



# TRANSFORMING THE BRITISH ARMY

## An Update - July 2013



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# Foreword

**General Sir Peter Wall GCB CBE ADC Gen  
Chief of the General Staff**

We have made significant progress in refining the detail of Army 2020 since it was announced in July 2012. It is worth taking stock of what has been achieved so far, and ensuring that our direction of travel continues to be understood by the Army. This comprehensive update achieves this purpose well and should be read widely.

I wish to highlight four particular points:

- Our success in establishing Defence Engagement as a core Defence output. Not only will this enable us to make a crucial contribution to conflict prevention, but it will enhance our contingent capability by developing our understanding. It will also give the Adaptable Force a challenging focus in addition to enduring operations and homeland resilience.
- We must be clear that our capacity to influence overseas is founded upon our credibility as a war-fighting Army, capable of projecting force anywhere in the world. Our contingency forces will remain primarily focussed on being able to defeat our nation's enemies. Army 2020 preserves our capacity to deploy at up to divisional scale: three manoeuvre brigades with associated enablers and aviation, and to sustain a brigade on operations indefinitely.
- We must integrate our Regular and Reserve forces. This is a critical endeavour, and it will require a concerted effort to make it work. Success will deliver an Army that has strength in depth, greater flexibility and is tailored to meet the security needs of the nation.
- We must continue to recruit and retain people of the requisite talent and martial spirit - this is our most important challenge.

This demanding change programme is set in the wider context of far-reaching transformation across Defence, which encompasses major change in two organisations on which we have particular reliance: DE&S and the DIO. At the same time we must remain focused upon delivering our own core outputs, while understanding that events may require more from us - and sooner - than Defence policy currently assumes. Wars have a habit of picking us.

One year on, I remain convinced of the ingenuity of the Army 2020 design. It is a comprehensive vision for unpredictable times. Realising Army 2020 will demand resilience, flexibility and adaptability from talented and committed people. It will, in return, offer challenge and opportunity in abundance.

July 2013

# Army 2020 Background

On 5 July 2012, the Secretary of State for Defence announced the outcome of the study conducted into Army 2020. This study had been initiated in response to the Strategic Defence and Security Review and the Ministry of Defence's Three Month Exercise which determined that the future Army will consist of around 82,000 Regular personnel and around 30,000 trained Reservists - i.e. an integrated Army of around 112,000.

It also took full account of the separate and independent Review of the Reserve Forces. This made a number of recommendations relating to the Reserves, which are being addressed by the Future Reserves 2020 Programme. Integration of Regulars and Reserves permeates every aspect of the Army 2020 design, which means that the Army element of Future Reserves 2020 is itself fully integrated into the implementation of Army 2020.

## The need for change

Irrespective of the financial imperatives facing the Army to play its part in bringing the Ministry of Defence's budget back into balance, strategic circumstances dictate that the Army needs to evolve so that it can face future threats effectively.

Army 2020 was therefore written against the following background:

- There is a need to move from the Army's current structure and capabilities that are optimised for Afghanistan to a more adaptable posture that enables the Army to meet likely future threats.
  - This means that the Army must be able equally to react to an enduring stabilisation operation and engage with partner nations overseas to develop their military capacity to address causes of instability as demonstrated by the ongoing military training programmes in the Horn of Africa.
  - The changing nature of the Reserves presents an opportunity for the Army to be integrated by design, with the Reserves used routinely, not just in extreme circumstances.
  - With the withdrawal from Germany, the Army will be almost completely UK-based for the first time in many generations, allowing the Army to engage with civil society in a very different manner.
  - The UK's economic climate remains a strategic threat to the nation, which means that cost and efficiency must remain a vital driver in force design and optimising capability.
- It can no longer be assumed that the Army will be permanently engaged on an enduring stabilisation operation, such as recent operations in Afghanistan and Iraq.

This document sets out the work that has been conducted by the Army since July 2012 and explains how the transition to Army 2020 will be conducted.



# The Army 2020 Design

It was against this background that the Chief of the General Staff established a team - the Army 2020 Study Team under Lieutenant General Carter - to develop, from first principles, options for delivering required levels of military capability within the new manpower constraints.

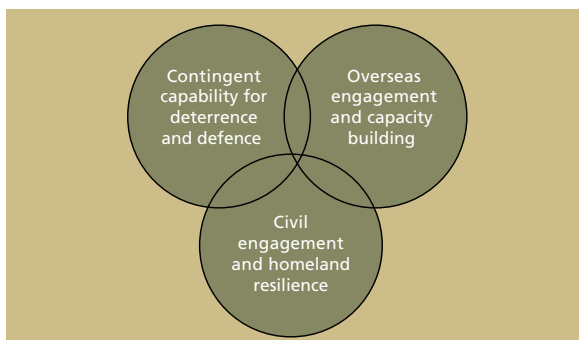
The first step was to redefine the purpose of the Army, which is to be capable of:

- Contingent capability for deterrence and defence.
- Overseas engagement and capacity building.
- Civil engagement and the military contribution to homeland resilience.

The Army 2020 Study Team then designed a new integrated structure of Regulars and Reserves that could meet these three broad requirements through a clear delineation of roles through a Reaction Force and an Adaptable Force, supported by Force Troops, each of which are covered later in more detail.

- **Reaction Force.** The Reaction Force will provide a higher readiness force that will undertake short notice contingency tasks and provide the Army's conventional deterrence for Defence. It will be trained and equipped to undertake the full spectrum of intervention tasks and will provide the initial basis for any future enduring operation. Given the higher readiness nature of this force, it will be comprised of predominantly Regular forces with a smaller proportion of Reserves.

## Three Core Purposes of the Army



- **Adaptable Force.** The Adaptable Force will comprise a pool of Regular and Reserve forces that will consist of seven infantry brigades and a logistic brigade. It will be used for a wide range of tasks, including providing headquarters and units for enduring operations, contributing significantly towards Defence Engagement, and homeland resilience.
- **Force Troops.** Supporting the Reaction Force and Adaptable Force are specialist troops, commanded by Force Troops Command, which will provide a wide range of capabilities from a centralised pool of Regular and Reserve Forces, such as artillery, logistics, military intelligence and signals.

## Integration

Army 2020 maximises capability by fully integrating Regular and Reserve soldiers, civilians and contractors as part of a whole force. The Reserves will be used routinely, rather than in extreme circumstances, for defined tasks and capabilities including providing troops for enduring stabilisation operations and Defence Engagement overseas.

Their vital contribution to delivering both collective and specialist military capability will be delivered through programmed training and pairing with Regular units in preparation for paired deployment on operations. This will be supported by a framework of established relationships with employers and the appropriate legislation to enable their routine training and use.

The formal pairing of Regular and Reserve units will also enable closer links to be established with local communities to aid recruiting and engagement with UK society.

“Just think what you have done, what everyone out there has achieved over their careers, no matter how short or long they are. It has been very varied, they have needed to be adaptable and responsive. That is at the heart of Army 2020.”

Major General David Cullen OBE,  
Assistant Chief of the General Staff

# Formation Basing and Names

The Army has worked with the Defence Infrastructure Organisation to determine the optimal basing plan within the available resources, taking into account restructuring under Army 2020, the pairing of Regular and Reserve units, and the return of units from Germany.

The basing announcement in early March 2013 confirmed the location of Regular units. The over-riding priority is to re-deploy the remaining formations from Germany and to relocate them in the most appropriate sites in the UK. In outline:

- The three Armoured Infantry Brigades of the Reaction Force will be collocated around Salisbury Plain Training Area. This collocation presents significant opportunities for efficiency in the way the Army trains and generates forces, how the Army will support and scale its equipment, and how the Army will manage and support its personnel. This element of the Army 2020 concept will enable Defence to reduce estate running costs through economies of scale and efficient use of the UK's most substantial training area.
- The Adaptable Force Brigades and Force Troops Brigades will provide geographical representation across the UK, thereby fostering closer links between Reserve units

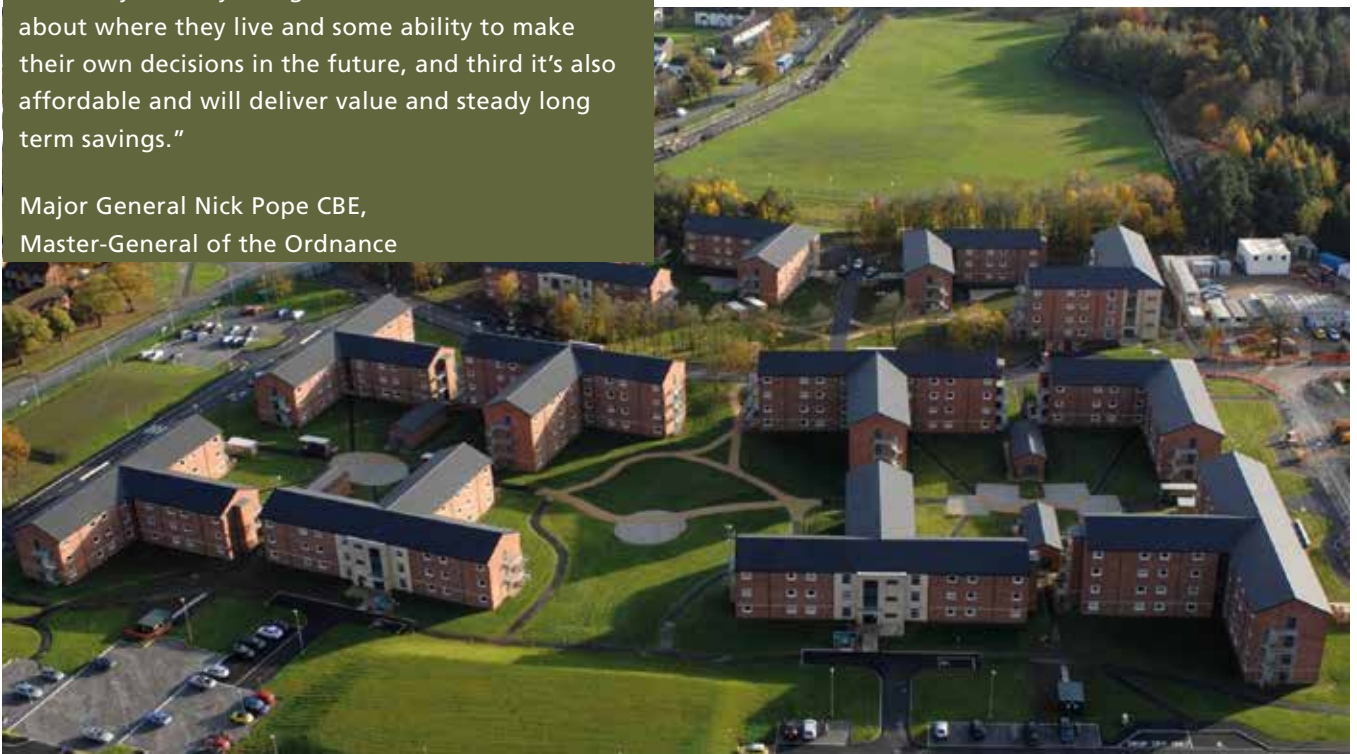
and their paired Regular units. Some formations will be located close to population centres in order to facilitate engagement and close links with local authorities, thus contributing to defence resilience in times of need.

