



Regimental Headquarters
The Royal Regiment of Fusiliers
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See distribution

Reference: RHQ/RRF/501

Date: 6 Aug 18

FUSILIERS' REGIMENTAL OP ORDER 18/19

References:

- A. Fusiliers' Regimental Strategy 2016 dated 20 Jul 16.
- B. Fusiliers' Regimental Campaign Plan 2016-2020 dated 20 Jul 16.
- C. [Regimental Handbook 2015](#).

SITUATION

1. **Context.** It has been another challenging and demanding year. The strategic context remains remarkably complex and dynamic and the Army continues to adapt to meet the challenge – operational or fiscal. Operationally, the Army finds itself being widely utilised, be that deterring external aggression or fighting terrorism both overseas and on the streets of the UK. In terms of resources, finding ever greater efficiencies is now integral to the delivery of a modernised division by 2025.. A2020(R) is now delivered and the changes include an integrated Army of Reserve and Regular components, a re-organisation of the 3rd Division with the introduction of 2 STRIKE Brigades, and the adoption of two-step FORM, alongside the introduction of a Specialised Infantry capability¹.

2. The Regiment has responded to the challenges of the last year with a pragmatic efficiency. There is undoubtedly more change ahead and the next few years look to be just as challenging. Leading through change will require us all to remain agile, adaptable, robust and able to deal with added complexity. Change must be much as an opportunity as it is a threat – leaders, at all levels, must be ready to seize the initiative and drive change through. A2020(R) was a 'win' for the Fusiliers and this year we need to ensure we continue to cement the gains to restructure and re-role accordingly. As a Regiment we have a clear vision and a sound plan; our strategy indicates our direction of travel and maintains our strong sense of purpose. Our Centre of Gravity remains our reputation and the Main Effort is ensuring we are fully manned. Being fully manned ensures we fight from a position of strength.

3. **Purpose.** This OpO directs activity for FY 2018/19.

MISSION

4. **The Royal Regiment of Fusiliers is to provide Regular and Reserve forces for the Field Army:**

- a. **Support the recruiting and retention of Regular and Reserve manning.**

¹ 2PWRR FOC early 2019.

- b. **Provide Regimental benevolence.**
- c. **Preserve Regimental heritage.**

In order to deliver operational capability and maintain Regimental spirit.

EXECUTION

5. Concept of Operations:

a. **Intent.** This year we must build on the success of the last by continuing to develop resilience throughout our Lines of Operation (LoO). Over the next 12 months I will define success as; making strides towards a fully manned First Battalion², the Fifth Battalion re-structured and re-rolled in line with A2020(R) direction and working closely with and in support of the First Battalion; RHQ re-structured to better serve the needs of both the new Regimental footprint and the wider regimental family; and to build upon a successful Fusilier 50 in 2018. The Regimental Ceremonial focus in 2019 will be the Normandy 75 anniversary events which will be the Nuneaton Freedom Parade and associated events on the 8/9th June 19.

b. **Scheme of Manoeuvre.** We will achieve greater resilience by achieving the following across our LoOs this year:

(1) **Manning the Regiment.** Overseen by Col Butterfill, the day to day tactical responsibility falls to the CO 5th Battalion as the supported element with the 1st Battalion in the supporting role. This year we must focus on improving the manning of the 1st Battalion; and is our Main Effort. We have now established a national influence and recruiting network based on the new Fifth Fusiliers' footprint; having recruiters embedded in units and sub-units in each of our recruiting areas must be made to pay dividends. To aid this we will ensure oversight and management of those recruiters, whilst developing 'strength in depth' for critical posts. In support, we will seek to improve management data to inform decisions on manpower and financial resources. The aim is to incrementally improve soldier manning, throughout the year, in accordance with regimental targets.

(2) **Promote and support the Regiment.** Led by Col Matthews, this year we will continue to enhance the Regiment's profile and increase the information flow around the wider Regimental family. Specifically, we will ensure relevant information is updated and included on the website - www.thefusiliers.org – whilst maintaining a strong presence on social media platforms and through the monthly newsletter. We will establish and maintain a central library of photographs so that every Fusilier can have access to relevant and timely images.

(3) **Support the wider Regimental family.** Overseen by Brig Butterwick. This year the focus will be on continuing to strengthen the bonds with our affiliated cadets. Fifth Fusiliers will take the lead and develop an effective pairing mechanism with each of our ACF detachments across the country. We all have a part to play and I expect every serving officer and Warrant Officer to help with a local ACF – a

² 1st Bn OR1 manning at 80% by the end of 2019 is a measure of success.

short visit, a parade or help with kit is not too much to ask! In the OTC space we will deliver effective and high profile support to the UOTCs, in particular, Birmingham, Northumbria, OTRNW and Oxford³. Finally, and away from cadets, we will continue to drive up Association membership; this year focussing on the younger element.

(4) **Preserve our proud heritage.** Colonel (Retd) Gorski. This year the focus will be on working with the Gen Graham Study into Army Heritage (ToRs not yet published) which will affect our two MoD funded museums (RHQ and Bury). Concurrently, the future COAs for the Fusilier Museum Warwick will be finalised and the agreed plan implemented. All Fusilier museums will develop the outreach into their local communities in order to support the recruiting environment and to support our heritage. A holistic approach across all Fusilier museums to long term governance, reliance and funding support will continue to be developed.

(5) **Maximise our talent.** Overseen by Brig Swift. This year is about cementing the gains of the last. We will mature and institutionalise the Regimental Mentoring Scheme, ensuring every officer and SNCO knows who he can turn to for career advice – especially when away at ‘E.’ This will include individual career maps; a tool to inform the individual and the Regiment. We will actively seek to ensure Fusiliers are targeted at key posts which buy career advancement and satisfaction for the individual and influence for the Fusiliers – a better Regimental talent management system.

(6) **Finance.** Led by RHQ. Following the Fusilier 50 year we will look to ensure stable finances in order to support our increase in Regimental activities. This will involve novel approaches to income generation, building on the success of some excellent events last year.

c. **Main Effort.** Achieving full manning in First Fusiliers – Colonel Butterfill.

6. **Missions and Tasks.**⁴

a. **Regimental Headquarters.** Manage all Regimental affairs as directed by the Colonel; fulfil the responsibilities outlined in Ref C;⁵ and coordinate the delivery of the Regimental Campaign Plan.

Specifically:

- (1) Programme and resource all Regimental events.
- (2) Continue to develop the Regimental offer.
- (3) Oversee and direct initial officer recruitment and selection.
- (4) Direct the Regimental engagement and communications plan.
- (5) Support RG/CAPITA in recruiting and assist in the implementation of the new Infantry recruiting plan.
- (6) Support the First/Fifth Fusiliers re-joiner outreach programmes.
- (7) Manage Regimental Charitable Funds.
- (8) Budget Management: forecast, programme and resource Regimental activity.
- (9) Plan, develop and implement income generation opportunities.

³ Officer Training Regiment North West (OTRNW) and Oxford OTC commanded by Fusilier officers.

⁴ Missions and tasks do not replace existing role responsibilities, but prioritise and focus activity in FY 16/17.

⁵ Ch3, 3.11.

- (10) Maintain and further develop the Regimental database with introduction of Subscriber CRM.
- (11) Continue to develop and execute the Regimental marketing plan for the Regt
- (12) Maintain and develop the Regimental alliances, affiliations and bonds of friendship as per Reference C within resources.
- (13) Publish the annual Regimental Journal and Monthly Newsletter, and maintain the Regiment's digital presence.
- (14) Maintain and further develop the profile and increase the membership⁶ in 2018/19 of the Regimental Association
- (15) Manage Regimental property.
- (16) Organise and manage the Regimental Battlefield tour to Cassino in May 19.
- (17) Plan and organise the Normandy 75 Freedom Parade (Nuneaton).

In order to command and control the Regiment.

b. Headquarters South (London) & North (Bury).

