

RUSI 1 JUN 11 – THE MORAL COMPONENT (LT GEN M F N MANS, AG)

CGS, ladies and gentlemen, I intend to speak for about 10 minutes. I have expanded my remit slightly to cover not only the way our soldiers and their families will live in the future but also to touch on wider Moral Component issues. In other words the Human Dimension of warfare.

First it is worth reminding us of the context within which our people are operating. Everything I say is set within the notion of a Whole Force – in other words it applies to Regular and Reserve in equal measure. Secondly, the Army's Firm Base concept will endure in order to deliver a secure environment, at home and overseas, that sustains the Army, enables training for and deployment on operations and ensures the consent and support of the public and host nations. Finally, the significant ongoing transformation driven by the SDSR, in particular the Future Force 2020 and Future Reserves 2020 work, as well as the outcome of the Defence Reform Review, will all impact on people to a significant degree.

I now want to focus in on our people and say a little about current circumstances. Firstly, the military are not isolated from what is going on in the Nation at large, particularly during a period of austerity that sees pay freezes, pension reviews and redundancies impact across the public sector. But our people and their families suffer further pressures from additional cuts in the overall remuneration package and concerns continue to exist over such issues as children's education and housing. The cumulative impact of all this needs careful watching, and although frontline morale is very high, during a time of considerable uncertainty we must strive to ensure our people feel valued. In this respect, the new Armed Forces Covenant will help and will also ensure the military remains connected to the nation. And in all of this we must not lose sight of the Main Effort – to succeed on current operations in Afghanistan. Hence the significant effort we are currently devoting to the care and management of our wounded, injured and sick personnel.

I will now outline how we intend to sustain the moral component into the future by briefly touching on 3 topics – Human Capability, the Service Personnel Strategy and the New Employment Model.

I contend that greater emphasis needs to be placed on Human Capability in the future as the pre-eminent military capability. And these 2 quotes illustrate the point.

“There is a sense that the West is too equipment focused, in the future we may have to rely more on our people to provide an edge...” FCOC Feb 10

“.....our people and their families are the most important element of capability. Recognising this in our decision making is very important.” CDS Oct 10

At present defence planning mechanism consider only the number of service personnel. This narrow approach fails to capitalise and leverage the full scope of the human element of capability. In short, Human Capability needs to be fully considered, coordinated and synchronised at the very heart of Defence planning in a way that has not happened before. The ongoing Defence Reform Review work provides the opportunity to examine how this might be achieved.

The delivery of Human Capability is necessarily joint and is driven by the Service Personnel Strategy owned by DCDS(P&T). The Strategy seeks to ensure that we have timely and effective policies in place to attract the right people, to equip them with the right skills and to retain them by winning their trust and sustaining their morale. In a nutshell this means having sufficient, capable and motivated personnel. Key to delivering these 3 core objectives is to ensure the offer is competitive. In other words, it requires the demands placed on personnel and their families to remain in balance with the benefits and rewards of their service, and recognises the cost of maintaining our Human Capability.

The means by which the offer will be competitive in the future will be through the tri-Service New Employment Model which is being taken forward by DCDS(Pers&Trg). The model will address 3 principal challenges:

- The operational requirement for greater agility and flexibility from within a smaller force.
- The mismatch between the current offer and the expectations of our people, particularly in the future when we will have an all-UK based Army..
- The personnel financial risks and cost growth embedded in the current programme.

The New Employment Model will be developed through 5 projects:

- Manpower Utilisation or Terms of Service - develop and propose costed options for a manpower utilisation model that provides the right career structures and associated terms of service to support current and future operational capability.
- Financial and Non-Financial Conditions of Service - propose an affordable, competitive, yet effective, fair and appropriately targeted financial and non-financial conditions of service package.
- Future Accommodation - develop a different approach to the provision of accommodation which will better meet future needs for affordable and good quality accommodation, during and after Service.
- Training and Education - propose how training and education can be configured best to support the provision of sufficient, capable and motivated personnel, in particular taking account changes to career structures, more stability and the need to enable people as our strategic edge.
- Delivery - develop and propose costed options for those admin changes that are necessary to support the NEM, probably delivered through JPA and future JPA.

Projects will report over the next 18 months in order to start putting in place new structures and policies from about 2015 onwards.

Clearly I have only been able to scrape the surface of the Moral Component challenges both now and in the future. But I will be very happy to expand on anything I have said and to answer questions during the panel discussion. Thank you.