The more recent Reserves' announcement in early July 2013 confirmed that the Army is going to deliver a genuinely useable and capable Reserve that is integrated with paired Regular units. Key to the delivery of this capability is ensuring that the right 'cap badges' are in the right locations around the country. This will also ensure a robust recruiting base, while reinforcing national representation to ensure the Reserves remain in the public eye and are fully able to support resilience activity. The location of Reserve units is completely coherent with the Regular Basing Plan and underpins the concept of the fully integrated Army.

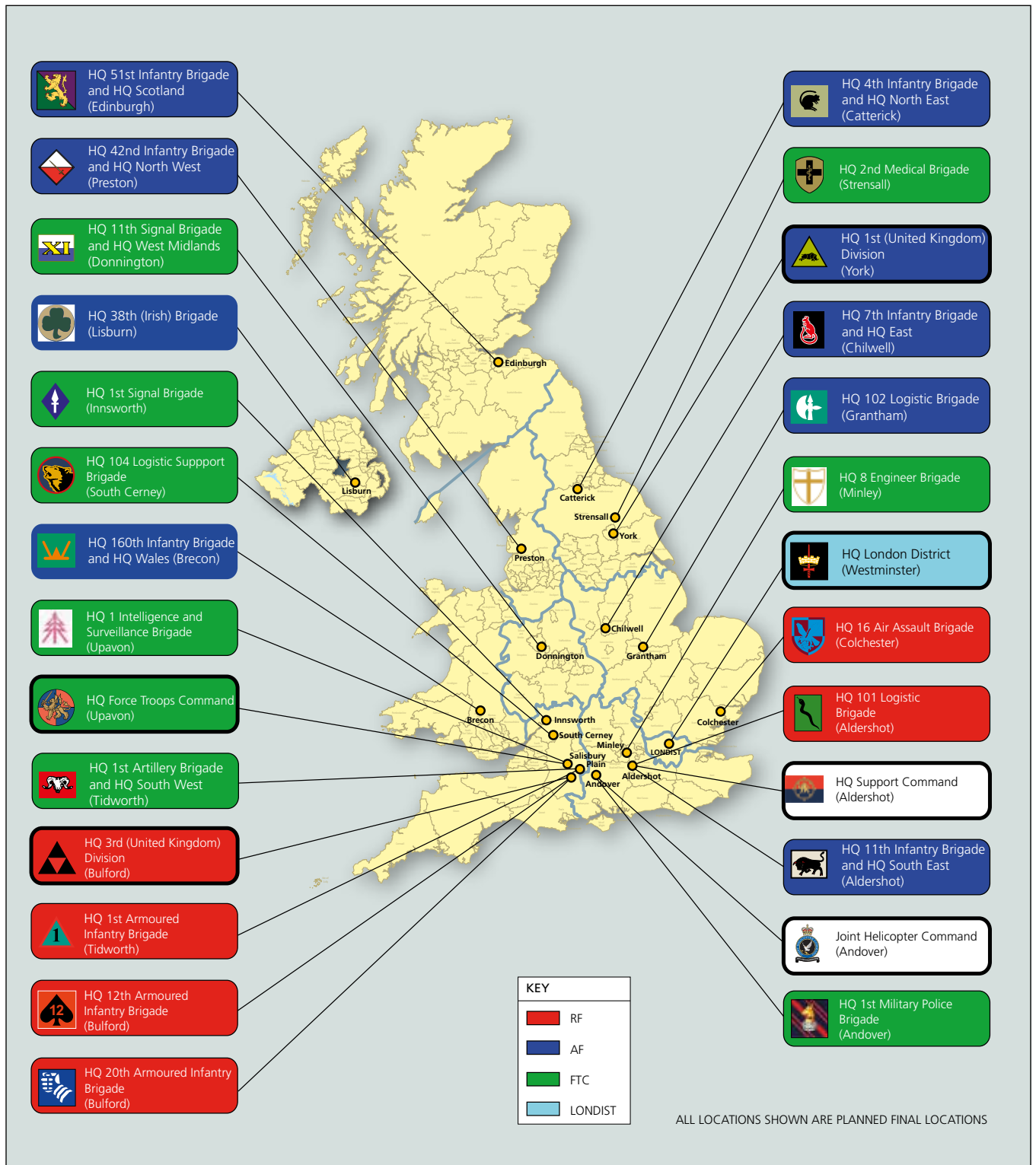
The map opposite shows the final locations - and the new names - of the Army's future divisions and brigades. Unit locations are shown on the following pages, under the Reaction Force, Adaptable Force and Force Troops Command, as appropriate. Moves to the new locations will take place over the rest of the decade, working to a plan that takes account of the need to develop the infrastructure, sequencing the return from Germany, changes in command and control, and operational commitments.

"First, it's a militarily coherent plan that meets the Army requirement and delivers Army 2020. Second it's family-friendly and gives families more assurances about where they live and some ability to make their own decisions in the future, and third it's also affordable and will deliver value and steady long term savings."

Major General Nick Pope CBE,  
Master-General of the Ordnance



# Formation Basing and Names





# The Reaction Force

The Reaction Force will form a responsive grouping of five brigades, of which the three Armoured Infantry Brigades and 101 Logistic Brigade will be commanded by Headquarters 3rd (United Kingdom) Division, and 16 Air Assault Brigade will be commanded by the Joint Helicopter Command<sup>1</sup>. The three Armoured Infantry Brigades and Headquarters of the 3rd Division will be based around Salisbury Plain, from where they will provide the high readiness force that will undertake short notice contingency tasks and provide the Army's contribution to conventional deterrence. Trained and equipped to undertake the full spectrum of intervention tasks, this force will also provide the basis for the first three roulements of any future enduring stabilisation operations.

All Combat Support, Command Support and additional Combat Service Support (beyond that found in 101 Logistic Brigade) for the Reaction Force will be drawn from Force Troops Command. These critical force elements will provide assured support to the Reaction Force and be task organised for training and operations as required. A tailored joint

helicopter force will be drawn from the Joint Helicopter Command and will also be task organised for training and operations.

The three Armoured Infantry brigades will rotate through a 36 month operational readiness mechanism cycle to deliver an Armoured Infantry brigade at readiness each year. Brigades will spend 12 months committed to other tasks (such as individual training, support to training and career courses) followed by a further 12 months dedicated to collective training, before being held at readiness for contingent tasks for the remaining 12 months of the cycle. A Lead Armoured Task Force will be the highest readiness grouping in the lead brigade of the Division.

16 Air Assault Brigade will have a different cycle. This will consist of a period of training followed by a period at readiness, with the two battlegroups alternating. The Air Assault Task Force will be the highest readiness force in the Brigade to respond to emerging threats on behalf of Defence.

1. The Joint Helicopter Command will also command the Aviation Reconnaissance Force (which will consist of 1 Regt AAC and 5 Regt AAC) in addition to some RN and RAF aviation units.





<b>3<sup>rd</sup> (United Kingdom) Division (Bulford)</b>			
All locations shown are planned final locations, Reserve units are in black, hybrid units are in yellow, pairing is shown by shaded boxes			
	<b>1<sup>st</sup> Armoured Infantry Brigade (Tidworth)</b>	<b>12<sup>th</sup> Armoured Infantry Brigade (Bulford)</b>	<b>20<sup>th</sup> Armoured Infantry Brigade<sup>1</sup> (Bulford)</b>
<b>Role</b>			
Armoured Cavalry	Household Cavalry Regiment (Windsor)	The Royal Lancers (Catterick)	The Royal Dragoon Guards (Catterick)
Armour	The Royal Tank Regiment (Tidworth)	The King's Royal Hussars (Tidworth)	The Queen's Royal Hussars (The Queen's Own & Royal Irish) (Tidworth)
Reserve	Royal Wessex Yeomanry (Bovington)		
Armoured Infantry	1st Battalion The Royal Regiment of Fusiliers (Tidworth)	1st Battalion The Yorkshire Regiment (Warminster)	5th Battalion The Rifles (Bulford)
Armoured Infantry	1st Battalion The Mercian Regiment (Bulford)	1st Battalion The Royal Welsh (Tidworth)	1st Battalion The Princess of Wales's Royal Regiment (Bulford)
Heavy Protected Mobility	4 <sup>th</sup> Battalion The Rifles (Aldershot)	1st Battalion Scots Guards (Aldershot)	The Highlanders, 4 <sup>th</sup> Battalion The Royal Regiment of Scotland (Catterick)
<b>101 Logistic Brigade (Aldershot)</b>			
Close Support Logistic Regiment	3 Regiment The Royal Logistic Corps (Aldershot)	4 Regiment The Royal Logistic Corps (Abingdon)	1 Regiment The Royal Logistic Corps (Bicester)
Theatre Logistic Regiment	10 The Queen's Own Gurkha Logistic Regiment (Aldershot)	27 Regiment The Royal Logistic Corps (Abingdon)	9 Regiment The Royal Logistic Corps (Hullavington)
Reserve Transport Regiment	151 Transport Regiment The Royal Logistic Corps (Croydon)	154 (Scottish) Transport Regiment The Royal Logistic Corps (Dunfermline)	157 (Welsh) Transport Regiment The Royal Logistic Corps (Cardiff)
Reserve Supply Regiment		156 Supply Regiment The Royal Logistic Corps (Liverpool)	
Armoured Medical Regiment <sup>2</sup>	1 Armoured Medical Regiment (Tidworth)	4 Armoured Medical Regiment (Aldershot)	5 Armoured Medical Regiment (Tidworth)
Armoured Close Support	6 Armoured Close Support Battalion Royal Electrical and Mechanical Engineers <sup>3</sup> (Tidworth)	4 Armoured Close Support Battalion Royal Electrical and Mechanical Engineers (Tidworth)	3 Armoured Close Support Battalion Royal Electrical and Mechanical Engineers (Tidworth)
Reserve Equipment Support		103 Battalion Royal Electrical and Mechanical Engineers (Crawley)	105 Battalion Royal Electrical and Mechanical Engineers (Bristol)
Force Support	5 Force Support Battalion Royal Electrical and Mechanical Engineers <sup>4</sup> (Cottesmore)		

