



Crossed Swords

Headquarters United Kingdom Support Command



UKSC

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United Kingdom Support Command

Foreword by Major General Nick Caplin, General Officer Commanding United Kingdom Support Command

Welcome to the second edition of Crossed Swords in its new electronic format. This edition focuses on transformation which is appropriate given that the implementation of Op ROMULUS Phase 2 has now begun in earnest. I hope that these pages provide you with a useful resource and will help in answering some of your questions during this important period of change. I recognise that these are uncertain times for many and I am determined that we do all we can to look after our people. Line managers have a particular responsibility in the months ahead to ensure that information flows easily and those issues are identified and tackled early. To that end they should engage regularly with their staff to ensure that individual concerns are heard and addressed as appropriate. If you work in JHQ or are visiting you may wish to visit the 'transformation information room' in the Big House which will display relevant, up-to-date information.

Much work has been done to date to lay the ground for the process that we will follow through the rest of the year and into 2011, however this is an ongoing process and I am sure that further development and refinement will be required as we move forward. It is important now that staff at all levels take ownership within their own area of responsibility to drive through the changes successfully and to develop processes and procedures. As we adjust to the new, leaner structure we will need also to begin to think differently. Current business and activity needs to be closely examined and tested for relevance and necessity in the new GSG/OSG environment; not everything we do now will be automatically carried over to the new structures and we will certainly need to adopt new working practices. I ask that you are open minded when looking for new ways to do business in the future.

With the ongoing SDSR process we will need to remain light on our feet to react to further change. You will inevitably hear much rumour and speculation over the next few months but this will remain simply rumour and speculation until the Review has run its course. We can have confidence that MoD and LF are working hard to ensure that we have a properly balanced force for the future. For the time being I would encourage you to concentrate on the business in hand of ensuring that we continue to provide Firm Base support to our soldiers and their families whilst at the same time managing and helping to implement successfully our own transformation.



Major General Nick Caplin,
General Officer Commanding
United Kingdom Support Command



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European Support Group

The European Support Group (ESG) is a 1 star organisation based at JHQ, Germany. ESG's function is to provide comprehensive support to members of the UK Forces, Civil Servants and their dependents across Europe. ESG is part of the UK Support Command (UKSC) Firm Base, a 2 star command.

Originally, UK Armed Forces based in Europe in NATO, and other European military posts, were parented and supported by their own Service. On 1 April 2004 the Rhine and European Support Group (RESG) was formed as a Tri-Service organisation to maximise the expertise of all 3 Services and ensure a coherent approach to providing this support. This joined approach to the task was endorsed as the preferred MoD Model. The European Support Group (ESG) emerged from the RESG and became part of the United Kingdom Support Group (UKSC) in May 2009. UKSC's remit is to support all UK Forces personnel in British Forces Germany, those across Europe and further abroad such as Canada and the USA.

Today, the ESG has 6 main UK Joint Support Units (UKJSUs) and 8 smaller National Support Elements (NSEs) spanning 10 countries and supporting a customer base of approximately 1300 military and UK Based Civilian personnel plus their 2000 dependants. It has a current operating budget of £40.43m. In addition, upwards of 30 posts are directly contributed under Land Forces (LF) liability, to which the Central Top Level Budget makes no financial contribution. This brings the overall cost of support to approximately £43M. ESG has adopted the LF Firm Base concept, on a tri-Service basis, in order to appropriately shape its support delivery network and mechanisms across its Area of Responsibility (AOR).

Recent Changes to ESG's Operation

ESG has not stood still and has continued to look at ways of meeting support responsibilities yet improve efficiency and effectiveness. ESG also takes into account changes in requirements from our end users/customers. Examples in Figure 1 show recent changes to the organisation and its operation. (abbreviations in full and details of where these places are)

1. The move of RAF Tactical Leadership Programme from Florennes to Albacete.
2. Creation of Naval Outdoor Centre in Southern GE.
3. UK Withdrawal from NATO NRDC HQ Valencia.
4. UK Withdrawal from NATO CC Air Izmir.
5. Move of 1 NSB from Maastricht to Wesel (inside Germany).
6. UK withdrawal from CAOC 5 in Poggio.