- (1) Manage a cross-Regiment function, e.g. Cadets, marketing etc.
- (2) Act as the interface between a nominated Area and RHQ to co-ordinate activity.
- (3) Monitor Regimental affairs within the nominated Area to advise Area Colonels and RHQ
- (4) Act as a 'contact centre' for ad-hoc Area matters.

Specifically:

- (5) Support Casualty Notification Officers and Casualty Visiting Officers.
- (6) Keep close contact with the Area's Association Chairman and principal Fusiliers.
- (7) In conjunction with RHQ, facilitate any strategic Area event.
- (8) Contribute to the Regimental engagement and communications plan.
- (9) Facilitate community engagement using local senior Fusiliers where appropriate.
- (10) Contribute to the First Fusiliers WISMIS care plans.
- (11) Act as mentor to Area RSTs, in support of the Regt Adj't's directives.
- (12) Maintain relationships with the RPOC Bde HQs and Area RFCA.
- (13) Maintain relationship with the Area's ACF County.
- (14) Be an initial welfare POC for serving and former members of the Regiment.
- (15) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.

In order to coordinate and direct Regimental activity in support of the Strategy and Plan.

c. First Fusiliers. Enhance the reputation of the Regiment; move towards full manning during 2019/20 with an aim to have 80% of established OR1s by the beginning of 2020. Fulfil directed high readiness, operational, training, administrative and Regimental commitments to the highest standards.

Specifically:

- (1) Identify and nurture talent.
 - i. Implement QD SOPs.
 - ii. Maintain a Talent Register for all Cpls and above under command.
 - iii. Maintain current career maps for those soldiers and officers under command.
- (2) Contribute to the Regimental engagement and communications plan.

⁶Defined as 'having been issued with an Association Membership Card.'

- (3) Maintain and account for Regimental property.
- (4) Support Regimental museums.
- (5) Fundraise for the Fusiliers Fund.
- (6) From Service Leavers identify and encourage transferees and attachments to the Reserve, Cadets (as potential adult instructors) and the Fusilier Association.
- (7) Maintain a re-joiner outreach programme.
- (8) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (9) Be prepared to support the Fifth Fusilier Cadets plan as appropriate.
- (10) Deliver WARRIOR safety training to 5RRF personnel.
- (11) Coordinate all training opportunities with 5RRF.
- (12) Encourage former cadets serving in 1RRF to visit their former ACF or CCFs.
- (13) In support of Fifth Fusiliers in regular and reserve recruiting.
- (14) Be prepared to support Normandy 75 – Freedom Parade in Nuneaton on 8/9 Jun 19.

In order to deliver operational capability.

d. **Fifth Fusiliers.** Enhance the reputation of the Regiment; Maintain full manning; Maintain a trained strength of between 80 – 85%; and fulfil directed readiness, operational, training, administrative and Regimental commitments to the highest standards. Across the Regimental AO deliver the Regiment's Firm Base responsibilities, in particular the tactical command of Regular and Reserve Regimental recruiting⁷ and cadet (ACF) engagement.

Specifically:

- (1) Identify and nurture talent.
 - i. Implement QD SOPs.
 - ii. Maintain a Talent Register for all Cpls and above under command.
 - iii. Maintain current career maps for those soldiers and officers under command.
- (2) Enable the Regiment to engage better with the communities from which we recruit through civil engagement and contributing to the Regimental engagement and communications plan.
- (3) Contribute to the Regimental engagement and communications plan.
- (4) Tactical command of Regimental recruiting (regular and reserve)⁸.
- (5) Maintain and account for Regimental property.
- (6) Provide support to all Regimental areas but take the lead responsibility in Northumberland
- (7) Contribute to the First Fusiliers WISMIS care plans.
- (8) Identify and encourage transferees and attachments to First Fusiliers.
- (9) Support Regimental museums.
- (10) Fundraise for the Fusiliers Fund.
- (11) Maintain a re-joiner outreach programme.
- (12) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (13) Develop and implement the annual plan in support of Fusilier badged cadet units⁹ (ACF and CCF) across the Regt AO.
- (14) Specifically provide close support to Castle View Academy and add Royton Crompton School (Oldham) CCFs as they continue to establish.
- (15) Encourage former cadets serving in 1RRF to visit their former ACF or CCFs.

⁷ Until ordered otherwise. New Infantry recruiting policy to fol – decision pending.

⁸ Until ordered otherwise. New Infantry recruiting policy to fol – decision pending.

⁹ Cadet coord conf planned for Oct 18 (RSM 5RRF is the POC as OIC Cadet Liaison). ACFs, CCFs, OTCs and 1RRF will be invited. This will become an annual event to coord efforts and support.

- (16) Support 1RRF within the AI environment as per table at Annex B.
- (17) Provide support to OTC summer camps in 2019 in particular, Birmingham OTC, Northumbria OTC, Officer Training Regiment North West (OTRNW) and Oxford OTC¹⁰.
- (18) Be prepared to support Normandy 75 – Freedom Parade in Nuneaton on 8/9 Jun 19.

In order to deliver operational capability.

e. Northumbria ACF, Warwickshire ACF, Greater London ACF, Greater Manchester ACF and Fusilier affiliated CCFs. Are requested to:

- (1) Attract young people into the Fusilier Regimental Family.
- (2) Support Fusilier Regimental events as requested.
- (3) Encourage contributions to the annual Fusilier Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (4) Establish regular contact with Fifth Fusiliers Cadet co-ordinator and with Area Sec (Lancs) who leads on cadet engagement.
- (5) Be prepared to support Normandy 75 – Freedom Parade in Nuneaton on 8/9 Jun 19.

f. Fusiliers at E.¹¹ Support the implementation of the Regimental Strategy; contribute to the annual Fusilier Regimental Journal, Monthly Newsletter and digital presence through RHQ; and promote and enhance the Regiment's influence.

Specifically:¹²

- (1) Join a Line of Operation working group to deliver the Strategy; or
- (2) Join an AHQ Strategy Team; or
- (3) Assist an AHQ conduct Regimental duties;¹³ or
- (4) Contribute to fundraising activity; or
- (5) Assist with the management and preservation of Regimental Heritage.
- (6) BPT mentor officers and NCOs at their request.

In order to enhance the reputation and reach of the Regiment.

g. RMAS Regimental Representatives. In conjunction with RHQ:

- (1) Provide the Regimental Selection Board with high quality candidates in sufficient numbers to sustain Regimental demand.
- (2) Inform RHQ of the progress of prospective (sponsored or selected) Fusilier Officer Cadets.
- (3) Nurture and support prospective Fusilier Officer Cadets.
- (4) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (5) The Senior Regimental Representative at RMAS is to nurture and support all Fusilier Permanent Staff.

In order to promote and enhance the Regiment's reputation.

h. ITC(C) and AFC(H) Regimental Representatives.¹⁴

¹⁰ CO Oxford OTC is Lt Col B Walters MBE RRF from Aug 18.

¹¹ There is an expectation that all Warrant Officers and Officers serving at E will contribute to the Regiment. Waivers will only be granted by the Colonel for those in the most demanding appointments.

¹² RHQ will be the focal point for those wishing to assist.

¹³ E.g. Remembrance events, Cadet Forces visits, inspections and camps; engagement opportunities; fundraising.

¹⁴ Including Regimental Shepherds.

- (1) Nurture and support Fusiliers in training.
- (2) Reduce wastage rates of Fusiliers in training.
- (3) Ensure all Fusiliers in training subscribe to Service Days Pay Giving and are aware of the Fusilier Association.
- (4) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (5) The Senior Regimental Representative at ITC(C) and AFC(H) are to nurture and support all Fusilier Permanent Staff.

In order to promote and enhance the Regiment's reputation.

i. Infantry Battle School and the Specialist Weapons School Regimental Representatives.

- (1) Nurture and support Fusiliers attending courses.
- (2) Provide pre-attendance training advice to Fusilier units and subunits.
- (3) Increase Fusilier pass rates and encourage high performance from Fusiliers attending courses.
- (4) Alert Fusilier units and sub units of course vacancies.
- (5) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (6) The Senior Regimental Representative at IBS and SWS are to nurture and support all Fusilier Permanent Staff.