<b>16 Air Assault Brigade (Colchester)</b>	
Role	
Parachute	2nd Battalion The Parachute Regiment (Colchester)   3rd Battalion The Parachute Regiment (Colchester)
Reserve Parachute Battalion	4th Battalion The Parachute Regiment (Pudsey)
Attack Helicopter	3 Regiment Army Air Corps (Wattisham)   4 Regiment Army Air Corps (Wattisham)
Reserve Aviation Support	6 Regiment Army Air Corps <sup>5</sup> (Bury St Edmunds)
Close Support Artillery Regiment	7th Parachute Regiment Royal Horse Artillery (Colchester)
Close Support Engineer Regiment	23 Engineer Regiment (Air Assault) (Woodbridge)
Air Assault Communication and Information Systems	216 (Parachute) Signal Squadron (Colchester)
Close Support Logistic Regiment	13 (Air Assault) Support Regiment The Royal Logistic Corps (Colchester)
<b>Medical Regiment</b>	<b>16 Medical Regiment (Colchester)</b>
Air Assault Support	7 (Air Assault) Battalion Royal Electrical and Mechanical Engineers (Wattisham)

1. Remaining Paderborn Garrison based 20 Armoured Infantry Brigade units will move to their UK locations from 2017. All titles are subject to endorsement.  
 2. Units are paired with Reserve Medical Regiments in the Adaptable Force - 102 Logistic Brigade.  
 3. Paired with 101 Battalion Royal Electrical and Mechanical Engineers in the Adaptable Force - 102 Logistic Brigade.  
 4. Paired with 104 Battalion Royal Electrical and Mechanical Engineers in the Adaptable Force - 102 Logistic Brigade.  
 5. 6 Army Air Corps Regiment is not commanded by 16 Air Assault Brigade but is affiliated with 3 and 4 Regiment Army Air Corps (as well as the Aviation Reconnaissance Force and 7 Regiment Army Air Corps).

# The Adaptable Force



The Adaptable Force will form an agile grouping of forces, commanded by Headquarters 1st (United Kingdom) Division. The 1st Division will comprise seven infantry brigades and 102 Logistic Brigade, with a balanced footprint across the UK. With Regular units paired directly with Reserve units throughout the force, they will provide a pool of forces that can conduct a broad range of tasks, including:

- Combat operations, particularly enduring stabilisation (providing brigade headquarters and force elements for roulements 4 and 5 as well as a second divisional headquarters at extended readiness).
- Standing Commitments (e.g. Cyprus, Brunei, the Falkland Islands, and State Ceremonial and Public Duties).

- Defence Engagement (supporting conflict prevention through a planned approach to engagement overseas, including developing the military capacity of partner nations).
- Delivery of the Firm Base including Civil Engagement and UK Resilience.

The Adaptable Force will always maintain a balance of capabilities - ie every year 1 x Light Cavalry regiment, 2 x Light Protected Mobility Infantry battalions and 3 x Light Role Infantry battalions (and their paired Reserve units) will be either committed or ready for contingent tasks. The Adaptable Force can be packaged under any one of its brigade headquarters to meet directed tasks or deployments, thereby creating a truly adaptable force. The Adaptable Force Brigade Headquarters will also have the responsibility for overseeing the delivery of Defence Engagement activity in designated areas of the world, gaining regional knowledge and cultural understanding in the process. As the brigades are spread across the UK, they will also provide Firm Base functions and the Regional Point of Command<sup>1</sup> for civil engagement and homeland resilience tasks.

Similar to the Reaction Force, all Combat Support, Command Support and additional Combat Service Support for the Adaptable Force (beyond that found in 102 Logistic Brigade) will be drawn from Force Troops Command. These critical force elements will provide the necessary support to the Adaptable Force to ensure that they are sufficiently trained in combined arms for the type of operations that they will be required for.

The Adaptable Force will train in a bespoke operational readiness mechanism, with units within each brigade rotating through a 36 month cycle to deliver a balanced package of forces at readiness each year. Units will spend 12 months committed to other tasks (such as individual training, support to training and career courses) followed by a further 12 months dedicated to collective training, before being either committed or ready for contingent tasks for the remaining 12 months of the cycle.



1. Along with Headquarters 1st Artillery Brigade and Headquarters South West, Headquarters 11th Signal Brigade and Headquarters West Midlands, and Headquarters London District.

UNIT ROTATION AS AT 1 SEPT 16								1 <sup>st</sup> (United Kingdom) Division (York)								
All locations shown are planned final locations, Reserve units are in black, hybrid units are in yellow, pairing is shown by shaded boxes																
Role		HQ 51 <sup>st</sup> Infantry Brigade & HQ Scotland (Edinburgh)	HQ 7 <sup>th</sup> Infantry Brigade & HQ East (Chilwell)	HQ 4 <sup>th</sup> Infantry Brigade & HQ North East (Catterick)	HQ 11 <sup>th</sup> Infantry Brigade & HQ South East (Aldershot)	HQ 38 <sup>th</sup> (Irish) Brigade (Lisburn)	HQ 42 <sup>nd</sup> Infantry Brigade & HQ North West (Preston)	HQ 160 <sup>th</sup> Infantry Brigade & HQ Wales (Brecon)								
Light Cavalry		The Royal Scots Dragoon Guards (Carabiniers and Greys) (Leuchars)	1 <sup>st</sup> The Queen's Dragoon Guards (Swanton Morley)	The Light Dragoons (Catterick)												
Reserve Light Cavalry		The Royal Mercian and Lancastrian Yeomanry <sup>1</sup> (Edinburgh)	The Royal Yeomanry (London)	The Queen's Own Yeomanry (Newcastle)												
Light Protected Mobility		3 <sup>rd</sup> Battalion The Rifles (Edinburgh)	2 <sup>nd</sup> Battalion The Royal Anglian Regiment (Cottesmore)	2 <sup>nd</sup> Battalion The Yorkshire Regiment (Catterick)	1 <sup>st</sup> Battalion Welsh Guards (Pirbright)											
Reserve Light Role Infantry		5 <sup>th</sup> Battalion The Royal Regiment of Fusiliers (Newcastle)	3 <sup>rd</sup> Battalion The Royal Anglian Regiment (Bury St Edmunds)	4 <sup>th</sup> Battalion The Yorkshire Regiment (York)	3 <sup>rd</sup> Battalion The Royal Welsh (Cardiff)											
Light Protected Mobility		The Black Watch 3 <sup>rd</sup> Battalion The Royal Regiment of Scotland (Fort George)	1 <sup>st</sup> Battalion The Royal Irish Regiment (Tern Hill)													
Reserve Light Role Infantry		51 <sup>st</sup> Highland, 7 <sup>th</sup> Battalion The Royal Regiment of Scotland (Perth)	2 <sup>nd</sup> Battalion The Royal Irish Regiment (Lisburn)													
Light Role Infantry		The Royal Highland Fusiliers 2 <sup>nd</sup> Battalion The Royal Regiment of Scotland (Edinburgh)	1 <sup>st</sup> Battalion The Royal Anglian Regiment (Woolwich)		1 <sup>st</sup> Battalion Grenadier Guards (Aldershot)	The Royal Scots Borderers 1 <sup>st</sup> Battalion The Royal Regiment of Scotland (Belfast)	2 <sup>nd</sup> Battalion The Mercian Regiment (Chester)	1 <sup>st</sup> Battalion The Rifles (Chepstow)								
Reserve Light Role Infantry		52 <sup>nd</sup> Lowland, 6 <sup>th</sup> Battalion The Royal Regiment of Scotland (Glasgow)	3 <sup>rd</sup> Battalion The Princess of Wales's Royal Regiment (Canterbury)		The London Regiment (Westminster)	UNPAIRED	4 <sup>th</sup> Battalion The Mercian Regiment (Wolverhampton)	6 <sup>th</sup> Battalion The Rifles (Exeter)								
Light Role Infantry					1 <sup>st</sup> Battalion The Royal Gurkha Rifles (Shorncliffe)	2 <sup>nd</sup> Battalion The Rifles (Ballykinler)	2 <sup>nd</sup> Battalion The Duke of Lancaster's Regiment (Weeton)									
Reserve Light Role Infantry					UNPAIRED	7 <sup>th</sup> Battalion The Rifles (Reading)	4 <sup>th</sup> Battalion The Duke of Lancaster's Regiment (Preston)									
102 Logistic Brigade (Grantham)																
Force Logistic Regiment	6 Regiment The Royal Logistic Corps (Dishforth)					7 Regiment The Royal Logistic Corps (Cottesmore)										
Reserve Transport Regiment	150 Transport Regiment The Royal Logistic Corps (Hull)					158 Transport Regiment The Royal Logistic Corps (Peterborough)										
Reserve Supply Regiment	159 Supply Regiment The Royal Logistic Corps (Coventry)															
Medical Regiment	2 Medical Regiment (North Luffenham)					3 Medical Regiment (Preston)										
Reserve Medical Regiment <sup>2</sup>	225 (Scottish) Medical Regiment (Dundee)				253 (North Irish) Medical Regiment (Belfast)				254 (East of England) Medical Regiment (Cambridge)							
Close Support	1 Close Support Battalion Royal Electrical and Mechanical Engineers (Catterick)						2 Close Support Battalion Royal Electrical and Mechanical Engineers (Leuchars)									
Reserve Equipment Support	102 Battalion Royal Electrical and Mechanical Engineers (Newton Aycliffe)			104 Battalion Royal Electrical and Mechanical Engineers <sup>3</sup> (Northampton)			106 Battalion Royal Electrical and Mechanical Engineers (Glasgow)			101 Battalion Royal Electrical and Mechanical Engineers <sup>4</sup> (Wrexham)						
Infantry Unit Rotation: Units will also be drawn from across the Adaptable Force to fulfil the standing commitments in Cyprus and Brunei as well as State Ceremonial and Public Duties. There will be two Cyprus rotations: the first between 1 LANCES, 2 LANCES and 2 YORKS and the second between 2 PWRR, 1 R ANGLIAN and 2 R ANGLIAN. 1 RGR and 2 RGR will continue to rotate through Brunei; and State Ceremonial and Public Duties will be provided by two of the five Foot Guards battalions and the incremental companies in London and Scotland.																
Cyprus	1 <sup>st</sup> Battalion The Duke of Lancaster's Regiment (Episkopi)			2 <sup>nd</sup> Battalion The Princess of Wales's Royal Regiment (Dhekalia)												
Brunei	2 <sup>nd</sup> Battalion The Royal Gurkha Rifles (Brunei)															
State Ceremonial and Public Duties	Balaklava Company, The Argyll and Sutherland Highlanders, 5 <sup>th</sup> Battalion The Royal Regiment of Scotland (Edinburgh)															
HQ London District (Whitehall)																
State Ceremonial and Public Duties	Household Cavalry Mounted Regiment (Knightsbridge)				The King's Troop Royal Horse Artillery (Woolwich)		1 <sup>st</sup> Battalion Coldstream Guards (Windsor)		1 <sup>st</sup> Battalion Irish Guards (Hounslow)		Public Duties Incremental Companies (London)					