The Future

Currently, the ESG function in Europe is undergoing a radical transformation as part of the UKSC rationalisation of its organisation and responsibilities. This has come about due to different, and occasionally competing, requirements. These include Op BORONA (the process to bring back elements of British Forces Germany (BFG) to Britain), changes to the NATO Peacetime Establishment (PE), limited resources and budgets available in the economic downturn, changes in the manning requirements across the AOR, the drive for efficiencies and an attempt to intelligently configure for the 2010 SDSR. The current transformation is scheduled to take place over a 3 year period and will see elements of the support function being reformed and reduced, with some parts transferred to the UK. Most importantly, all this has to occur without disrupting the needs of those supported across Europe. The diagram in Figure 2 gives an overview of the proposed changes.

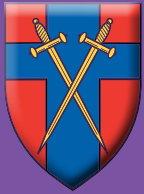
Change of Command

As the transformation progresses one of the first major changes will be the change of command of ESG. Brig Watson will handover Commander

ESG on 1 Jan 11 to become Commander of the newly formed, initially virtual, Germany Support Group. This will see the current Deputy Commander of ESG, Group Captain Lavender, become Commander ESG and Deputy Commander of the fledgling Overseas Support Group.

Joint Support Unit Role and Establishment Review

The next stage of transformation will be the implementation of the Joint Support Unit Role and Establishment Review (JSURER) Options Paper. The JSURER Options Paper will examine the current method of providing support to NATO/EU personnel in Europe and make a firm recommendation on how best to provide appropriate support in the future. A JSURER implementation team will stand up in late 2010 to take forward the options once consultations have been concluded.



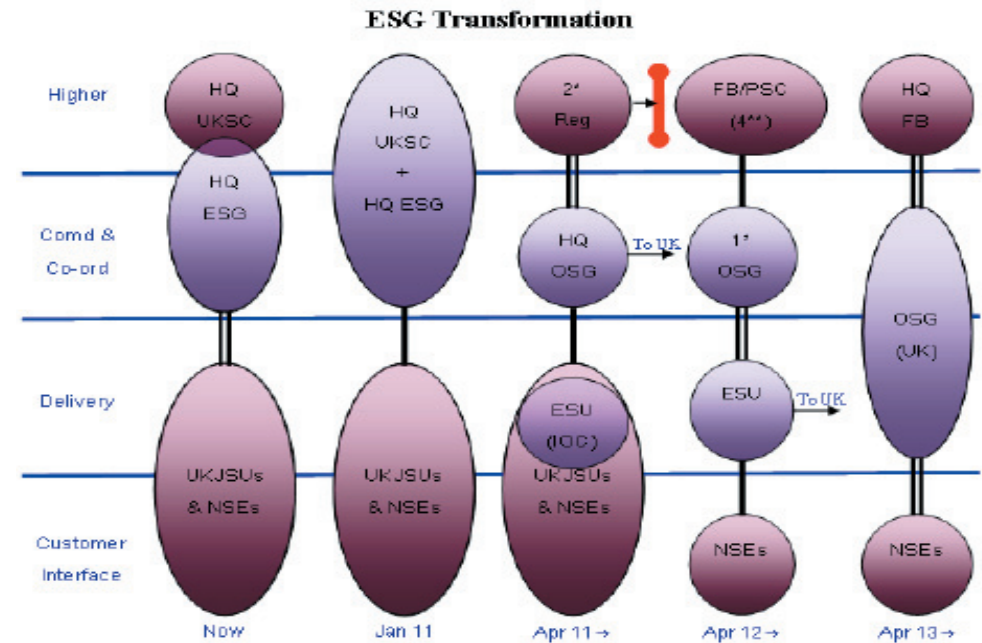
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European Support Group continued





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Civil Secretary

People Issues – the People Working Group

For almost a year now, the Op ROMULUS People Working Group (PWG) has been meeting to identify and resolve ‘people issues’ associated with the transformation of UKSC into the GSG and OSG, and the wider drawdown of Rhine Garrison. The PWG is accountable to COS UKSC and membership includes representatives from all TLB’s located in Rhine Garrison, including BFG HS, SCE and RALSU. All TLB’s are represented with the aim of ensuring consistency and fairness in the treatment of UKBCs (irrespective of TLB or unit) in the run up to the closure of the Garrison.

Key issues for the working group at present are:

- Clarity over numbers of personnel in total required up to Garrison closure
- Delivery of the GSG/OSG Post Mapping for UKBC staff
- Covering key Garrison ‘Dependent’ LEC posts following the ARRC Group move, and up to closure

ACS BP provides regular updates on activity to both the Rhine Garrison Working Group and Germany Working Group.

