

RESERVES REVIEW PLANNING DOCUMENT

References:

- A. D/VCDS/5/3/1 Terms of Reference for a Review of UK Reserve Forces dated 19 Mar 08.
- B. Unreferenced Steering Group TORs dated Apr 08.
- C. DIB 2008/10 Strategic Review of the United Kingdom's Reserve Forces dated 19 Mar 08.

1. **Introduction.** This planning document launches the Strategic Review of Reserves and includes, in outline, the Review's intent, scheme of manoeuvre, likely deliverables, and methodology, including likely stakeholder engagement plan, and schedule of phases. This document does not contain a security caveat, and in accordance with the Review's TORs¹, recipients are invited to further cascade within their organisations as they deem appropriate.

2. **Intent.** The Review intends to provide a range of models for the future of the reserves which allow the various elements to move towards the most sustainable, usable, integrated and representative model which suits their particular requirements and circumstances. Implicit in this work is the need to find appropriate TCOS and to ensure that Reserves are better understood by the rest of Defence and by society as a whole. Implementation of suitable models may offer the opportunity for efficiencies.

3. **Scheme of Manoeuvre.** Through an examination of the criteria of *sustainability, usability, integration* and *representation*, this Review will present a costed force organisation model that will enable the efficient generation and perpetuation of Reserve Force elements at readiness. For the purposes of this Review, the criteria are defined below, and represented pictorially in Figure 1.

a. **Sustainability.** A viable enabling environment, including appropriate TCOS, that constructs and perpetuates fully-manned and appropriately trained reserve forces which take account of the needs of employers and families.

b. **Usability.** Reserve forces with appropriate and relevant capabilities able to mobilise/deploy with better understood risks and costs, and within specified readiness times in accordance with planning assumptions.

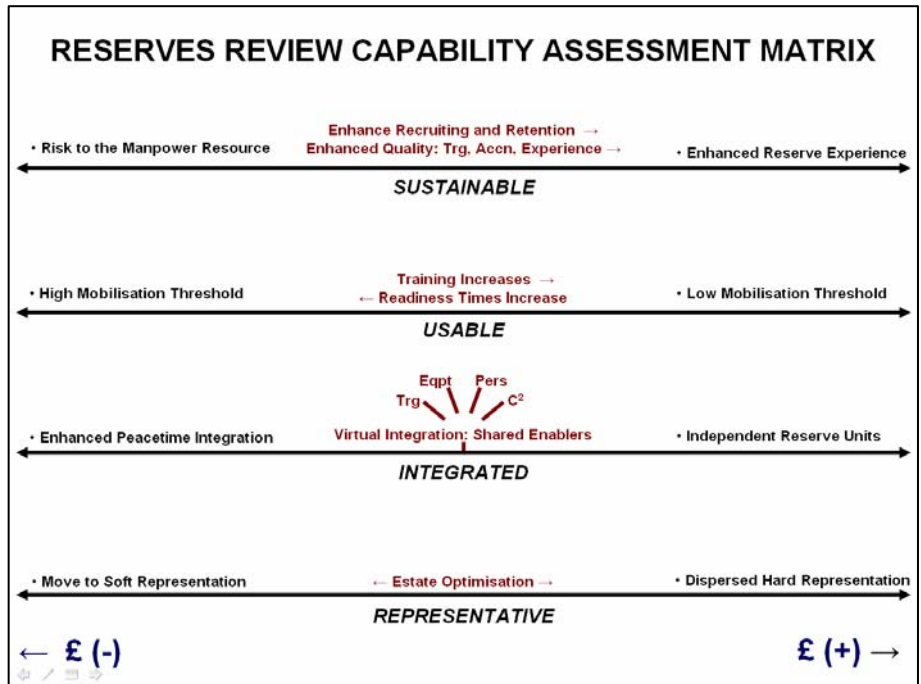


Figure 1

¹ Para 6 of Reference A states that the Review should be conducted, "...transparently and inclusively...".

c. **Integration.** An intelligent and dynamic relationship that enables Reserve Forces to share assets and resources, where appropriate, with regular forces, and yet maintain a distinct volunteer ethos.

d. **Representation.** Ensuring our reserve forces continue to play an appropriate part in maintaining the Armed Forces' relationship with the wider community, yet conscious of their primary task of providing force elements at readiness.

4. **Governance and Delivery.** The Review will be governed in accordance with its TORs (Reference A), and the Reserves Review Steering Group TORs (Reference B), and will be further responsible to the Reserves Steering Group.² The Review will report its findings through a PPSG paper.

