDI, up to 14 unit HQs as CCRF HQs, and resilience to the infantry structure in meeting enduring commitments when Defence Planning Assumptions are exceeded. Manpower has also been included to force-generate the CC capability of 7 Defence Troops for Armd and FR regts attributed to LSDI. The affiliation of TA battalions will be driven by the revised Future Infantry Structure (FIS), assigning one TA battalion to each new 2 or 3 battalion regular regiments, and two TA battalions to a large regular regiment. To ensure viability, restructuring will be conducted on the basis of a minimum of 400 soldiers per bn.

Following a period of consultation with the Reserves community, LAND Command will propose a finalised structure.

6. AAC. The AAC TA will be structured as follows:
 - a. 7 Regt AAC (V) will continue to provide aviation support to HQ LAND for UK Mainland tasking only.
 - b. The remainder of the AAC TA will operate from 2 TA squadrons, to be embedded in the Regular structure at LSDI. These will provide LUH pilots, additional FARP capability and LUH door gunners.
7. RLC. The RLC structure will be based around the provision of TA CCs to second line, third line and theatre enabling units. The exact structure and number of regiments will be dependent upon confirmation of demand, ability to force generate Regular unit pairing and peacetime Regimental C2 and overheads. Pending the outcome of current studies, current indications suggest a structure that comprises of 15 regiments and the Catering Support Regiment RLC (V).
8. AMS. The AMS will comprise of 2 Div General Support Medical Regiments and one Medical Evacuation Regiment, together with 11 Field Hospitals and 6 squadrons. TA AMS will provide:
 - a. A Divisional General Support Medical Regiment (V) for the Divisional Rear Area.
 - b. A composite Field Support Hospital of 400 beds and a BW facility of 50 beds.
 - c. A Field Hospital of 25 beds will be provided for the enduring SSPK operation assumed to be concurrent with LSDI.
 - d. TA medical sub-units embedded in the close support and general support medical regiments, to provide individual augmentees for LSDI.
 - e. Support to other A&SDs, which will be validated by HQ LAND during implementation planning.
9. REME. The REME TA will consist of four battalions, providing:
 - a. A formed Battalion to support Theatre Troops and the LoC.
 - b. Formed Role 1 support.
 - c. Individual augmentees, attributed to Regular REME units and to Role 1 support to other Arms and Services (subject to further scrutiny during implementation).

10. PM(A). The RMP manpower liability will increase, structured on the current 4 companies, with the additional Military Provost Staff (MPS) under command of MCTC. The RMP TA will be structured to provide:

- a. Formed platoons to augment the RMP companies deploying with the manoeuvre brigades, and the Theatre Troops Company.
- b. Formed sub-units to provide enhanced Line of Communication coverage.
- c. A dedicated PW handling capability and augmentation to Divisional SIB capability.

11. Intelligence Corps. The TA Intelligence Corps structure will be based on 2 TA battalions and will provide individual augmentees to tactical HQs and units, and to operational and strategic HQs. It will also provide formed Joint Field Interrogation Teams.