In order to promote and enhance the Regiment's reputation.

j. Regimental Museums.¹⁵ Colonel Heritage, with the assistance of the Chairmen and trustees of each trust, is to preserve our Regimental heritage, specifically:

- (1) Strategic
 - i. Participate and implement Regimental Support Management review findings with ref to MoD funded museums (Bury, London).
 - ii. Provide detailed plan for the future of the Warwick museum based on approved of way forward by Regimental Council and Trustees.
- (2) Present heritage to the Regimental Family
 - i. Host visits by serving, PO, trainee, reserve, cadet and Association Fusiliers.
 - ii. Present out-reach lectures and exhibitions to 1 and 5 RRF
 - iii. .
- (3) Expand local recruiting environment, out-reach activities and relationships
 - i. Develop virtual exhibitions
 - ii. Develop social media representation
 - iii. Establish a "Friends" organisation for each museum
 - iv. Host Local Government events
 - i. Host school and youth organisation visits
 - vi. Develop NC teaching packs
 - vii. Present local out-reach exhibitions
 - viii. Develop local museum partnerships
- (4) Ensure best governance
 - i. Meet all charity legislation standards
 - ii. Maintain Arts Council Accreditation
 - iii. Achieve CIO or Company-by-Guarantee governance status
- (5) Ensure long-term resilience

¹⁵ As at 1 Apr 17 the Fusilier Museum Bury and the Royal Fusilier Tower of London are to be the MoD sponsored museums for the Royal Regiment of Fusiliers.

- i. Achieve long-term security of location tenure for each museum
- ii. Maintain Forward Plans to CC and AC standards
- iii. Review and fund museum collection plans.
- iv. Confirm funding from AMOT and implement digitisation of archives.

In order to promote and enhance the Regiment's reputation.

k. **Headquarters Queens Division.** Is requested to provide Measures of Effect data to each Council meeting iaw Annex C; and notify RHQ on a monthly basis of all Fusilier:

- (1) Recruiting and manning statistics.
- (2) Implement Queen's Division new manning 26A SOP 5 across the Division
- (3) Postings.
- (4) Notice to terminate applications.
- (5) Applications to transfer.
- (6) Notices to commence re-settlement.
- (7) Promotions.
- (8) New appointments.

l. **Band of The Royal Regiment of Fusiliers (V).** As the only badged Fusilier Band but under OPCOM of CAMUS the Band is to:

- (1) Support the Regimental engagement plan as directed by RHQ.
- (2) Actively promote Regimental recruiting literature and social media.
- (3) Promote and enhance the Regiment's reputation.
- (4) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.
- (5) Help develop the musical capability of the Cassino Band of NACF,
- (6) Maintain a Northumberland Piper capability for the Regiment
- (7) Be prepared to support Normandy 75 – Freedom Parade in Nuneaton on 8/9 Jun 19.

In order to promote and enhance the Regiment's reputation.

m. **Band and Corps of Drums (Lancashire).**

- (1) Support the Regimental engagement plan as directed by RHQ.
- (2) Actively promote Regimental recruiting literature and social media.
- (3) Promote and enhance the Regiment's reputation.
- (4) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.

In order to promote and enhance the Regiment's reputation.

n. **Corps of Drums (London).**

- (1) Support the Regimental engagement plan as directed by RHQ.
- (2) Actively promote Regimental recruiting literature and social media.
- (3) Promote and enhance the Regiment's reputation.
- (4) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.

In order to promote and enhance the Regiment's reputation.

o. **Fusilier Association.** The Chairman of the Fusilier Association, in conjunction with RHQ, is to deliver the following outputs:

- (1) Promote active membership of the Fusilier Association through the issue of the Association Card scheme.
- (2) Support the implementation of the Regimental Strategy.
- (3) Support the Regimental engagement and communications plan as requested.
- (4) Fundraise for the Fusilier Aid Society and the Fusilier Fund.
- (5) Inform RHQ and AHQs of employment opportunities for ex-Fusiliers.
- (6) Encourage Association members to join an AHQ Strategy Team or assist with the management and preservation of Regimental Heritage.
- (7) Contribute to the annual Regimental Journal, Monthly Newsletter and digital presence through RHQ.

In order to promote and enhance the Regiment's reputation.

7. Coordinating Instructions.

a. Key timings.

Ser	Date	Event	Remarks
1	25 May 18	Regimental Strategy and Orders re-scrub	
2	01 Oct 18	Submit bids for Regimental resources screening for FY 17/18	
3	NLT 26 Oct 18	Regimental Screening Board FY 17/18	At RHQ
4	By 6 Dec	Area Cols to develop Area Plans to present at Council Meeting	Area Cols
5	6 Dec	Regt Council Meeting	Carol service to fol
6	9 Jun 19	Normandy 75 Nuneaton	RHQ to coord
7	Jun/Jul 19 tbc	Regt Orders	By RHQ

b. **Regimental Committee Structures and Battle Rhythm.** The Regimental Committee Structure and Battle Rhythm is at Annex A.

c. **Re-joiner outreach programme.** First Fusiliers and Fifth Fusiliers are to have established their re-joiner outreach programmes. RHQ is to provide support to the programmes by holding the data of all those who have left Regular and Reserve service. Service leavers are to receive regular correspondence informing them of the unit's activities and details of how to re-join both the Regular Army and the Army Reserve. This correspondence is also to include information about the Fusilier Association and the details of their local branch.

d. **Fusilier Association Membership.** Membership is automatic for all those who are serving and all those who have served in Regular or Reserve Fusilier units and sub units or who have been an attached arm with the Fusiliers. Families of fallen Fusiliers are also automatic members of the Association. Active membership of a specific Branch is discretionary, but is encouraged. Ex-Fusilier cadets¹⁶ are also encouraged to become members of the Association.

e. **Enhancing the Regimental offer.** RHQ has continued to improve the Regimental offer based on the Association card scheme. This will include, as a minimum, sign posting to charity organisations; retirement networking opportunities; dining/luncheon clubs; and promotion of the benefits of Fusilier Association membership.

f. **Promotion.** RHQ is to write on behalf of the Colonel to congratulate all Fusiliers on promotion to WO2, WO1, Capt (LE) and all Majors (DE and LE) and above and on

¹⁶ CCF/ACF, including adult instructors.

conversion of commission. They are also to provide a new Regimental rank slide in the higher rank as a token of congratulations.

g. **Retirement from the Regiment.** RHQ is to write on behalf of the Colonel to all Officers and Warrant Officers prior to their retirement from the Regiment. The letter is to provide information on Fusilier Association benefits and encourage active membership. Both First and Fifth Fusiliers are to notify RHQ of impending retirements of Officers and Warrant Officers serving within the battalions

h. **Regimental database.** The Regimental database has been established (IOC). RHQ will lead with support from the wider Regiment as requested. The Regimental database will be the single source of personal information for all serving and retired Fusiliers. Its purpose is to enhance communications across the Regimental Family.

i. **Cadet/OTC Priorities.** 5RRF are to provide sp to the Fusilier Cadet movement and OTCs in the following priority:

- (1) GMACF, Warwickshire ACF, NACF
- (2) London Sector ACFs (best effort due to resource limitations)
- (3) Castle View Academy CCF
- (4) Northumbria OTC, Birmingham OTC, Oxford OTC and OTRNW.
- (5) All affiliated CCFs

j. **Lines of Operation and Plans.** At the Regimental Council meetings LOO leads are to update the Council on their responsibilities, areas of success and concern in relation to their LOO.