1. A replacement proposed title is being staffed and will be considered for endorsement.  
 2. Paired with the Armoured Medical Regiments in the Reaction Force - 101 Logistic Brigade.  
 3. Paired with 5 Force Support Battalion Royal Electrical and Mechanical Engineers in the Reaction Force - 101 Logistic Brigade.  
 4. Paired with 6 Armad Close Support Battalion Royal Electrical and Mechanical Engineers in the Reaction Force - 101 Logistic Brigade.

All titles are subject to endorsement.

# Force Troops Command

Under Army 2020, units providing Combat Support, Command Support, certain Combat Service Support and specialist support to the Reaction and Adaptable Forces will be pooled within Force Troops Command. This will be the largest of the new Army formations, and will also command the Theatre Entry brigade and the Security Assistance Group. The Command will force generate and prepare scalable, integrated Regular and Reserve capabilities to support training and operations, in line with operational readiness requirements.

As a 2 star Command, Force Troops Command will comprise eight 'functional' brigades and the Security Assistance Group. A new Intelligence and Surveillance Brigade will deliver integrated ISR, drawing specifically on lessons from Afghanistan. A new Artillery Brigade will

deliver both close support artillery and precision fires, as well as leading Air-Land Integration. 8 Engineer Brigade will expand to command the close support engineer units, as well as Explosive Ordnance Disposal and Search, Force Support and Infrastructure Groups. Information and Communication Services (ICS) for the Joint Rapid Reaction Force (JRRF) and NATO's Allied Rapid Reaction Corps (ARRC) will continue to be provided by 1st Signal Brigade, whilst 11th Signal Brigade will expand to command all ICS support to Divisional and Brigade Headquarters, as well as UK resilience operations. 104 Logistic Support Brigade will continue to provide Theatre Entry Combat Service Support, with hospital care provided by 2nd Medical Brigade. Force Troops Command will also include a newly created Military Police Brigade, although elements of it will clearly remain independent from the Chain of Command.





Whilst not all deployable in their own right, each Brigade Headquarters will provide the functional command and 'staff plugs' in Divisional Headquarters. Two of the Force Troop Brigade Headquarters, 1st Artillery Brigade and 11th Signal Brigade, will also have responsibility to deliver the Firm Base across the South West and West Midlands respectively, as Regional Points of Command.

Building on the recent cross-Whitehall International Defence Engagement and Building Stability Overseas

Strategies, the Security Assistance Group (SAG) will have close links with the Foreign and Commonwealth Office, the Department for International Development and the Stabilisation Unit.

Collectively, Force Troops Command will provide a potent mix of specialist, cutting-edge enabling capabilities. It will build on our recent operational experience and maximise efficiency and output for contingent operations.



Force Troops Command (Upavon)						
All locations shown are planned final locations, Reserve units are in black, hybrid units are in yellow, pairing is shown by shaded boxes						
1 <sup>st</sup> Artillery Brigade and HQ South West (Tidworth)	Close Support	1 <sup>st</sup> Regiment Royal Horse Artillery (Larkhill)	19 <sup>th</sup> Regiment Royal Artillery (Larkhill)	26 <sup>th</sup> Regiment Royal Artillery (Larkhill)	3 <sup>rd</sup> Regiment Royal Horse Artillery (Harlow Hill)	4 <sup>th</sup> Regiment Royal Artillery (Topcliffe)
	Reserves Artillery	101 <sup>st</sup> (Northumbrian) Regiment Royal Artillery <sup>1</sup> (Gateshead)			105 <sup>th</sup> Regiment Royal Artillery (Edinburgh)	103 <sup>rd</sup> (Lancashire Artillery Volunteers) Regiment Royal Artillery (St Helens)
8 Engineer Brigade (Minley)	Close Support	25 (Close Support) Engineer Group (Minley)				
		22 Engineer Regiment (Perham Down)	26 Engineer Regiment (Perham Down)		35 Engineer Regiment (Perham Down)	
		21 Engineer Regiment (Catterick)			32 Engineer Regiment (Catterick)	
	Force Support	12 (Force Support) Engineer Group (Wittering)				
		36 Engineer Regiment (Maidstone)	39 Engineer Regiment (Kinloss)		20 Works Group Royal Engineers (Air Support) (Wittering)	
		75 Engineer Regiment (Warrington)	71 Engineer Regiment (Leuchars)			
	Infrastructure Support	170 (Infrastructure Support) Engineer Group (Chilwell)				
		62 Works Group Royal Engineers (Chilwell)	63 Works Group Royal Engineers (Chilwell)		64 Works Group Royal Engineers (Chilwell)	
		65 Works Group Royal Engineers (Chilwell)	66 Works Group Royal Engineers (Chilwell)		The Royal Monmouthshire Royal Engineers (Militia) (Monmouth)	
	Explosive Ordnance Disposal & Search	29 Explosive Ordnance Disposal & Search Group (Aldershot)				
33 Engineer Regiment (Explosive Ordnance Disposal) (Wimbish)			101 (City of London) Engineer Regiment (Explosive Ordnance Disposal) (Wimbish)			
11 Explosive Ordnance Disposal Regiment The Royal Logistic Corps (Didcot)			1 Military Working Dogs Regiment (North Luffenham)			
1st Signal Brigade (Innsworth)	ARRC & JRRF Support	22nd Signal Regiment (Stafford)	30th Signal Regiment (Bramcote)		ARRC Support Battalion (Innsworth)	
	Special Communications	299 Signal Squadron (Special Communications) (Bletchley)				
11th Signal Brigade and HQ West Midlands (Donnington)	7th Signal Group (Stafford)					
	Close Support	1 <sup>st</sup> Signal Regiment (Stafford)	16 <sup>th</sup> Signal Regiment (Stafford)		21 <sup>st</sup> Signal Regiment (Colerne)	
	General Support	2 <sup>nd</sup> Signal Regiment (York)	3 <sup>rd</sup> Signal Regiment (Bulford)			
	2 <sup>nd</sup> Signal Group (Donnington)					
	Reserve Signal Regiment	32 <sup>nd</sup> Signal Regiment (Glasgow)	37 <sup>th</sup> Signal Regiment <sup>2</sup> (Redditch)		39 <sup>th</sup> Signal Regiment (Bristol)	
		71 <sup>st</sup> (City of London) Yeomanry Signal Regiment <sup>3</sup> (Bexleyheath)				
Specialist Technical Support Regiment	10 <sup>th</sup> Signal Regiment (Corsham)	15 <sup>th</sup> Signal Regiment (Information Support) (Blandford)				

1. Paired with 39th Regiment Royal Artillery until 31 Mar 15, then 3rd Regiment Royal Horse Artillery from 1 Apr 15.  
 2. Paired with 1st Signal Regiment and 16th Signal Regiment.  
 3. Paired with 3rd Signal Regiment.

All titles are subject to endorsement.



104 Logistic Support Brigade (South Cerney)	Port & Maritime Regiment	17 Port & Maritime Regiment The Royal Logistic Corps (Marchwood)		165 (Wessex) Port and Enabling Regiment The Royal Logistic Corps (Plymouth)
	Postal, Courier & Movement Regiment	29 Regiment The Royal Logistic Corps (South Cerney)		162 Postal Courier and Movement Control Regiment The Royal Logistic Corps (Nottingham)
	Reserve <sup>4</sup>	152 Fuel Support Regiment The Royal Logistic Corps (Belfast)	167 Catering Support Regiment The Royal Logistic Corps (Grantham)	2 Operational Support Group (Grantham)
2 <sup>nd</sup> Medical Brigade (Strensall)	Field Hospital	22 Field Hospital (Aldershot)	33 Field Hospital (Gosport)	34 Field Hospital (Strensall)
	Reserve Field Hospital	202 (Midlands) Field Hospital (Birmingham)	203 (Welsh) Field Hospital (Cardiff)	201 (Northern) Field Hospital (Newcastle-upon-Tyne)
		207 (Manchester) Field Hospital (Manchester)	243 (Wessex) Field Hospital (Bristol)	204 (North Irish) Field Hospital (Belfast)
		208 (Liverpool) Field Hospital (Liverpool)	256 (City of London) Field Hospital (Walworth)	205 (Scottish) Field Hospital (Glasgow)
	Reserve Support <sup>5</sup>	306 Hospital Support Regiment (Strensall)	335 Medical Evacuation Regiment (Strensall)	Operational HQ Support Group (Strensall)
1 Intelligence and Surveillance Brigade (Upavon)	Surveillance & Target Acquisition	5 <sup>th</sup> Regiment Royal Artillery (Catterick)	The Honourable Artillery Company (City of London)	
	Unmanned Aerial System	32 <sup>nd</sup> Regiment Royal Artillery (Larkhill)	47 <sup>th</sup> Regiment Royal Artillery (Larkhill)	104 <sup>th</sup> Regiment Royal Artillery (MUAS) (Newport)
	Electronic Warfare	14 <sup>th</sup> Signal Regiment (Electronic Warfare) (St Athan)		
	Military Intelligence	1 Military Intelligence Battalion (Catterick)	2 Military Intelligence Battalion (Upavon)	4 Military Intelligence Battalion (Bulford)
		3 Military Intelligence Battalion (Hackney)	6 Military Intelligence Battalion (Manchester)	7 Military Intelligence Battalion (Bristol)
		5 Military Intelligence Battalion (Edinburgh)		
	Land Intelligence Fusion Centre (Hermitage)	Defence Cultural Specialist Unit (Hermitage)	Specialist Group Military Intelligence (Hermitage)	
Security Assistance Group (Hermitage)	Specialist Support	Military Stabilisation Support Group (Hermitage)	15 Psychological Operations Group (Hermitage)	Media Operations Group (London)