5. **Deliverables.**

a. **Early Opportunities.** The Team has already encountered important work in progress on the reserves which, if it can be shown to be in line with likely, eventual Review recommendations, should be completed directly.

b. **Models.** The Review seeks to produce to its Steering Group generic modelling that will enable both an understanding of current reserve capabilities, and a tool for assessing any number of future models. It may however, only be possible to produce indicative models for the future reserve by Oct 08.

c. **Costing.** The Review will first seek to obtain assurance on current costings for the reserves. From this costings baseline it will then set out to validate the most viable future models. This subsequent costing work may only be achievable in the latter stages of the Review.

6. **Review Approach and Methodology.** The review has carried out an initial top down estimate of its task; this planning document is in effect the product of that work. The next step is to start on the detailed, bottom up research and analysis to prove or amend this initial estimate and to provide the estimated

deliverables in a properly analysed and costed form. This schematic at Figure 2 depicts this methodology and how it works towards informed use of the Capability Assessment Matrix (Figure 1). The FLCs and key stakeholders will, of course, not be subjected to the science of the methodology but their contributions to the Review Team's understanding of the reserves will be the more easily compared and measured within the review work by this structured approach.

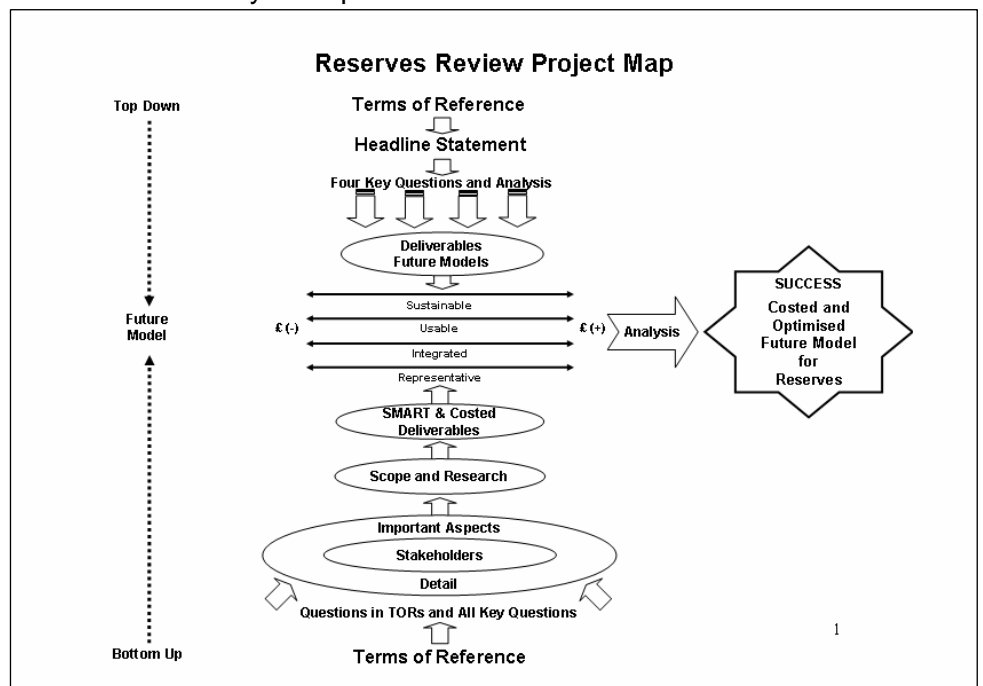


Figure 2

² The next RSG is scheduled for 30 Jun 08, with a subsequent meeting likely to coincide with the end of the Review's initial lifespan in Oct 08.

7. **Engagement with Key Stakeholders.** This has already begun with initial discussions with members of the Steering Group and some key stakeholders. Full engagement via a comprehensive programme of meetings, workshops and briefings, supplemented by questionnaires where appropriate will follow, enabling the widest possible opportunity for the reserves to comment/engage with the review.

8. **Communication.** An initial Defence Information Brief (DIB) outlining the launch of the Review was issued on 19 Mar 08 (Reference C). Subsequently, information updating the progress made by the Review Team has been included on the Defence intra and internet sites and is included, for information, at Enclosure 1 to this document.

< ORIGINAL SIGNED >

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Enclosure:

1. Defence Intranet Reserves Review Update.

Distribution:

Reserves Review Steering Group Members (via Steering Group Chair)
Reserves Steering Group Members
EA/Finance Director