Ser	Title	Responsible
1	Regimental Engagement and Communications Directive	Col Taylor (sp by Col Matthews)
2	Regimental Marketing Directive	Col Matthews
3	Regimental Engagement and Communications Plan	Col Taylor
4	Regimental Financial & Fundraising Plan	RHQ
5	Regimental Heritage Strategy	Col Gorski
6	Regimental Manning Plan	Col Butterfill
7	Regimental MS	Brig Swift
8	Fusilier Association Plan	Fusilier Association Chairman
9	Firm Base – Cadets	Brig Butterwick
10	Area Plans	AHQs

k. **Area Strategy Teams.** Area Colonels are to generate an area strategy team consisting of a mix of serving and retired SNCOs upwards as per Annex A. Support for areas as follows:

- (1) Northumberland: Brig Butterwick and CO Fifth Fusiliers
- (2) Warwickshire: Col Stitt and RHQ staff.
- (3) London: Col Taylor and Maj (Retd) McCarthy.
- (4) Lancashire: Brig Swift and Maj (Retd) Cole.

These teams are to develop the Area Plans on behalf of Area Councils. They are to be refreshed and submitted to the Colonel of the Regiment via RHQ annually in March.

l. **Measures of Effect (MoE).** The Campaign Plan MoE and their associated metrics and targets are at Annex C. Progress in delivering the Campaign Plan is to be reported to the Colonel at the Autumn Regimental Council Meeting using the MoE unless key issues need a decision at the spring Council meeting.

SERVICE SUPPORT

8. **Requests for Regimental resources.** Requests for Regimental resources (funds, estate, personnel) for the next financial year are to be submitted to RHQ by 01 Oct 18. RHQ are to host a screening board prior to the autumn Regimental Council Meeting to scrutinise and programme the requests for resources. The output of this screening will be presented to the Regimental Council for approval. This will inform the development of the Campaign Plan, the supporting plans and directives, and the annual Regimental Op Order.

COMMAND AND SIGNAL

9. **Command and Control (C2).** To be executed in accordance with Ref C. Additionally:

a. **Assistant Area Colonels.** In support of the Area Cols the fol officers are the nominated Assistant Area Colonels

- (1) Northumberland: CO Fifth Fusiliers and tbc.
- (2) Warwickshire: Lt Col Gale and Lt Col Walters
- (3) London: Col Easton and Lt Col Mace.
- (4) Lancashire: Col Gorski and Lt Col Boyd

b. **Regimental Orders.** Regimental orders will be delivered annually as part of a wider Regimental update.

c. **Regimental Committees.** See Annex A.

10. **Engagement and communications.** The Regimental Engagement and Communications Directive describes the outcomes sought from the Regiment's engagement and communications activity. The Regimental Key Messages are at Annex D. They are to be incorporated into all our engagement and communications activity.

P A E NANSON CBE
Maj Gen
Colonel of The Regiment
Annexes:

J W DENNY MBE
Col (Retd)
Regimental Secretary

- A. Regimental Committee Structures and Battle Rhythm.
- B. Measures of Effect.
- C. Regimental Key Messages.

Distribution:¹⁷

Regimental Council
Area HQs
SO1 Queen's Div
CO First Fusiliers
CO Fifth Fusiliers

- OC A (Fusilier) Company
- OC C (City of London Fusiliers) Company
- OC MG PI (Bury)

Fusiliers Association Area Chairmen

¹⁷ RHQ to ensure that all WOs and Offrs at E are provided with a copy of this Op Order.

Affiliated CCF/ACFs and County Comdts & CEO
Fusilier Museums
Minden Band of the Queen's Div
Band of The Royal Regiment of Fusiliers
Corps of Drums (London)
Band and Corps of Drums Lancashire
Senior Fusilier RMAS
Senior Fusilier ITC (Catterick)
Senior Fusilier AFC Harrogate
Senior Fusilier IBS
Senior Fusilier Sp Wpns School
All Fusiliers at E

Info:

Colonel in Chief (through Equerry)
Colonel Infantry

REGIMENTAL COMMITTEE STRUCTURES AND BATTLE RHYTHM

Committee	Purpose	Composition	Timing	Interdependency	Remarks
Regimental Council	Executive decision making	<ul style="list-style-type: none"> • Chair: Col of Regt • Area Cols • COs (First/Fifth Fusiliers) • Offrs responsible for LOOs • Supernumerary Members • RHQ executives 	Twice Annually Spring and Autumn		The autumn meeting will be the Regt AGM
AHQ Strategy Team Meeting	Implement Regt campaign plan within area.	<ul style="list-style-type: none"> •Area Col •Area Sec •Area Association Rep •WO/Offrs @ E 	At least annually	Regt Council	
RHQ-AHQ Conference Call	Back briefing of current and future activity	<ul style="list-style-type: none"> •RHQ, •AHQs, •Reg and Res Units (as reqd) 	Weekly		Co-ord meeting
Manning Steering Committee	To direct Regt Manning <ul style="list-style-type: none"> • Recruiting • Retention 	<ul style="list-style-type: none"> • Col Manning • Regt Adjt • OC RRT • CO 1 and Fifth Fusiliers • BCMO First Fusiliers • ROSO Fifth Fusiliers • CSgt Cormell • OC QD Coy ITC • Regt Shepherd 	At least twice annually (pre Council)	Regt Council	

MS Sub-Committee	Career Management: To ensure the right soldiers and officers are selected into the right posts not realise their potential.	<ul style="list-style-type: none"> • Col of Regt • Col MS • QD SO1 HQ Inf • QD SO2 APC • CO 1RRF • CO 5RRF • Regt Sec 	As reqd but at least twice annually	Regt Council	De-linked from Regt Council meeting
Welfare Sub-Committee	To approve welfare grants	<ul style="list-style-type: none"> • Regt Sec • Asst Regt Sec 	As reqd	FAS Committee	
Fusilier Aid Society (FAS)	Charter: Regt Handbook Chapter 18.	<ul style="list-style-type: none"> • Chair: Brig (Retd) Liles • Col of Regt • Area Cols • Sec: Asst Regt Sec 	Bi annual	Regt Council	
Fusilier Fund (FF)	Trustees to manage the FF funds with governance rules.	<ul style="list-style-type: none"> • Col of Regt • Area Cols • Regt Sec • Asst Regt Sec 	Bi annual	Regt Council	
Regimental Investment Committee Meeting	Assist FAS/FF Trustees in financial coherence	<ul style="list-style-type: none"> • Chair – Clive Hexton • 5 others* • Regt Sec • Asst Regt Sec 	Bi annual	FAS/FF Trustees	Currently: <ul style="list-style-type: none"> • Sir Ian Andrews • Malcolm Johnston • Mark Phelps • Richard Maitland
Regimental Resource Screening	To screen and decide upon Regt spending for next FY	<ul style="list-style-type: none"> • Regt Sec • Asst Regt Sec • Cols of LOOs 	Annual prior to Autumn Regt Council meeting	Regt Council	
Fusilier Association To foster the spirit, comradeship and traditions of the regiment among all ranks, past and present and maintain the Regiment's good name.	<ul style="list-style-type: none"> • Formulate all policy on Fusilier Association matters • Ensure that the activities of all branches of the Fusilier Association are within the spirit of the Charter. • Encourage contact between all parts of the Fusilier Association 	<ul style="list-style-type: none"> • President: Col of Regt • Chairman of Fusilier Association • Sec: Asst Regt Sec • Fusilier Association Area Chairmen • Fusilier Association Branch Chairmen • Co-opted addl members as reqd. 	Annual	Regt Council	Regt Handbook Chapter 19

Cadet Working Group	<ul style="list-style-type: none"> • To better co-ordinate Regt support (manpower) to the ACF and CCF. • Provide Regt financial support to the cadet movement especially the ACF. • Identifying other areas where the Regt could enhance the Cadet experience. • To improve and foster the links (social and professional) between the Cadet Force Adult Volunteer (CAV) and the Regt. 	<ul style="list-style-type: none"> • Chairman – LOO lead ‘Support the Wider Regt Family’ (Brig Butterwick) • CO 5th Fusiliers or Rep • CO 1st Fusiliers or Rep • Regt SME Cadets and Secretary of FCWG – Area Sec Lancs • Regt Sec • Lt Col R Gale (Dep Comdt Warwickshire ACF) 	Bi annual		Before the Regt Council meetings
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MEASURES OF EFFECT