1 <sup>st</sup> Military Police Brigade <sup>6</sup> (Andover)	Military Police Regiment	1 <sup>st</sup> Regiment Royal Military Police (Catterick)	3 <sup>rd</sup> Regiment Royal Military Police (Bulford)	4 <sup>th</sup> Regiment Royal Military Police (Aldershot)
	Specialist Units	Special Investigation Branch Regiment Royal Military Police (Bulford)	Special Operations Unit Royal Military Police (Longmoor)	Military Corrective Training Centre (Colchester)

All titles are subject to endorsement.

4. Units are not directly paired, they each provide bespoke logistic capability across the Reaction Force, Adaptable Force and Force Troop Command Brigades.

5. Units are paired with Headquarters 2nd Medical Brigade.

6. Command status of 1st Military Police Brigade is awaiting confirmation.



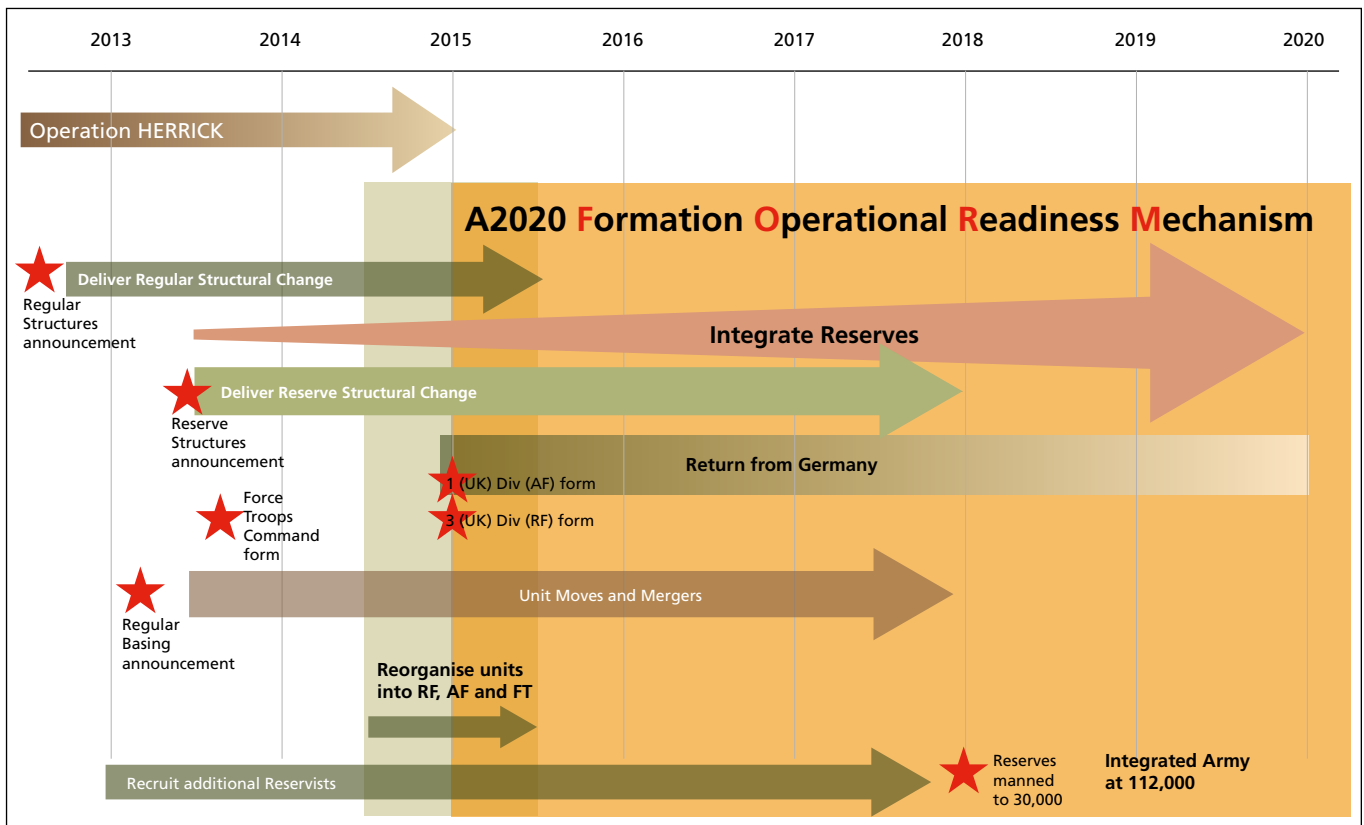
# Transition to new Structures

The transition will take place during a period of huge change for all in Defence. Leaving aside the many change initiatives within the Army itself and the other Services, two of the key organisations that will be supporting Army 2020 - the Defence Infrastructure Organisation and Defence Equipment and Support - will themselves be transforming over the same period. This will require careful coordination.

The transition to the new Army 2020 structure will take place between mid-2014 and mid-2015, with formations entering the new Formation Operational Readiness Mechanism from 1 January 2015. This plan is being refined,

but current planning assumptions for divisional level command and control changes are illustrated below.

Brigade and unit command and control changes, and unit moves occur largely within the mid-2014 to mid-2015 window. The detail of these command and control changes will be set out in an overarching Implementation Order, which is due to be issued this summer. Unit moves back from Germany will take place over the course of this decade, dictated partly by when accommodation in the UK is ready for occupation. This means that some changes to units' command and control will take place prior to unit moves.



“We go from a Regular Army of 101,000 and a Reserve of 19,000 to one Army of 112,000, an integrated Army, that’s the difference. That’s what we’re going to be working on over the next months and years to achieve. And I’m confident that, when we inject the energy in at the lower level through the pairing mechanism, you will see things change materially very quickly.”

Lieutenant General Sir Adrian Bradshaw KCB OBE,  
Commander Land Forces





# Training

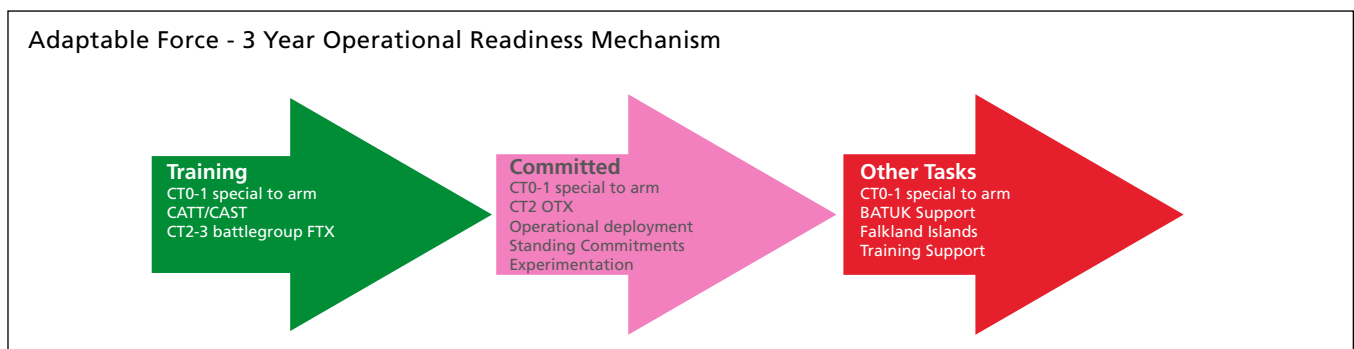
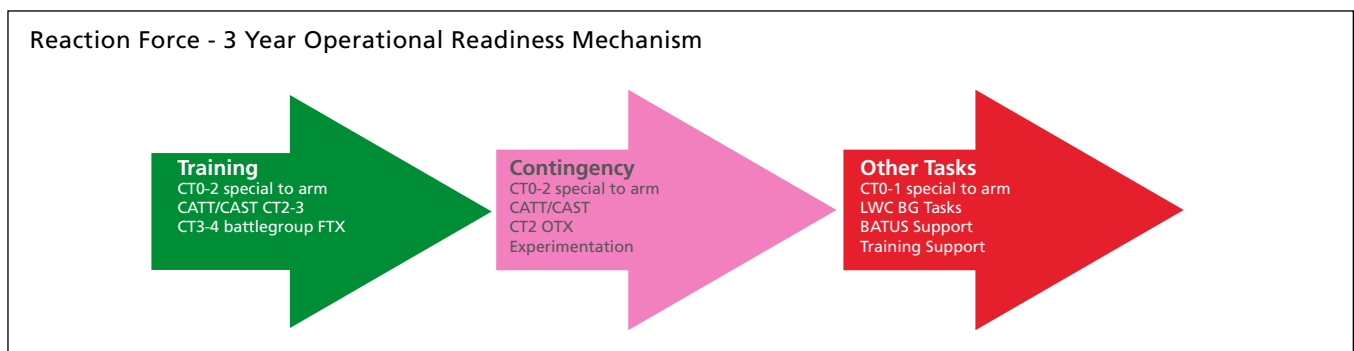
## The Training Cycle

The Army will enter a new readiness mechanism in 2015 known as the Army 2020 Formation Operational Readiness Mechanism, or A-FORM for short. A-FORM will operate on a 36 month force preparation cycle, aligned to the calendar year, and covering Training, Contingency / Committed, and Other Tasks years. Units of 16 Air Assault Brigade and some Force Troops Command capabilities will operate on different cycles.