UKBC Post Mapping

In his brief to all staff on 1st July, the GOC encouraged people to make themselves familiar with the Post Mapping Policy that has been developed by the UKSC HRBP. It is important that staff and managers recognise that it is posts and not people that are mapped across – therefore the result for your post will determine how this will affect you as an individual. This is so that our people are treated fairly and consistently, and will continue to do the job they were employed to do in HQ UKSC (including the Regulating HQ) or know that their post will transfer to the future GSG or OSG. As everyone will be aware, any change that affects civilian staff

must go through the MOD’s Trade Union consultation process. This is no different for us here in Germany. The main TU consultation for the BORONA Programme is being conducted by the Land Forces BORONA/ AVANTI Team with the TLB TU. Likewise, the Post Mapping Policy that we have developed has been subject to formal consultation at TLB level. This concluded in mid-August and therefore the post mapping can now start in earnest.

The premise of post mapping is that a post in the old organisation is compared with posts in the new organisation to ascertain the level of overlap in responsibilities. This comparison will result in each existing post being placed in defined mapping categories.

The three possible post categories for existing posts are as follows:

- Like for Like** – Where 51% of the current job requirements transfers to the new structure. The post will transfer unchanged, or with minimal change, to the future establishment.
- Like for Like (Restricted Competition)** – Where 51% of the current job requirements transfers to the new structure and more than one current post maps to the new post. The current posts must have at least a 51% overlap in roles and responsibilities in order to be considered similar.
- Surplus Post** – The existing post is not present in the new structure.

In addition, the post mapping process will identify **New Posts** in the future structure that either did not exist in the previous structure, or are existing posts that do not meet the 51% Like for Like criteria.

When the mapping is complete for the GSG, a special DEC will be held to agree the results, and the local TU will be engaged to confirm that

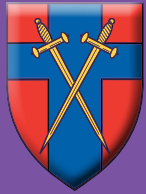
the process has been followed. Following DEC agreement, formal TU consultation will take place at TLB level and at this point, Line Managers will informally notify individuals of the mapping result for their post. Formal notification following the completion of the requisite 30 day TU consultation period.

Key milestones for post mapping:

- A structure for the new organisation is in place but this is subject to further change as we ‘test and adjust’ (this is also subject to TU consultation)
- Complete the mapping by comparing every existing post with those in the new structure
- Hold a DEC and discuss results with local TU
- Conduct formal TU consultation with TLB TU and line managers informally notify staff of their post mapping result
- On conclusion of TU consultation, line managers formally notify staff of their post mapping result

The full policy can be found in UKBC Admin Notice 13/2010.

Later when structures are known the process will be repeated for the OSG. Subject to whatever AVANTI proposes for the future 2* Firm Base and OSG.



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UKBC Recruitment into the GSG/OSG

Recruitment into the GSG and OSG is fully covered as part of the Post Mapping Policy contained within UKBC Admin Notice 13/2010.

Key points for the GSG are as follows:

- Where an individual's post has been mapped as Like for Like, they will stay in their post in the new structure and retain their existing overseas tour length.
- Where an individual's post has been mapped as Like for Like (Restricted Competition) this means that more of the like for like posts exist in the old structure, and only those occupying the posts can compete for the reduced number of posts in the new structure. Those successful will retain their existing overseas tour length.
- New posts in the new structure will only be available in the first instance to staff on level transfer whose post has been mapped as Surplus. This will be a post rotation, and therefore staff will retain their existing tour length.
- Where an individual's post has been mapped as Surplus, this means the post is not present in the new structure. If they have not been successful for a post rotation, at a point to be determined by UKSC Comd and the BORONA/AVANTI Team, staff will return to the UK, and will have the assistance of the Redeployment Pool and advance access to vacant positions in the UK under the MOD's Surplus Staff recruitment policy to secure a new position.

Overseas tour lengths will be unaffected for staff remaining in the GSG through a like for like transfer, a like for like restricted competition exercise, or a post rotation under limited competition.

Should any new posts be advertised to the wider MOD, any surplus staff who are successful will start a new tour length.

It is not possible to cover every eventuality in this article, however Admin Notice 13/2010 contains full details of how recruitment for each post category in both the GSG and OSG will be conducted, and in particular the impact on the overseas tour policy for all staff (including those who

retained Retired Officer terms and conditions).

UKBC's and their line managers are strongly encouraged to familiarise themselves with the information contained within the Admin Notice.