References:

- A. Regimental Campaign Plan 2016-20 dated 20 Jul 16.
- B. [The Queen's Division Standard operating Procedures. Dated 5 Feb 16.](#)

1. **General.** Regimental Measures of Effect (MoE) will be used to judge the success of the Regimental Campaign Plan (Reference A); ultimately, they will be the criteria by which we shall be judged as a Regiment. Targets will be set iaw two guiding principles: to be demonstrably better than those we will be judged against (in order to survive); and to improve our outputs (in order to thrive).
2. **Queen's Division MoE.** The Queen's Division MoE are found in Reference B at SOP 1. They are incorporated into the Regimental MoE below. They will be collated by SO2 Queen's Division and displayed on the Queen's Division MOSS Page. Prior to Regimental Council meetings, SO2 Queen's Division is requested to provide RHQ with a Fusiliers filtered dashboard. The Fusilier component is to be displayed against the Queen's Division and Infantry averages.
3. **Regimental MoE.** The Regimental MoE are below. This is the first year that the Colonel of the Regiment will hold the Regiment to account against its targets. Targets will be reviewed and refined annually to ensure they remain relevant and achievable.

Decisive Condition		Measure of Effect		Metric	Target	Collected by
LoO 1 – Promote and Enhance our Reputation						
DC 1.1	VANGUARD readiness targets achieved and maintained (Jul 16)	MoE 1.1.1	Collective training target	Overall R/A/G awarded on CTC3 and 4 events.	'Green'	Commanding Officers
		MoE 1.1.2	Individual qualifications	% compliance with Mandated Course Trained Personnel DIN .	100%	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.1.3	Equipment availability	% of equipment holdings available for operational deployment.	100%	Commanding Officers
		MoE 1.1.4	ECI/LSI result	Overall R/A/G awarded on ECI/LSI.	'Green'	Commanding Officers

Decisive Condition		Measure of Effect		Metric	Target	Collected by
DC 1.2	Disciplinary and administrative events below Infantry average (Jul 16)	MoE 1.2.1	Administrative action	Number of minor and major AGAI 67 action in rolling 12 month period.	Reduction since last reporting period.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.2.2	Summary Dealing	Number of summary dealing cases in rolling 12 month period.	Reduction since last reporting period.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.2.3	Discharges	Number of discharges in last FY.	Reduction since last reporting period.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.2.4	CDT results	Number of CDT positive cases in last FY. Number of CDT 'abnormal' cases in last FY.	Reduction since last reporting period and below Infantry average.	Commanding Officers and Independent Sub Unit Commanders
DC 1.3	Sporting reputation established and maintained (Jan 17)	MoE 1.3.1	Major sporting title	Army medal winners in a major sport.	≥1 p/a.	Commanding Officers
		MoE 1.3.2	Army squad membership	In at least 1 major sport. % of total Army squad size that is made up of Fusiliers.	≥1% in at least 1 major sport.	Commanding Officers and Independent Sub Unit Commanders
DC 1.4	Performance on career courses exceeds Infantry average (Jan 17)	MoE 1.4.1	Number of distinctions and instructor recommendations	Total number of distinctions and instructor recommendations. Special mention to be given to Top Students.	Increase since last reporting period and above Divisional average.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.4.2	Number of passes	Total number of IBS/SWS career course passes (NCOs only).	Increase since last reporting period and above Divisional average.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.4.3	Number of failures and RTUs	Total number of IBS/SWS career course failures/RTUs (NCOs only).	Decrease since last reporting period and below Divisional average.	Commanding Officers and Independent Sub Unit Commanders
DC 1.5	Deliver and maintain competitive military success (Dec 17)	MoE 1.5.1	Cambrian Patrol gold	Number of Cambrian Patrol medals p/a.	≥1 gold p/a.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.5.2	Operational shooting competition success	Operational shooting competition medal positions.	Brigade and Division winners	Commanding Officers and Independent Sub Unit Commanders

Decisive Condition		Measure of Effect		Metric	Target	Collected by
		MoE 1.5.3	Army shooting team membership	% of total Army shooting team squad that is made up of Fusiliers.	≥1%	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.5.4	Bisley 100	Members of Bisley 100 shots	≥1	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.5.5	International military competition participation	Participation in a challenging international military competition.	≥1 p/a.	Commanding Officers
DC 1.6	Regimental representation in UKSF exceeds Infantry average (Jun 18)	MoE 1.6.1	Volunteers attending selection	Total number attending UKSF selection in a calendar year.	≥10% increase since last reporting period and above Divisional average.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.6.2	Pass rates	Total number passing UKSF selection in a calendar year.	Increase since last reporting period and above Divisional average.	Commanding Officers and Independent Sub Unit Commanders
DC 1.7	Best deployability in the Infantry (Jun 19)	MoE 1.7.1	Med deployability against Infantry average	(MND + MLD)/Total unit strength x 100	10% reduction since last reporting period and below Divisional and Infantry average.	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.7.2	G1 deployability against Infantry average	No. of G1 cases that would preclude deployment/Total unit strength x 100	10% reduction since last reporting period and below Divisional and Infantry average.	Commanding Officers and Independent Sub Unit Commanders
DC 1.8	Full manning achieved across the Regiment (Jan 20)	MoE 1.8.1	Manning against liability	Number of empty PIDs/Total liability x 100	≥100%	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.8.2	Voluntary outflow of officers and soldiers	Number of personnel PVRing/Total liability x 100 in a rolling 12 month period.	Below Div and Inf average ¹⁸ . Inf: <5.7% - offrs <6.2% - sldrs	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.8.3	Cadets into Regiment	Number of former cadets joining the First Fusiliers, Fifth Fusiliers and the Fusilier Reserve Sub Units	Annual increase	Commanding Officers and Independent Sub Unit Commanders

¹⁸ These targets are drawn from the Army Manning Report. They exceed the targets in CFA's Retention Directive as we will be judged against Army standards.

Decisive Condition		Measure of Effect	Metric	Target	Collected by
		MoE 1.8.4 Reserves into First Fusiliers	Number of Reserves joining First Fusiliers	≥ 1 per unit p/a	CO Fifth Fusiliers and Independent Sub Unit Commanders
		MoE 1.8.5 Number of rejoins	Number of voluntary outflow personnel re-integrated into First Fusiliers/Total outflow x 100. In a rolling 12 month period.	> 10%	RHQ
		MoE 1.8.6 Regulars into Reserves	Number of voluntary outflow personnel from First Fusiliers integrated into Fifth Fusiliers/ Total outflow x 100. In a rolling 12 month period.	> 30%	CO First Fusiliers
		MoE 1.8.7 Forecast inflow	By rank: Forecast inflow / Liability gaps x 100. In next 6 month period.	≥100%	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.8.8 ITC(C) & AFC(H) instructor quality	By thirds/rank: Number of instructors in # third/Total number of instructors x 100. In last AR year.	Improvement in quality since last reporting period and above Divisional and Infantry average.	SO2 HQ Queen's Div
		MoE 1.8.9 Ability to meet recruiting targets	% of recruiting target attained in the FY and % of projected achievement by end of current FY.	≥100%	Commanding Officers and Independent Sub Unit Commanders
		MoE 1.8.10 Recruit wastage	Number of Fusilier recruits who failed to pass out/Total number of Fusilier recruits who started courses x 100. In a rolling 12 month period.	Reduction from last reporting period and less than Divisional average	Regt Adjt
		MoE 1.8.12 Quality of PSIs with the Fusilier Reserves	By thirds/rank on First Fusiliers grading conference in last AR year.	Improvement in quality since last reporting period.	CO First Fusiliers
		MoE 1.8.11 Outflow from AFC(H)	Numbers per year	Increase since last reporting period and above Infantry and Divisional average.	Regt Adjt/SO2 HQ Queen's Div
LoO 2 – Promote and Support the Regiment					