- Training Year.** During the Training Year, combat units will follow a progression from individual training through to battlegroup combined arms live exercises. For the Reaction Force this will be to Collective Training (CT4)<sup>1</sup> and for the Adaptable Force to CT3<sup>2</sup>. Combat Support and Combat Service Support units will conduct special-to-arm training before integrating within battlegroups and taking part in collective training events. Training will be a blend of live, virtual and constructive activity with increasing use of simulation to complement field exercises. Battlegroup training will take place at BATUS (Canada), BATUK (Kenya) and on Salisbury Plain, although other locations owned by our allies are being investigated.

- Contingency/Committed Year.** The Reaction Force will have a Contingency Year during which they will be held at readiness, and the Adaptable Force will have a Committed Year during which they will be ready for potential operational deployments. Training currency will be maintained by sub-unit field training and simulated at the Combined Arms Tactical Trainer (CATT) and Command and Staff Trainer (CAST). In this year, units from across the Army could deploy in support of Defence Engagement tasks including overseas training exercises.

- Other Tasks Year.** The Other Tasks Year will allow units to build the foundations required for possible tasks in the other years of the force preparation cycle. Units will train to CT1 (platoon level) and may conduct higher level training through training support to other formations. This includes tasks previously undertaken by the Land Warfare Centre Battlegroup and training support for exercises in BATUS (Canada) and BATUK (Kenya).



1. CT4 is defined as task organised unit or battlegroup training conducted in a combined arms formation context.  
 2. CT3 is defined as sub-unit training in a task organised or combined arms battlegroup context.

# Training

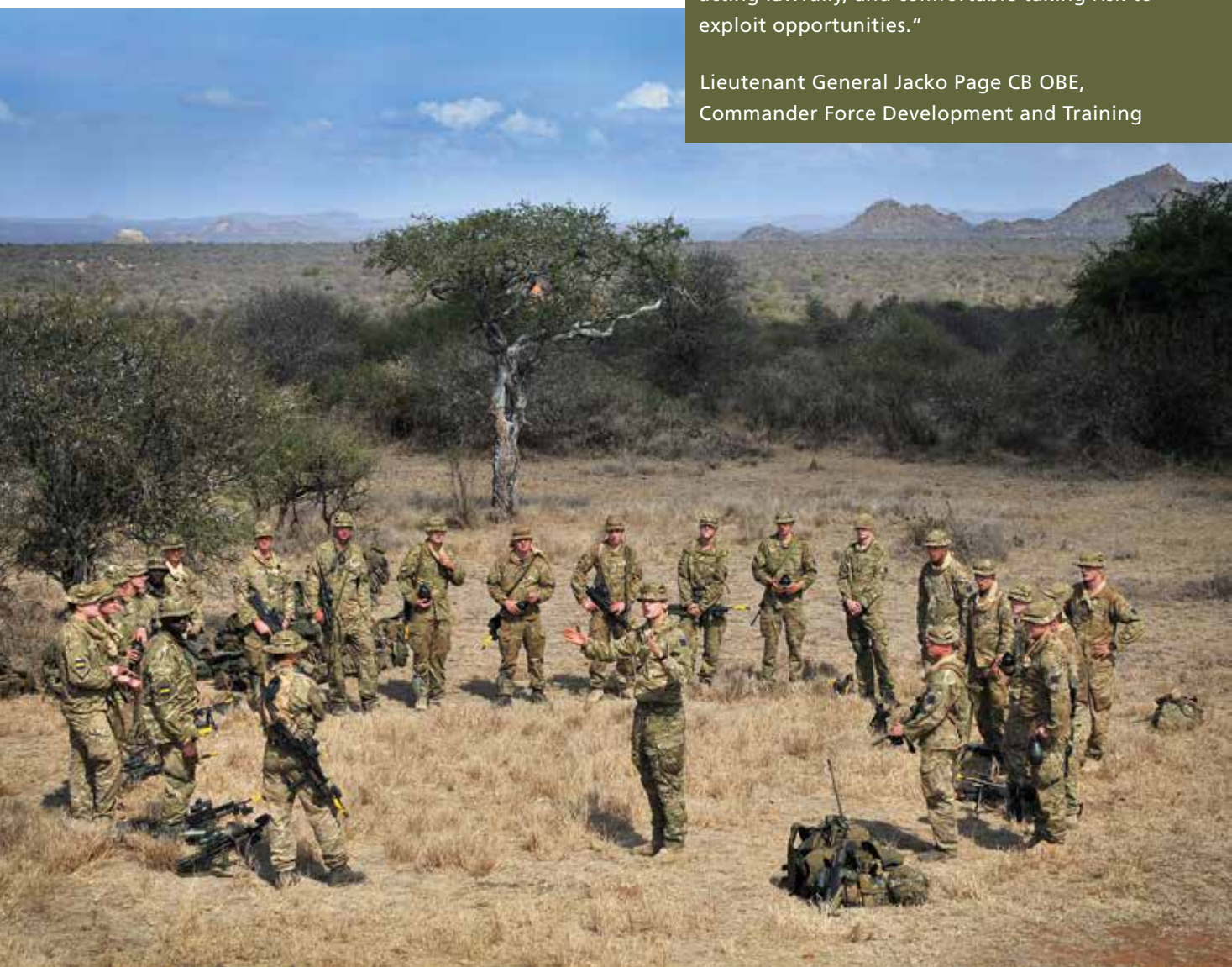


**Individual Training.** Individual training provides the foundation for collective training and will be characterised by an ethos of ‘soldier first’. Military Annual Training Tests will endure as a fundamental aspect of unit training, continuously refreshed in line with emerging themes. Fitness, sport and adventurous training will contribute towards self reliance, team spirit and leadership. Training and education for officers and soldiers, both Regulars and Reserves, continues to evolve in line with Army 2020 thinking. Areas of development, some of which pre-date Army 2020 but will certainly reflect it, include: the refinement of the Regular Command Leadership and Management programme and its instigation for the Reserves; the Review of Officer Career Courses, and the recent addition of the Captains’ Warfare Course.

**Reserves.** Reserves’ training cycles will align and synchronise with those of paired Regular units. Reserves collective training will culminate with integration during the capstone Regular battlegroup training event in the Training Year. Here, Reserves will deploy at up to sub-unit strength depending on their role and capability. There will also be overseas training exercise opportunities and frequent CT2 (sub-unit) training in the UK.

“Training for contingent operations will require a different mindset and approach. The uncertainty of contingency will require us to re-master the skills of self-generated and delivered training. We will train as we intend to fight; as a fully integrated force prepared to operate in austere and challenging environments. The result will be a tough expeditionary Army, prepared for complexity, acting lawfully, and comfortable taking risk to exploit opportunities.”

Lieutenant General Jacko Page CB OBE,  
Commander Force Development and Training



# Training



**Combined Arms Training.** All units within the Reaction Force and the Adaptable Force will conduct battlegroup combined arms training once every three years. This includes those deployed on standing commitments in Cyprus and Brunei, and those on State Ceremonial and Public Duties. Training for combat operations will be the priority for all force elements. This will enable the Army to remain flexible, adaptable and maintain its institutional resilience. Stabilisation and other military activities will be included once combined arms manoeuvre training has been completed.

**Resources.** A-FORM will be resourced better than current training. Despite the Regular Army's reduction in size, there

are significant increases in certain resources, such as a 25% increase in blank ammunition. Training will continue to be a function of command. Commanders at all levels will have the delegated resources and time to construct and execute training for their subordinates.

**Overseas Training Exercises (OTXs).** Overseas training will form a key element of Army 2020 training and will contribute directly to Defence Engagement outputs. There will be approximately 50 sub-unit level overseas training exercises each year both for Regulars and Reserves. These may involve combined training with host nation forces and will practise the expeditionary nature of operations in challenging environments and climates.



# Personnel

## The Impact of Delivering Army 2020

Huge change lies ahead for the Army as it withdraws from Germany, moves to its new locations in the integrated Army 2020 structures, and adopts new force preparation cycles. Such change will have a significant impact upon our people.

## Reducing Regular Numbers

The reduction in the size of the Regular Army and the implementation of the Army 2020 structure will be achieved by 2018. While reduced recruiting and fewer extensions of service will enable some of the reductions, Army Redundancy is the primary means of ensuring the right balance of skills is maintained for the future across the rank structures. Around 3,800 personnel were made redundant in Redundancy Tranches 1 and 2, and some 4,500 personnel are being made redundant in Tranche 3 (announced on 18 June 2013), with the majority of those selected for redundancy being applicants.

Although the final decision is yet to be taken, it is likely there will need to be one further round of redundancy to bring the Regular Army strength down to the required level. Further information will be provided as it becomes available. These reductions notwithstanding, it is vital to emphasise that in order to maintain manning balance and institutional vigour, the Army will continue seeking to attract the best of the nation's talent, through an active recruiting campaign.

## Redeploying Manpower

The effect of Army 2020 restructuring is that a number of personnel will need to be redistributed across the Army. For example, some 1,600 combat personnel in Royal Armoured Corps and Infantry units will need to be redistributed as units are amalgamated or disbanded. Transfers will be prioritised to units nominated to deploy on operations and to high readiness elements including Special Forces and the Parachute Regiment, with personnel transferred to other regiments where vacancies exist. Every effort will be made to meet individual preferences, but some individuals may be directed to transfer.

Specific manning panels have been established to effect the transfers in a rigorous and auditable selection process, overseen by the Army Personnel Centre. Every affected individual will be graded and the panel will choose equal numbers of personnel to transfer from the top, middle and lower performing cohorts so that talent is balanced across the Army and career opportunities are maintained for all.

## Operation FORTIFY

Operation FORTIFY has been designed to deliver a sustainable Army Reserve of 30,000 (trained strength) by 2018 to meet the Army's Defence outputs as part of the integrated Army of 112,000. It focuses the Army on the immediate work to grow the Volunteer Reserve from its





current trained strength of circa 19,000. It seeks not only to deliver an increase in capability commensurate with increased numbers, but also to sustain a credible, usable and relevant Army Reserve as an enduring component of the whole force beyond 2018.