LECs

Co-operation procedures with the Highest Level Works Council regarding Programme BORONA affecting the stations at Rheindahlen and Elmpt at Rhine Garrison and Dülmen at Gütersloh Garrison have concluded & the order to implement this element of BORONA has been issued. The Dependants Representative Committee has also been informed. The respective co-operation/co-determination procedures with the respective Unit Works Councils have also been completed.

HQ UKSC has applied for German Federal Ministry of Finance (FMOF) approval of the BORONA Programme as a TASS measure and the FMOF has now provided this approval. Further information on TASS and how it may affect individuals is available from the Lohnstelle Soest, which should be contacted through the respective GLSU.

In terms of the proposed infrastructure support organisation of the Germany Support Group (GSG), which will take over those Germany specific functions currently undertaken by LEC staff in HQ UKSC, branches are currently determining their LEC requirements and have been directed to ensure that Job Descriptions (JDs) of the posts which will form the LEC component of the GSG reflect future tasks.

Under Programme BORONA it is planned to disestablish the work performed by LEC staff in HQ UKSC and to separately establish the GSG in Herford. In the course of the disestablishment of the LEC work in HQ UKSC, LECs will be issued with notices of termination or alteration (as the case may be). Jobs in the new agency in Herford shall be advertised at the appropriate time (as required). BFG will try to provide - within legal parameters - new jobs at Herford for Rhine LECs. Should LEC staff be re-deployed in a new post in Herford a mobility package may apply depending on their individual circumstances - details are available through the GLSUs.

In accordance with German labour laws and legislation, the individual DEL affected by the redundancy due to operational reasons will be determined by a social selection process (if applicable). As a consequence, in general any individual who is the least protected could be made redundant. More detailed information on this process is available from the respective GLSU.

As will be appreciated, the information above may, however, be subject to review in connection with the Strategic Defence & Security Review (SDSR) the outcome of which is expected in Oct/Nov.

STOP PRESS - LAND FORCES CORPORATE SERVICES REVIEW

Land Forces has just announced a proposal to set up a 'Corporate Services' hub in BFG (as well as other locations in the UK) which will see the Civ Sec type support services (Finance, HR, Commercial, Secretariat & others) across the whole TLB administered from one area. The concept is very immature and further clarification particularly on its scope and size is to be undertaken. However, since the review has been brought about to generate efficiencies in process and cost, it is unlikely that the net result will be any greater in size than that proposed under GSG /OSG. Formal consultation with the UK TUs will commence very shortly.

Budgetary framework

Ownership of the budget will remain with the 2* FB HQ for the remainder of FY 10/11, with future arrangements for FY 11/12 onwards being determined during the preparatory phase. Comg GSG (Des) will receive a letter of direction setting out his responsibilities for 4 Jan 11 in terms of ensuring that appropriate procedures are in place to ensure regularity, propriety and value for money.



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BORONA/AVANTI TRANSFORMATION UPDATE (J3/J5)

BORONA is the name given to an MOD Programme that will deliver operational capability in a more efficient and cost effective way by moving towards a more coherent basing arrangement for the Army and, in these austere times, making better use of estate in the UK. AVANTI is a related Project that is to determine the optimum Regional (1* and 2*) structure for the Personnel and Support Command and through that how the Firm Base is to be delivered, including here in Germany. The Firm Base is defined as 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. For the Forces in Germany, HQ UKSC is currently the 2* Firm Base HQ.

In Germany, Programme BORONA will close both Rhine Garrison and Münster Station and concentrate British Forces in 3 remaining Garrisons; Paderborn, Bergen-Hohne and Gütersloh, and you will be aware that HQ ARRC Gp and the ARRC Sp Bn have already moved to Innsworth in Gloucestershire. In addition to the improvements in operational efficiency there are also substantial financial savings to be made from these BORONA moves. The BORONA Programme has been in planning for a number of years now and pre-dates the Strategic Defence and Security Review which may eventually change the focus of the Programme, but until then BORONA will continue as currently planned. In March of this year, the Defence Secretary was convinced of the value to Defence of the Programme and announced that authority had been given to proceed with the Internal Germany Rebasing elements of BORONA, while financial pressures led to the delay of the move of the Elmpt based Signal Regiments to UK.

TRANSFORMATION

HQ UKSC traces its lineage back to HQ BAOR as established at the end of WWII, so it will be apparent that transformation has been an enduring theme of the Army in Germany. The current round of transformation under Programme BORONA is perhaps more radical than some of the evolutionary changes of the past, but nonetheless is a logical progression as the Army looks to make best use of the resources it is allocated.