Decisive Condition		Measure of Effect		Metric	Target	Collected by
DC 2.1	Standardise image and branding (Dec 18)	MoE 2.1.1	Compliance with Regimental orders	Number of Regimental organisations who are not fully compliant with Regimental orders on branding and image.	Zero	RHQ
DC 2.2	RHQ laydown continuously reviewed iaw Regimental HQ Review work (tba Jul 17)	MoE 2.2.1	Implement findings	New structures in place with appropriate JS.	New structures in place by tgt date (tbc).	RHQ
DC 2.3	Regimental database effective and maintained (Sep 17)	MoE 2.3.1	Details of all serving captured	Total number of serving personnel captured/Total number of serving personnel x 100	100%	RHQ
		MoE 2.3.2	Details of all Fusilier veterans recorded	Total number of veterans recorded/Total number of veterans x 100	Below 50% Red 51- 75% Orange 76 -100% Green	RHQ
		MoE 2.3.3	Details of all engagement targets captured	Total number of engagement targets captured /Total number of engagement targets x 100	As above	RHQ
DC 2.4	Regimental engagement and communications plan effective (Dec 18)	MoE 2.4.1	Number of influence events planned and executed	Total number of influence events planned and executed in FY.	Influence aims achieved (effects based).	RHQ
		MoE 2.4.2	Attendance by Regimental engagement targets	Actual or projected attendance (if the event is in the future)/Planned attendance x 100. For each planned event in the FY.	≥100% for each event.	RHQ
		MoE 2.4.3	Social media hits	Total number of social media hits by site in a rolling 12 month period.	≥100,000 hits per site.	RHQ
		MoE 2.4.4	Local press coverage	Number of (positive) media articles in a rolling 12 month period by Area.	≥2 televised p/a ≥6 print/web p/a	Commanding Officers and Independent Sub Unit Commanders
		MoE 2.4.5	Military media coverage	Number of (positive) military media articles in a rolling 12 month period.	≥4 televised p/a ≥8 print/web p/a	Commanding Officers and Independent Sub Unit Commanders
DC 2.5	Colonel's strategy group effective	MoE 2.5.1	Membership confirmed	Number of engagements.	Aims achieved (effects based).	RHQ

Decisive Condition		Measure of Effect		Metric	Target	Collected by
	(Jun 18)	MoE 2.5.2	Engagement plan established	Number of engagement events attended by target audience.	100% of priority engagement target audience attend ≥1 Regimental engagement event within a 2 year period.	RHQ
LoO 3 – Support the wider Regimental family						
DC 3.1	Support delivered to Regimental family (Jan 17)	MoE 3.1.1	UOTC camps supported	Total number of affiliated UOTC camps supported in a 12 month rolling period.	≥1 per unit p/a.	CO Fifth Fusiliers
		MoE 3.1.2	County ACF camps supported	Total number of county ACF camps supported in a 12 month rolling period.	≥1 per county p/a.	CO Fifth Fusiliers /Colonel Cadets
		MoE 3.1.3	CCF training supported	Total number of CCF training events supported in a 12 month rolling period.	Maintained or increased since last report.	CO Fifth Fusiliers /Colonel Cadets
		MoE 3.1.4	Reserve support to First Fusiliers	Total number of individuals in a 12 month rolling period.	Supply meets demand.	CO Fifth Fusiliers and Independent Sub Unit Commanders
		MoE 3.1.5	Regular support to Reserve units	Total number of individuals in a 12 month rolling period or quantity of major equipment.	Supply meets demand.	CO First Fusiliers
DC 3.2	Regimental events supported fully by the wider Regimental Family (Jun 17)	MoE 3.2.1	Number of Regulars, Reserves, Cadet and Retired Offrs attending the Regtl Dinner and Cocktail Party	Numbers of Offrs from each part of the Regimental Family attending both events.	Sustain or increase.	RHQ London and North
		MoE 3.2.2	Number of Regulars, Reserves, Cadets and Association (ex-serving) attending Area events	Numbers from each part of the Regimental Family attending Area events.	Sustain or increase.	RHQ London and North
		MoE 3.2.3	Number of Regulars, Reserves, Cadets and Association (ex-serving) attending major Regimental events	Numbers from each part of the Regimental Family attending major Regt events.	Sustain or increase.	RHQ London and North

Decisive Condition		Measure of Effect		Metric	Target	Collected by
DC 3.3	Association thriving (Jan 18)	MoE 3.3.1	Increase in Association membership	By Area in each FY: New members in current FY/Current membership x 100	Growth in issue of association membership cards p/a.	RHQ/Colonel Fusilier Association
		MoE 3.3.2	Number of Association members attending events	By Area in each FY: Total number of events held & the total number of Association members attending.	All Association events well attended.	Colonel Fusilier Association
		MoE 3.3.3	Association support to the Regiment	Total number of individuals in a 12 month rolling period.	Supply meets demand.	Colonel Fusilier Association
LoO 4 – Preserve our proud heritage						
DC 4.1	Effective Governance Sustained and Enhanced (Dec 16)	MoE 4.1.1	All museums to establish CIO status	CIO status established	100%	Chair of Museum Trusts
		MoE 4.1.2	Colonel Heritage representation on Boards	All trusts to include Colonel Heritage as Regiment representative on antecedent Museum Boards.	100% (Bury and Warwick complete)	Chair of Museum Trusts
		MoE 4.1.3	Collection audited	Ensure complete collection is audited and recorded on MODES (or equivalent museum database)	Incremental per annum	Chair of Museum Trusts
		MoE 4.1.4	Pension schemes established	Ensure pension scheme is set up for all museum employees in line with government legislation.	100%	Chair of Museum Trusts
		MoE 4.1.5	Governance and Trustees Seminars attended	The Arts Council England & AIM lay on free of charge seminars to advance the knowledge and understanding of trustees.	30% Trustees by end 2016 40% Trustees by end 2018	Chair of Museum Trusts
		MoE 4.1.6	Governance Meeting Established	Chairs of all Regimental Museums to meet annually with Colonel Heritage	100% attendance	Colonel Heritage/Chairs Museum Trusts
DC 4.2	Regimental museums delivering an effective platform for engagement (Jan 18)	MoE 4.2.1	Number of community engagement events held	By museum in each FY: Total number of directed engagement events held/Total number directed x 100	100%	RHQ London and North
		MoE 4.2.2	Number of intellectual/leadership events held	By museum in each FY: Total number of intellectual/leadership events held.	Supply meets demand.	RHQ London and North

Decisive Condition		Measure of Effect		Metric	Target	Collected by
		MoE 4.2.3	Recruiting activity supported	Recruiting material actively promoted. By museum in each FY: Total number of recruiting events supported.	All museums actively promoting recruiting material through all multimedia channels and all requested recruiting events supported.	RHQ London and North
		MoE 4.2.4	Support Association events	Ensure support provided to the Association, particularly on Regimental Days.	100% of events supported.	Trustees
		MoE 4.2.5	Support to local Council	On request, loan items of Regimental collection and ensure Mayor/CEO invited to all events.	95% of requests satisfied.	Trustees
		MoE 4.2.6	Support to other LoO	On request, in particular to recruiting and the Battalions.	100% of requests satisfied.	Chairs Museum Trusts /AHQs
DC 4.3	Collections utilized, archived and expanded (Jun 18)	MoE 4.3.1	Accreditation	Ensure and maintain full accreditation in accordance with Arts Council England guidelines.	100%	Colonel Heritage/ Chairs & Trustees of all Museums
		MoE 4.3.2	Central RRF collection established at Bury	Collection established with all units and sub units providing photographs, nominal rolls and a synopsis of key events annually. All museum requests for equipment and artifacts are serviced.	Collection established by 2018 in time for the half centenary celebrations. Coincide this with the online capabilities.	Colonel Heritage
		MoE 4.3.3	The RRF gallery in the Fusilier Museum Bury redesigned and smaller displays in other museums established	RRF gallery redesigned in Bury and RRF displays established in all other museums.	To coincide with 50 th Anniversary of the Regiment in 2018.	Colonel Heritage
		MoE 4.3.4	Virtual archive growth – Document Digitisation	By museum in each FY: Quantity of material virtually archived, including all artifacts.	≥10% growth p/a.	Colonel Heritage/Museum Chairs & Trustees
		MoE 4.3.5	Virtual archive growth – non-document artifacts	By museum in each FY: Quantity of material virtually archived, including all artifacts.	≥10% growth p/a.	Colonel Heritage/Museum Chairs & Trustees