Operation FORTIFY harnesses a number of initiatives to 'supercharge' recruitment and training to:

- Expand training capacity.
- Increase inflow (recruitment).
- Improve training velocity (the rate at which a newly enlisted Reservist becomes part of the 'trained strength').
- Reduce losses throughout training.
- Incentivise transfers of ex-Regular soldiers and officers - both from those made redundant and from Voluntary Outflow.
- Bolster retention.



# Personnel

## Civilian Manpower

A small number of the Army's UK-based civilian staff will be directly affected by Army 2020: most UK base locations will remain open, although civilian staff may be affected by changes to the basing of Army units.

The impact on individual posts is not yet known. When it is, information will be disseminated through the chain of command and line management. Further guidance, including where to obtain support, will be provided at that time.

Separately from Army 2020, work is underway to review civilian structures. This work should generate a structure for the Army's future civilian workforce by the start of 2014, with implementation throughout 2015.



"Now, more than ever, the Army's strategic edge will be the calibre and commitment of our people. Maintaining this commitment and quality is at the heart of everything we are doing in terms of shaping the A2020 offer."

Lieutenant General Gerry Berragan CB,  
Adjutant General

# Personnel

## The New Career Development Framework

Work is underway to develop and introduce a new career development framework (career structures, career management, individual training and education), and the underpinning terms and conditions of service for Regular and Reserve personnel, supported by a single Human Resources management system that provides a sufficient, capable and motivated workforce for an integrated and agile Army. A key aim is to remove the barriers between Regular and Reserve elements of the Army, such as unnecessary separation in terms and conditions of service and rules concerning structural governance and rank progression. These currently limit the ability to move personnel between manpower types and, as a consequence, alter the level of commitment of personnel to meet the needs of the Army and the individual.

The work envisages a 'Continuum of Service' by which: Regulars, where appropriate, can serve a period of reduced commitment before returning to full commitment; and Reserves, where opportunities allow, could be employed in full time staff positions - making better use of their civilian knowledge, skill and experience.

Other workstreams include exploring engagement lengths; the merit of explicit 'streaming' for officers; career management models (by capbadge, stream and/or career field); the educational and training qualifications personnel should have, and by what stage in their career; as well as how the required knowledge, skill and experience are developed to fill any given appointment.

This will all take time. The need to align Army initiatives with Defence's New Employment Model and the Armed Forces Pension Scheme 2015, and to model the proposals in detail, means that transitional activity is unlikely to commence until 2016.

## The New Employment Model

The New Employment Model is a Defence-level initiative to support lifestyle choice and improve domestic stability for Service personnel. The individual components address the personal, professional and domestic impacts of Service life both now and beyond 2020 in order to recruit and



retain personnel of the right quality, as well as enabling the Services to respond more quickly to changing manpower requirements. This work will encourage greater integration between Regulars and Reserves, while delivering improved value for money within the same resource envelope.

Specific progress is being made in the following areas:

- **Value and Reward** - including pay; consolidation of allowances, expenses and a broader, strategic examination of Service Children's Education and its linkage to the Continuity of Education Allowance.
- **Future Accommodation** - including a home purchase incentive to assist Service personnel who want to buy their own home; improved accommodation grading for those who continue to live in Service Families Accommodation and Single Living Accommodation; changes to accommodation charges; and Partner Employment Projects.
- **Terms of Service** - which will specifically look at the potential for Reduced Commitment Working; revised career management principles; explicit career streaming for officers, and manning control measures to deliver greater overall manpower control agility.
- **Training and Education** - including a Personal Development Pathway so that Service personnel can develop wider skills and experiences from the day they join; Phase Zero Training (specialist training prior to entry into the Service); distributed training and continuing professional development.

The New Employment Model is a long term change project with a wide scope, in which individual components of the programme must be balanced and delivered in a coherent manner. A Defence-lead consultation programme is now running and will continue in Autumn 2013.



# Defence Engagement

## International Defence Engagement

One of the three key elements of Army 2020 is overseas engagement and capacity building which will fulfil the Army's part in the cross-government International Defence Engagement Strategy. This 'upstream engagement', if properly targeted and resourced, should deliver benefits to the UK and more widely to global stability by reducing the need to deploy in the future on costly intervention operations.

- Defence Engagement is everybody's business. The Army International Branch develops policy and coordinates Defence Engagement across the Army, but it is no longer delivered only by Defence Advisers/Attachés and other Defence Diplomacy staff. Rather, every soldier involved in overseas activity or working with overseas students in the UK becomes part of the Defence Engagement mission.
- The Army focus for the delivery of Defence Engagement will be 1st (United Kingdom) Division, with the Adaptable Force brigades, and some Force Troops Command brigades having assigned responsibilities for world regions. This will enable brigade units to develop understanding of the geography, culture and languages of their specified region. Units within 3rd (United Kingdom) Division and Force Troops Command will also have a role in delivering Defence Engagement, with Adaptable Force brigades being the default choice to conduct overseas exercises; provide short term training teams in their allocated region; and coordinate the participation of troops from other parts of the Army.
- Defence Engagement will be delivered in consultation with first the British Army footprint in country and then Partner Nations. In regions where troops will be deployed, the existing networks of Defence Sections and British Military Missions will continue to coordinate with the host nation, but an increasing emphasis will be placed on the relationship between Adaptable Force brigades and respective host nations.
- All Defence Engagement activity will be part of a bigger picture; aiming to promote the interests of the UK and contributing to a more stable world. The Army's contribution to Defence Engagement will not be done for its own ends but in support of UK strategy; it will provide exciting opportunities for people across large parts of the Army with the scope for personal development through language training, cultural exchange and travel.

The British Army has always conducted Defence Engagement in one form or another and this new approach will build primarily on proven types of activity, principally training teams and partnered exercises. The main difference is in the change in mindset and how that activity is planned. The number of overseas exercises has recently increased to about 50 per year, including new locations such as India. Each one will present opportunities to engage at different levels, making sure that Defence Engagement really is everybody's business.



# Firm Base

The definition of the Firm Base is:

A secure home front that sustains the Army, enables training for and deployment on operations, and ensures the support of the public.

It applies equally to the Regular and Reserve components and remains key for the Army for three reasons: first, because of our commitment to the defence of the UK at home and overseas; second, the enduring requirement to be prepared and be ready to deploy forces overseas free from preoccupations; and, third, the need to engage with civil society.

The aim of maintaining the Firm Base is to give the Army the freedom to live, work, train and deploy without excessive constraints, thereby resulting in an Army that is agile and responsive. Today the work to achieve this is undertaken largely by the current regional brigades within Support Command, but in the future it will be delivered by Regional Points of Command embedded in designated brigade headquarters from the Adaptable Force, Force Troops Command and London District. Support Command will have operational control of the Regional Points of Command and will be responsible and accountable for the delivery of Firm Base activity. The units within these brigades will continue to have combat operations as their focus for training but they will also be liable (along with all other units in the Army) for assisting with this important task.

There are three main parts to the delivery of the Firm Base:

- **Civil Engagement:** This includes all activities with the wider public that generate mutual understanding, focus support to the Army community (current, future and past) and by which the Army community fulfils its responsibilities to society. Civil Engagement activities provide the critical link between the Army community and society, and includes the Army Cadet movement. The outcome of successful Civil Engagement is public support, better recruitment for both Regulars and Reserves, and the contribution to National Resilience by providing support to the nation in times of need.



- **Support the Soldier:** This allows our soldiers and their families to live securely and comfortably, and by doing so ensures that our soldiers are completely committed to their work. The outcome from effectively supporting the soldier is individual commitment.
- **Invest in the Institution:** This includes activities that sustain the Army as a national institution. It encapsulates the expectations of individuals in Service and the esprit de corps that underpins the Army as a fighting force, including the unique support that individuals can expect in return for their service. The outcome of investing in the Institution is an Army with a moral and structural cohesion that sustains it into the future.

Finally, an Army that reflects the society from which it is drawn not only binds us to civil society but also offers greater utility in operations. Our expansion into Defence Engagement will be better enabled by having resident expertise within the force that is familiar with the areas in which we may operate. There is an obvious link between effect delivered overseas and the networked nature of the UK's resident ethnic minorities. By 2020, 25 per cent of the 15 to 29 year-old cohort from which the Army recruits will come from these minorities. Our ability to recruit and sustain an integrated Army is dependent upon a partnership with society - and employers in particular - that enables reservists to be used routinely on a predictable basis.



# Support to Homeland Resilience

One of the pillars of the 2010 National Security Strategy is homeland resilience, and SDSR10 gave the Armed Forces the task of “supporting civil emergency organisations in times of crisis”. The government’s expectation is that civil resilience is best addressed at the local level and much work has been done to build capability here. However, there will be times when the scale of events will overwhelm local response and the Armed Forces will be called upon to assist.

While it is unlikely that this requirement will be fully codified as a quantified military output, we must be prepared to be called upon in extremis, and expect this to result in last-minute notification. Our planning cells and regional Liaison Officers / Regional Points of

Command will be postured to understand the planning and execution methods of civil resilience teams so that they can help to integrate Army units into civil operations when required as seamlessly as possible. In addition, units at all levels will be required to train with their civilian counterparts to better prepare themselves for the likely range of missions they may be required to conduct.

Our relevance, utility and value will routinely be demonstrated by the capacity and willingness of the integrated Army to maintain UK resilience. Increasingly, we will have the opportunity to provide national resilience by design, drawing on both Regular and Reserve components, and which provide the ultimate insurance policy for the resilience of the nation.



# Equipment



Mastiff

## Overview

The SDSR set out the Government's commitment to deliver well-resourced and well-equipped Armed Forces, fit for the challenges they are likely to face in the future, and to deliver a balanced and affordable Equipment Plan that will deliver the equipment we need, when we need it. The associated Defence Equipment Plan sets out those equipment capabilities that are required to deliver the Army 2020 proposition, noting that some land environment equipment projects are provided by others (for example our Ground Based Air Defence equipment capability is provided by Air Command, and our future Communication Information Systems equipment capability by Joint Forces Command).