Op ROMULUS. Op ROMULUS is the Land Forces operational name for the implementation of Programme BORONA. Op ROMULUS will be completed in 5 phases with expected timelines of:

- Op ROMULUS Phase 1 – Move of HQ ARRC Gp to UK in 2010. (now complete)
- Op ROMULUS Phase 2 – Internal Germany Rebasing in two phases from 2011 to 2018.
 - Phase 2a – Move of units from Rhine to Gütersloh Garrison in 2011 to 2013.
 - Phase 2b – Move of units from Münster to Gütersloh in 2018.
- Op ROMULUS Phase 3 – Restructuring of support to Germany based units in 2010-2013.
- Op ROMULUS Phase 4 – The move of 7 and 16 Signal Regiments to Stafford in 2015.
- Op ROMULUS Phase 5 – The move of 102 Log Bde to Cosford in 2018.

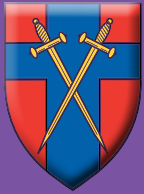
It is logical to firstly consider Phase 3, as that will determine the requirement for the rebasing of organisations in Germany under Op ROMULUS Phase 2.

OP ROMULUS PHASE 3 RESTRUCTURING SUPPORT TO GERMANY BASED UNITS

There is an unchanged requirement for the range of administrative Firm Base support to Germany based units that HQ UKSC and its predecessors have provided. In the transformation process BORONA will ensure that the support required continues to be provided, but in a more cost effective way acknowledging the reducing troop numbers in Germany.

HQ UKSC will continue in its role as the 2* Firm Base HQ for Germany and will be the Regulating HQ for BORONA in Germany. In the restructuring process it will act in lieu of a 2* Firm Base HQ until such time as that new HQ forms up in UK under Project AVANTI; when that happens the 2* level of Firm Base support will no longer exist in Germany, HQ UKSC (less the regulating function that will complete the implementation of BORONA) will close and the personnel and functions it now performs will be divided between 2 successor organisations:

- A 1* Overseas Support Group (OSG) will be based in UK from early 2012 within the construct of a 2* Firm Base HQ, and will initially provide policy and direction for Germany, but with the potential to expand its remit to cover all Army units outside UK and possibly also Navy and Air Force units and organisations. The European Support Group (ESG) will continue to operate as it does now, but under the new 2* Firm Base HQ.
- A 1* Germany Support Group (GSG), commanded by the current Comd Rhine Garrison and ESG, and again reporting to the 2* Firm Base HQ, will be based in Herford from early 2013 to deliver the Firm Base to forces in Germany. Pragmatically, some policy matters that are Germany specific, such as BFG vehicle licensing, will continue to be provided in Germany



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OP ROMULUS PHASE 2 INTERNAL GERMANY REBASING

As we change to different structures and the British Forces in Germany concentrate into fewer, but more capable Garrisons, scarce resources will be spread more thickly over a reduced estate. It will be obvious that in order to close the extensive estate that we have enjoyed in Rheindahlen for over 50 years we will need to provide alternative office, technical, and living accommodation within one of the enduring Garrisons. A number of years ago we identified that there was some underutilised estate in Herford, and that Herford, as the home base for HQ 1 (UK) Armd Div and central to the enduring Germany Garrisons, would be an ideal location for the HQ of the Germany Support Group. For these reasons HQ Germany Support Group will occupy refurbished office accommodation in Harewood Bks Herford.

The original BORONA Programme encompassed 26 separate works projects of varying sizes across Gütersloh Garrison in Gütersloh, Herford and Bielefeld; construction work on these projects has now commenced and they will start to come on stream next year. The move of units from Rheindahlen to Gütersloh Garrison will be partly dependent on the provision of additional single soldiers' accommodation and married quarters that will have to be built or procured from scratch. It is not yet possible to say when departments and organisations will move; suffice to say that moves to Gütersloh Garrison will be completed over a period of time and in series of tranches, while we will aim to give at least 6 months notice. To allow earlier closure, some RMC units, such as HQ SIB(G) RMP, will have to move firstly to Münster (where we have underutilised accommodation but in a Station that we intend to hand back to the German authorities), and later to Gütersloh in 2018 when 102 Log Bde units move to UK under Op ROMULUS Phase 5.

