

## **RUSI Land Warfare Conference Speaking Notes – Major General Brealey**

My initial responsibilities on arriving in Headquarters Land Forces earlier this year reflect the appointment you see on the screen - reserves and basing - but the CinC has directed that my principle task is to bring greater coherence to the wider Land Forces Change Portfolio as well as to run a number of the key change programmes. The Portfolio consists mainly of MOD directed change but also that which is self-inflicted as we seek to deliver our outputs as effectively and efficiently as possible in a changing world and with diminishing resources. Today, and consistent with the theme of this session, I will limit my comments to reserves and basing but would be happy to answer questions on the broader portfolio if you wish.

We have already heard reference today to the Whole Force Concept which, over the next few years, should mature both within the MOD and the Army from an Idea through Concept Development to a very clear set of design principles and force structure options that will probably lead us to a different balance of Regular, Reserve, Contractor and Civilian personnel within Defence and the Army. A first and critical phase of that journey is the Prime Minister's Future Reserves 2020 Study that is being conducted by an independent Commission led by the VCDS with General Sir Graeme Lamb and Julian Brazier MP. We welcomed, and are fully engaged in developing the ideas and plans that will help meet the Prime Minister's intent to reinvigorate the concept of Volunteer Reserve Service. Our work and that of the rest of Defence will be drawn on by the Commission when it presents its report to the Prime Minister this summer. I am not in a position today, and would not wish, to pre-judge what might or might not result. However, we are very clear that the Prime Minister's intent presents a generational opportunity to transform the way in which we integrate the Regular and Reserve components of Land Forces, and to deliver significant 'betterment' to the Territorial Army in the short term.

We have made a number of recommendations:

- that the Army should harness the very best from the pool of national talent;
- that we will integrate much more closely the Regular and Reserve components through changes to our command and control arrangements, structures, individual and collective training, and basing;
- that we make best use of the Reserves on operations at home and abroad;
- and finally, that we enhance further our societal links and community engagement.

We have proposed a series of measures that: underpin these recommendations, enhance the Reserve Proposition, and set the conditions for a rapid transition to the Whole Force Concept once it has been developed and considered in detail.

What has become very clear to us, as we have thought deeply about and developed our contribution to the Commission's work, is that this fundamental change in the use and integration of the Reserve component must be underpinned both by the political will to employ the Reserves on operations at home and abroad, and by the essential changes to legislation and terms & conditions of service that must be in place by 2015 to guarantee the availability of assured capability from the Reserve component.

I am in no doubt that we will need a sea change in attitude from the Regular component if we are to embrace fully, and reap the benefits of this concept of a much more integrated full time/part time Army. When we discuss Land Forces living, basing and training we must do so from the perspective of the Whole Force. The need to review completely the basing of the Regular and Reserve components as we implement our SDSR structural changes and plan the withdrawal from Germany presents an opportunity to deliver much closer integration. The Reserve component needs to be based in and near the population centres from which it recruits, including much more intelligent basing of specialist Territorial Army units close to the industries from which it draws its specialist capabilities. But the Territorial Army also needs to be based as close as possible to its Regular partners to optimise Regular/Reserve formation and unit cohesion, and to conduct integrated individual low level collective training on common equipment. And finally, we have to ensure that the Army, and by that I mean all components, continues to enhance our links with society. What I have just outlined are the endorsed Army Basing principles [SLIDE/PAUSE]

Meeting these principles as we withdraw from Germany would be easy if we had a blank map on which we could conduct the basing estimate, and plenty of cash. Instead, we start from a position that: firstly, we are where we are, including a number of isolated sites in the UK that we would prefer to have disposed of a number of years ago; secondly, the opportunities that might become available are not necessarily where we would wish them to be; and finally, resources might not be available to meet fully the future needs and aspirations of our people, regular and reserve. Also, it is clear that Defence cannot spend all the money that is available purely on re-basing; we must also continue to ensure that all of our soldiers and their families' accommodation is maintained to an acceptable standard.

We are anticipating announcements this summer on some of the assumptions that we should adopt in our detailed basing planning and we will work closely with the newly formed Defence Infrastructure Organisation and other Government Departments to ensure that we put in place the best possible plans to meet our basing principles as closely as we can. We shall seize every opportunity to deliver elements of the plan as quickly, effectively and efficiently as we can. However, it would be wrong of me to give the impression that, in the very difficult resource climate, this will be easy. And, returning to my opening comments, we must also ensure that our basing plans are coherent with a large number of inter-related change programmes including those that define and deliver our future living and training policies and requirements.

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Ladies and gentlemen, I have merely skimmed the surface of the reserves and basing work within Land Forces but trust that you have a better idea of some of the dynamics and principles involved. I will be happy to expand further in questions, mindful of some of the political sensitivities associated with these topics.