Equipment attributions for key equipment types for both Regular and Reserve units have been developed by the Capability Directorates within Army Headquarters.

## Mounted Close Combat

In the Reaction Force, Challenger 2 will deliver the armoured capability, with Armoured Cavalry Regiments continuing with Combat Vehicle Reconnaissance (Tracked) (CVR(T)) until the delivery of Scout Specialist Vehicle (SV).

Warrior, which will undergo a capability sustainment programme, will remain the core platform for Armoured Infantry, whilst the Heavy Protected Mobility Fleet (specifically, but not exclusively, Mastiff and Wolfhound),

once brought into the core equipment programme, will be employed within Heavy Protected Mobility Infantry Battalions. Combat Support and Combat Service Support units supporting the Reaction Force will be equipped with a similar mix of vehicles to the Combat units that they are due to support.

In the Adaptable Force, units will be equipped with a mix of B vehicles and Medium / Light Protected Mobility platforms. The primary platform for Light Cavalry Regiments will be Jackal whilst for the Yeomanry Regiments it will be Refurbished Weapons Mounted Integrated Kit (RWMIK) (with which they have already been equipped). Foxhound will be the primary platform for Light Protective Mobility Infantry Battalions. In the longer term, the Combat Support and Combat Service Support units that support the Adaptable Force will train and deploy on similar platforms to the Combat units that they are due to support. However, access to protected mobility platforms for Combat Support and Combat Service Support units will be limited for the short to medium term, pending the successful delivery of a number of future equipment projects, with the shortfall in Protected Mobility platforms being offset by the use of B vehicles.

## Dismounted Close Combat

The past decade of operations has witnessed a transformation in the protective clothing and equipment



Scout SV



Wolfhound



Foxhound



carried and used by all soldiers, not just those operating in the dismounted role. Army 2020 will require continued investment in personal protective equipment, night-vision devices and clothing. All units will be equipped with Dismounted Close Combat equipment, with the quantities and type of equipment determined by unit role. Greater emphasis will be placed on equipping Reserve units who will be issued with similar scaling, dependent upon unit role.

### Aviation

The Army plans to spend over £10 Bn on maintaining and improving our attack and support helicopter capability over the next ten years. Plans in this area include: the purchase of an additional 14 Chinook helicopters as confirmed by the Secretary of State in July 2011; completion of a Puma Life Extension Programme which will extend its in-service life until 2025; and a capability sustainment programme for our attack helicopters, to maintain the capability until 2040. We are also considering an upgrade programme for the Chinook Fleet to extend its in-service life to a similar time-frame. The completion of the Wildcat programme is being taken forward by Navy Command, replacing our existing Lynx helicopter fleet, with separate variants for the Navy and Army.

### Fleet Management Model

On the basis that units do not require their full equipment scaling all of the time, the Army has adopted a more

efficient Fleet Management Model rather than equipping to structure on a permanent basis. This model sees units holding a limited scaling of equipment on an enduring basis and then gaining access to additional equipments when required. The Fleet Management Model is made up of the following fleets:

- **Basic Unit Fleets.** Basic Unit Fleets are the equipments that are held by units on an enduring basis - sufficient to allow units to conduct unit-based individual and low level collective training only.
- **Training Fleets.** As a unit progresses onto higher levels of collective training, they gain access to additional equipment through either a Training Uplift Fleet, for units training in the UK, or a Collective Training Fleet, for units that are training overseas on an established Collective Training Environment. An Individual Training Fleet is also held within the Training Schools to support all phases of Individual Training.
- **The Operational Fleet.** For most equipment types, the Operational Fleet is a bespoke fleet of equipments that units deploy with on operations and/or which are held by those units deployed in Permanent Joint Operating Bases.
- **The Sustainment Fleet.** The Sustainment Fleet ensures availability of sufficient vehicles and equipment to support planned activity taking into account attrition and scheduled maintenance.



"The 2020 Army will see Regulars and Reserves with the same equipment. Urgent Operational Requirements from the last 10 years will be embedded into the core equipment programme to bridge the gap to future capability entering service. The equipment proposition pivots on us working together to squeeze the most from our assets through efficient equipment management, taut planning and foresight."

Major General Paul Jaques CBE,  
Director General Logistics, Support and Equipment

# Reserves



## Why Change Was Needed

When the Prime Minister announced the outcome of the Strategic Defence and Security Review to the House of Commons in October 2010 he commissioned a separate Review of the Reserve Forces. In the Report issued in July 2011<sup>1</sup>, the Commission found that:

- Our Reserves were in need of significant revitalisation and re-orientation following a period of relative neglect and decline.
- The purpose of the Reserves and the roles attributed to them had not been updated to match the demands of the new security environment.
- By our own historical standards and by international comparison, Reserves formed too small a part of our overall military capability.
- The opportunity to create a Reserve for domestic resilience, homeland security and military regeneration was being missed.
- Through a potentially less cost-effective manpower balance, the vital links that must be maintained with society had been eroded.

The Commission recommended the immediate need for resources to be committed to stabilise and then improve the state of the Reserve; and for concurrent action to create the policy, legal and administrative frameworks to increase the size of the Reserve in the future. Thereafter it recommended consideration of wider roles for the Reserve and a potentially significant shift in the Regular Reserve balance.

To shape the content of a Future Reserves White Paper, the Government ran a Future Reserves Consultation (Green Paper)<sup>2</sup> between November 2012 and January 2013. The consultation exercise considered what changes are required to the Reserve Forces in order to generate and sustain the numbers and capabilities needed to meet our Defence requirements. Feedback was sought on our proposals to develop the offer to attract and retain the right

“The men and women in the Reserves and the Regular Army are, to my mind, one team. They’re the same sort of people with the same shared values, standards and ethos. They are mission focused, want camaraderie and enjoy challenge. They want experiences, they feel taller by being a member of Her Majesty’s Armed Forces, they want to lead a life less ordinary. All these things apply to Regular as well as the Reservist, there is no difference.”

Major General Ranald Munro TD,  
Deputy Commander Land Forces

individuals; the right relationship with the civilian employers of Reservists; and the right support for Reservists and their families.

## What has been done so far?

In response to the Strategic Defence and Security Review, the Future Reserve 2020 Report and the results of the Green Paper consultation, the Army has embarked on a highly challenging agenda of transformation under the Army 2020 and Future Reserves 2020 (Army) programmes. In order to energise sustainable growth, much has been delivered already with significant enhancements in the following key areas:

- **Manpower.** A raft of initiatives to ‘supercharge’ the recruiting and training engine and bolster Reserve numbers are wrapped into the Adjutant General-led Operation FORTIFY. Initiatives include reform of the initial training process to increase capacity; establishment of unit Recruit & Mentoring Teams, Regimental Career Management Officers and Regimental Operation Support Warrant Officers; and the simplification of the Regular to Reserve transfer process.
- **Equipment.** Reserve units have been issued the Personal Clothing System uniform, new equipment continues to be issued as part of the Army equipment programme, and over £2 million has been invested in fitness training equipment at unit level.

1. <https://www.gov.uk/government/publications/future-reserves-2020-study-fr20-final-report--2>

2. [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/35891/20121123\\_consultation\\_fr20.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/35891/20121123_consultation_fr20.pdf)

# Reserves



This has set the conditions for developing the new relationships that will underpin the Reserves of the future:

- Training.** Significant enhancements include the expansion of overseas training opportunities and, integrated with the Regular component, access to more demanding training events in Kenya, Canada and the UK.
- Sustainment.** Early change in many areas includes improvements to the estate, establishment of welfare officers at unit level, and streamlining of unit administration procedures.
- Society.** All parts of society depend on National Security; business and the economy cannot flourish without it. Greater reliance on Reserves is more cost-effective for the nation but requires a greater willingness by society as a whole to support and encourage Reserve service.
- Reservists and their Families.** Reservists make an additional contribution over and above other members of society. This is recognised - as is the contribution their families make in supporting them. Mutual commitment is at the centre of the new proposition: the Reservist commits to be available to train and deploy on operations; in return the Army commits to offering stimulating challenges, high quality training, leadership and development opportunities, and fair rewards and incentives.
- Employers.** Employers of Reservists make a greater contribution to national security than others. We will make employing Reservists easier and more attractive, and provide appropriate recognition of the contribution that employers make.

## The Reserves White Paper

In July 2013, the Government issued a White Paper entitled "Reserves in the Future Force 2020: Valuable and Valued", which set out its intentions for developing the Reserves.

Details of specific measures to deliver the required changes are included in the White Paper.



# Army Communication Strategic Themes

**'Soldiers are our core strength and underpin our success.'**

Our people are key to our adaptability and success on operations.

**'With good people you can do anything.'** They are the wisest capital investment we can make, a catalyst to operational success and ensure the nation retains pride in the quality of its Army. This increasingly puts the reserves front and centre too, with a re-defined relationship between regulars, reserves and employers leading to an integrated, adaptable and sustainable force.

**'Conflict is constant and inevitable.'** It is often non-discretionary and usually decided on land. Operations in Afghanistan are almost over, but this does not mean the Army will have a long period searching for a new role. **'We don't choose wars, they pick us.'**

**'Versatile by design. Organised, trained and equipped for maximum utility'** - at home and abroad, in all situations. We have a proud record of adapting quickly to meet any crisis, providing the government strategic choices. We do so well because our training is effective.

The Army's international defence engagement deters conflicts and strengthens our friends. It is an important part of upstream conflict prevention. **'We prepare for conflict whilst strengthening peace abroad.'**

We depend upon and integrate with our sister Services and strive to be an inclusive partner to our allies in their operations and ours. **'At the very heart of a joint and allied force.'**

**'Effect demands mass'** - some circumstances, based upon the scale and complexity of the task, demand mass. As one example the scalability and range of operations that can be performed by a division and its subordinate units dramatically expands the utility the Army offers the nation. Our institutional resilience to re-generate and reconstitute must also be underpinned.

We are an Army **'ready to assist in any crisis at home.'** The UK's domestic safety net.

**'We spend the nation's money wisely'** through efficient procurement processes and sound financial management. There is a critical level of investment beyond which we must not fall if we are to meet all our nation's expectations and underpin our long term future.



An integrated, adaptable and sustainable Force for the future - resolving crises abroad, serving the Nation at home, securing Britain in an uncertain world.