Decisive Condition		Measure of Effect		Metric	Target	Collected by
		MoE 4.3.6	On line research facility established to exploit revenue generation	Strategy developed for execution (including funding support) and online research facility implemented.	Strategy by end 2016. Full implementation by end 2020. Will need to be tied into MoE 4.3.4	Colonel Heritage & Chairs Museum Trusts
DC 4.4	Regimental museums on a financially sustainable footing and increased market penetration (Jan 20)	MoE 4.4.1	Achieve self-funded status	Each museum to achieve 100% self-funded by Jan 2020.	≥100%	Colonel Heritage/Chairs Museum Trusts
		MoE 4.4.2	Ticketing Income (Bury only)	Increase ticketing revenue by % of annual total. Warwick to consider a move to ticketing.	≥10% growth p/a.	Colonel Heritage
		MoE 4.4.3	Shop Income (Bury, and Alnwick)	Increase shop income in Bury and Alnwick.	≥4% growth p/a.	Chairs Bury & Alnwick Museum Trusts
		MoE 4.4.4	Corporate Income	Increase corporate income in Bury and Warwick.	≥10% growth p/a.	Colonel Heritage
		MoE 4.4.5	Increase Footfall	Increase specific throughput to each museum. In the case of London and Alnwick this needs to be a measure of the throughput in the museum and not overall visitor numbers to ToL or Alnwick Castle.	Increase specific throughput to each museum by 5%.	General Manager Bury, and Chairs London, Warwick and Alnwick Museum Trusts
		MoE 4.4.6	Education and Schools	Increase the frequency of school visits and educational tours in support of the national curriculum.	100% increase.	All Chairs Museum Trusts, and General Manger Bury
		MoE 4.4.7	Education Packs	All museums to develop teaching packages, tailored to Key Stage curriculum needs, for use in Regimental Area schools.	Teaching packages developed by each museum.	All Chairs Museum Trusts, and General Manger Bury
		MoE 4.4.8	Fund raising and sponsorship	Achieve a year on year growth on annual fund raising targets.	≥5% growth p/a.	All Chairs Museum Trusts, and General Manger Bury
		MoE 4.4.9	Friends and Volunteers	Increase the number of Friends and Volunteers supporting the museums.	≥10% growth p/a.	All Chairs Museum Trusts, and General Manger Bury

Decisive Condition		Measure of Effect		Metric	Target	Collected by
		MoE 4.4.10	Develop and implement a strategy and plan to ensure the financial success of the Fusilier Museum Warwickshire	Strategy and Plan to be submitted to the Regimental Council for approval by 30 Mar 17.	30 Mar 17	Colonel Heritage/Chair Warwick Museum Trust
LoO 5 – Maximise our talent						
DC 5.1	Talent managed (Oct 16)	MoE 5.1.1	Officer and soldier talent identified.	COs are to identify officer and soldier talent from Cpl and junior Captain, prior to both being managed by the DAB(O) and DAB(S) respectively. Note: This should go beyond traditional Top, Middle and Bottom thirds and extend to performance and (critically) potential within each officer and soldier CFs.	Regimental talent acknowledged and managed at Divisional level.	Commanding Officers and Independent Sub Unit Commanders
		MoE 5.1.2	Early promotions	Numbers of early promotions (1 st and 2 nd look) by rank each year	Above Divisional and Infantry average.	RHQ
		MoE 5.1.3	Honours and Awards	Numbers of H&A – Op Hons List, QB & NY	Above Divisional and Infantry average.	RHQ
		MoE 5.1.4	Number of ACSC selections	Numbers per year	Above Divisional and Infantry average.	RHQ
		MoE 5.1.5	Officer selection from the ranks	Numbers per year	Above Divisional and Infantry average.	RHQ
		MoE 5.1.6	Army apprenticeship scheme results	Numbers qualified	Above Divisional and Infantry average.	RHQ
DC 5.2	Careers managed (Jan 17)	MoE 5.2.1	Career mapping	All Cpls and above to have a personalised career map, incl relevant education and training; the responsibility for production will be shared by APC and Battalions, dependent upon career stage / rank (as per QD SOPs) and will be shared across APC, RHQ and Battalions for all soldiers and officers (where relevant, i.e. up to junior captains and those staff captains and majors serving at RD) to ensure coherence and consistency	All Cpls and above have a personalised career map by Jan 17.	Commanding Officers and Independent Sub Unit Commanders

Decisive Condition		Measure of Effect		Metric	Target	Collected by
DC 5.3	Targeted appointments filled (Mar 17)	MoE 5.3.1	Identify targeted appointments	RHQ, with sp from APC, identify appointments for offr and soldiers that will be key to achieve influence within Defence and the Army to sp the Colonel's intent to 'survive and thrive'	Appointments identified and endorsed by the Regimental Council.	RHQ
		MoE 5.3.2	Targeted appointments filled	Number of appointments filled / Total number of appointments identified x 100	% of identified appointments filled.	RHQ
		MoE 5.3.3	Number of WTE posts secured	Total number of WTE posts filled by a Regimental officer	Increase since last reporting period and above Divisional cap badge average.	RHQ
		MoE 5.3.3	Number of WO1 posts secured	Total number of WO1 posts filled by a Regimental warrant officer	Increase since last reporting period and above Divisional cap badge average.	RHQ
		MoE 5.3.4	RMAS representation	Total number of CSgt/WO instructors Total number of Officers serving at RMAS	Increase since last reporting period and above Divisional cap badge average.	RHQ
		MoE 5.3.5	IBS representation	Total number of CSgt instructors Total number of Officers serving at IBS	Increase since last reporting period and above Divisional cap badge average.	RHQ
DC 5.4	Mentoring scheme established (Mar 17)	MoE 5.4.1	Take up of mentoring scheme	For all NCOs in ERE appointments and all staff captains and above. By rank: Number participating in scheme / Total number in rank x 100	90% by rank	RHQ
		MoE 5.4.2	Senior mentors 'offered up'	Mentors POC's identified and publicised	100% of OF5s and above available to mentees.	RHQ
DC 5.5	QD SOPs implemented (Mar 17)	MoE 5.5.1	QD battle rhythm adopted.	By rank: Full MS year of promotion and appointment DAB(O) and (S)	DABs complete.	RHQ
		MoE 5.5.2	Divisional and Regimental career management awareness.	New QD SOPs, incl SICS, new Tri-service KSE Framework, refreshed Career Fields (CFs) and the individual's responsibility for career management briefed	All Offrs and NCOs (at RD and at ERE) briefed.	RHQ

Decisive Condition		Measure of Effect		Metric	Target	Collected by
LoO 6 – Finance						
DC 6.1	Financial resource expended effectively (Jun 17)	MoE 6.1.1	Screening established	Adherence to screening protocols	All bids for resources formally submitted and screened. Timelines adhered to.	RHQ
		MoE 6.1.2	Amount contributed to other charities	By charity in each FY: Amount donated	Affordability and return of investment	RHQ
		MoE 6.1.3	Contribution of other charities to Fusilier benevolence	By charity in each FY: Amount donated/Amount of benevolence received back into Fusilier family x 100	Value for money.	RHQ
		MoE 6.1.4	Detailed breakdown of expenditure	Net growth of available funds to re-invest in welfare, morale, and ‘thrive and survive’ activities.	Value for money and sustainable expenditure.	RHQ
DC 6.2	Regimental fundraising plan effective (Jan 18)	MoE 6.2.1	Additional income generated for Fusilier Fund and FAS	In each FY: Income generated in current FY/Total income generated in previous FY x 100	≥2% growth p/a.	RHQ
		MoE 6.2.2	Fundraising targets across the Regiment met	By target in each FY: Fundraising targets met.	≥100%	RHQ

REGIMENTAL KEY MESSAGES

1. The Colonel of the Regiment's Vision is:

A strong Regiment, fully manned and stood ready to meet the challenges of the future. Proud to wear the Hackle, an enduring symbol of professionalism, family and fighting spirit. Forever England's Fusiliers.