Move of HQ GSG to Herford. Because we are unable to move the GSG to Herford until the office, technical, and living accommodation is

available, units will be 'pulled' up to Herford when projects are complete, as opposed to being 'pushed' up by Rhine Garrison. On current plans we expect the Germany Support Group to move to Herford in the early part of 2013. The buildings that the GSG will occupy in Harewood Bks in Herford are 1930's accommodation blocks that will be refurbished to provide office facilities similar to that occupied by HQ 1 (UK) Armd Div across Herford in Wentworth Bks.

Drawdown and Closures. An inevitable consequence of the BORONA moves is the subsequent Drawdown activity. In Rhine this is being coordinated and managed by specialist Garrison Drawdown staff responsible for the closure of all the facilities we enjoy in the RMC from the Cinema, Swimming Pool and Saddle Club to the NAAFI facilities, single living accommodation, and married quarters. This is a major undertaking and you will have seen that as the ARRC left the RMC in the summer, a number of facilities such as the Dutch ECHOS The Bridge, the Reaction Forces Messes, and the American PX have already closed. Inevitably, for those of us remaining in the RMC the range of facilities open to us will reduce but, as a matter of principle, a 'cliff edge' approach will be adopted to retain facilities for as long as possible. To keep the local community informed about progress there are regular updates in the Rheindahlen Bulletin. The closure and hand back of the RMC will be in 2014, and Rhine Garrison will close in 2016 after the move of 7 and 16 Sig Regts to UK and hand back of the estate.

Children's Education and Windsor School. Foundation Stage and Primary schools will be provided in the local community in RMC, Elmpt and Wildenrath as long as the student population warrants it, but the provision of secondary education opportunities for a reducing student population will be more challenging. Windsor School provides secondary education for pupils based in Rheindahlen and Elmpt plus boarding facilities for some Germany based pupils and children of European Support Group personnel in SHAPE, Brunssum, Ramstein and elsewhere. It has been decided jointly by HQ UKSC, HQ Rhine Garrison, HQ ESG and

HQ SCE that Windsor School will close at the end of Summer Term 2013. An early decision was needed so that personnel arriving in Rhine in 2010 on a normal 3 year posting cycle could be sure that secondary schooling would be available throughout their tour. Posting Branches will now ensure that all personnel affected are aware of secondary school options before taking up post, and will be able to make a decision based on their own family circumstances. In the same way, UKBC recruitment will ensure that all candidates are aware of their options. It will be possible for pupils to attend Windsor School up to summer 2013, but personnel with children approaching a public examination (GCSE and A Level) over a 2 year period of study must understand that the final intake that will be able to complete the full course of study to GCSE or A Level will be in Sep 2011. We will now ensure that the closure date is communicated to all interested parties, and will identify alternative secondary schooling options for those Signals families who will be in Elmpt in the period 2013 to 2015. The options that will be available will be compatible with the UK curriculum and their quality be assessed by the education experts in SCE; the options will be explained to families that may be affected in plenty of time for them to make informed choices for their children.



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J5 BORONA WSS SITE

The details of the BORONA Programme plan are constantly evolving as unit requirements change and as work progresses on the construction projects. For this reason it is not possible to now say with confidence when the GSG will move to Herford or the OSG to UK. To ensure that the latest and up to date information is available to as wide an audience as possible a J5 BORONA WSS site will be established that will include the latest BORONA planning information, and later on will include unit and organisation movement schedules. Full details will follow.

Photo of the first 'enabling' project in the Programme BORONA Accelerated Estate Programme (AEP) getting underway at Waltgerstrasse Herford. The project is an enabler in the sense that it relocates certain elements out of Harewood Bks in Herford in order to free up space for further projects (office accn) for HQ GSG in Harewood. Those moving into Waltgerstrasse are Army Careers, SSVc, Herford Youth Centre, Herford Music Centre, AFF.





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STRATEGIC DEFENCE AND SECURITY REVIEW (SDSR) - ARMY SITREP

A very useful general synopsis of the situation that we would encourage you to push down the CoC. SDSR Sitrep:

<http://defenceintranet.diiweb.r.mil.uk/DefenceIntranet/Library/Army/BrowseDocumentCategories/ManComm/ArmyNarrativeLibrarySdsrSitrep.htm>

If you require any further detail I would recommend that you refer to SDSR SharePoint site and specifically the Roadmap and coherence matrix in the Key document areas. This will give you an accurate picture of what is coming up and what questions are being addressed by HQLF staff

Transformation Working Group

This group has met several times and works towards the successful transition of the HQ into the GSG and OSG. It meets in the Transformation Room (I1287) which is open to everyone in the HQ as it has useful information and updates on where we are now. Please visit it and update yourself.



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