2. The current Regimental strapline is: **Once a Fusilier, Always a Fusilier** (OAFAAF). This will be primarily (but not exclusively) be used by the Fusiliers Association and the Regiment where appropriate.

3. The Regimental Marketing team has developed a number of Regimental Straplines. This work is constantly under review but for the first time we have a consensus. The implementation instruction and detail is at Appendix 1 to this Annex.

4. The feedback has also enabled us to refine the Regimental Key Messages. These have been crafted to address our target audiences which include Regular and Reserves Recruiting; affiliated Cadets; our Civic supporters. There is also a 'descriptive' message which contains the factual information about the Regiment.

For our Regular and Reserve Recruiting

Purpose: It doesn't matter where you come from or your background; you'll be joining a Regiment with a reputation for tough soldiering and a distinctive badge.

The Principal message

- The Fusiliers – England's only national infantry regiment
- Recruited from anywhere and especially in our four traditional areas of London, The Midlands, The North West and the North East.
- Respected as tough partners in combat, as no-nonsense soldiers who can, and will, take on any challenge
- We only select on merit, not location or background. We are classless
- The Fusilier family is renowned for our strong bonds and lifelong support – a real brotherhood
- We don't favour one or two sports – we encourage them all
- Our red and white hackle distinguishes us from the rest of the Army

Supplementary information

- A Fusilier career offers you the challenge of serving as proud, professional infantry officers and soldiers. We look for motivated and talented volunteers from all communities across England and the wider UK – we are known to be inclusive and diverse

- A Fusilier is a combat infantryman. The Regiment delivers professional soldiers on operations or in training. But modern soldiering demands you are mentally and physically agile – and we'll help you get there
- We will actively help you to improve your education and to gain vocational qualifications that will prove useful outside of the Army; we aim to allow you to reach your full potential
- We train hard to build strong teams who are fit and courageous. But we also play hard, fielding successful teams in football, rugby, boxing, cross-country, and other team and individual sports. You'll also have the chance to travel, taking part in Regimental and Army overseas adventurous training expeditions

For our Fusilier Affiliated Cadets

Purpose: Tell your friends that you are part of an Infantry regiment with a solid reputation, a long history, a real family brotherhood and a badge that makes you stand out.

The Principal message

- You are part of the Fusilier family and wear the hackle to show it
- Renowned for our infantry experience across the decades, whether in armour or on foot. Others regard us as tough combat partners, with a ready-for-anything, no-nonsense attitude
- We have 50 years of unbroken service, plus the 330 years' service from our previous regiments
- We recruit quality officers and soldiers from across England and wider UK, and have particularly strong roots in London, the Midlands, the North West, and the North East
- The Fusiliers have two Battalions: one in armoured vehicles and one as foot soldiers
- We have a very strong family spirit – it starts when joining the Regiment and it's lifelong. As a Cadet, you are part of this family

Supplementary information

- Our Cadet Forces are 9 x CCFs and the ACFs of **Northumbria Warwickshire and West Midlands (South Sector), Greater London and Greater Manchester**. The detailed list is at <http://thefusiliers.org/affiliated-cadets/>

For our Civic Supporters

[Defined as local and national businesses, government bodies, the media and our regimental supporters].

Purpose: We have served the country well for over 330 years, recruiting from across England. We have a strong family ethos and provide lifelong support to those who have served.

The Principal message

- Our service to the country goes back over 300 years, with the modern regiment now 50 years old.
- We are proud to be a classless Regiment, selecting only on merit, not location or background.
- The Fusiliers are the only English Infantry Regiment who recruit nationally, with strong links to our historic areas: London, the Midlands, the North West, and the North East
- Since 1968, Fusiliers have seen service across the world, from Northern Ireland Cyprus and the Balkans, to Iraq and Afghanistan
- We now have two Battalions, one Armoured Infantry, one Light Role, (i.e. traditional foot soldiering)
- We are respected for our tough and no-nonsense approach to soldiering
- We have a strong family spirit that gives lifelong support – once you are a Fusilier, you are always a Fusilier
- Our red and white hackle marks us out from the rest of the Army

Supplementary information

- The Fusiliers are a large family. Once you have been a Fusilier, you are always one – you never leave. The Regiment looks after, and looks out for, the Fusilier Family, providing lifelong support
- We run two charities: the Fusilier Fund and the Fusilier Aid Society. They enhance and support the lives of the Fusilier Family. These funds support Fusiliers injured on operations and the families of those killed. But they also improve the day-to-day lives of Fusiliers serving in our Regular battalion, Reserve forces and Cadets
- The Fusilier Association is the principal way veterans maintain their links to the Regiment and equally the mechanism through which the Regiment cares for its veterans

Factual information about the Regiment

The Modern Regiment.

- England's Fusiliers consist of a Regular Battalion based near Salisbury Plain, a Reserve Battalion in the North-East, Reserve companies in London and the Midlands, and a platoon in Bury. We also have nationwide Fusilier-affiliated Cadet Forces and our Regimental Association has a strong presence in our four principal recruiting areas.
- 1st Fusiliers is an Armoured Infantry Battalion equipped with the Warrior Infantry Fighting Vehicle. They have served with distinction in Northern Ireland, the Balkans, Iraq and Afghanistan, and are now held at high readiness to deploy on operations as part of the Army's primary warfighting force.
- 5th Fusiliers, based around Newcastle, is a Reserve Battalion and part of 3 (UK) Div. They, and all the Fusiliers Reserve sub-units, are prepared to augment First

Fusiliers for operations. Fifth Fusiliers are well equipped and train in the UK and overseas as professional combat infantry.

Fusilier History

- The modern Regiment formed on St George's Day 1968. It has a proud heritage, most obviously represented in the red and white Hackle worn by all Fusiliers in their berets
- Each former regiment has an exceptional place in military history, from the Royal Northumberland Fusiliers winning of the Hackle at the battle of St Lucia, to the Lancashire Fusiliers winning 6 Victoria Crosses at Gallipoli
- The Royal Warwickshire Regiment led the way on D-Day, while the Royal Fusiliers counter attack at Albuhera in 1811 undoubtedly saved Wellington's campaign in Spain against Napoleon
- The Kent Branch of the Royal Family have been linked to the Regiment for over 300 years and HRH Field Marshal The Duke of Kent KG is the Regimental Colonel-in-Chief
- The Regiment has fought with distinction throughout its history and the Regiment's hard-fought battle honours are emblazoned on the Regimental Colours that are proudly displayed and paraded on Regimental days
- All four of our founding regiments fought in WW1, raising 196 battalions between them. Fusiliers were represented in every major campaign in WW1
- In WWII, all four regiments took part in some of the most difficult operations of that period, from the Lancashire Fusiliers operating as Chindits against the Japanese in Burma, to the Royal Warwickshire Regiment's D-Day landing, and the Royal Northumberland Fusiliers and Royal Fusiliers fighting in North Africa and Italy
- After WWII, the Royal Northumberland Fusiliers and Royal Fusiliers fought in Korea, and all four regiments saw service in one of the many trouble spots around the world from Malaya to Kenya
- Since the formation of the Royal Regiment of Fusiliers in 1968, the Fusiliers have seen service across the world in countries as diverse as Northern Ireland and Cyprus. More recently, the Regiment fought to liberate Kuwait in 1991, served in Bosnia and Kosovo, and since 11 September 2001 has served multiple tours in Iraq, including the invasion in 2003, and Afghanistan
- This proud heritage is remembered in many different ways, not least through our exceptional museums and the activities of the Fusilier Association