

**LORD MAYOR-ELECT DAVID WOOTTON'S BRIEFING POINTS READOUT – NOV 2011**

<b><u>LM-E's summary</u></b>	<b><u>Committee response</u></b>
(a)	(b)
<p>1. <u>The need to "reconnect" the Reserves to the public</u></p> <p>The Reserves had in recent years fallen in numbers and capability, with the result that the last government wanted to place more reliance on Regulars. Faced with the need for expenditure cuts, however, the new government wanted to cut the Regulars and invest more in the Reserves. Sam Evans is sending me the Executive Summary of the FA20 Review. The audiences are current and potential Reservists, and employers of Reservists. The best approach with City businesses would be to persuade them to recognise service in the Reserves as part of the CSR programme in the same way that pro bono legal work and community projects are. There are issues relating to:</p> <ul style="list-style-type: none"> <li>• leave of absence</li> <li>• pay and promotion prospects</li> <li>• and both employee and employer anticipation of those issues.</li> <li>• The Reservists want anti-discrimination legislation extended to cover reserve service so that an employer cannot discriminate against an employee, or potential employee, on the grounds of his or her current or potential Reserve service, the same way as currently applies in relation to gender, race, religion, etc.</li> </ul> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>Royal Assent to Armed Forces Bill 2011 granted on 3 Nov 11. This will allow mobilisation for matters of national importance.</p>	<p>The Employer target audience should be divided into two; large companies and organisations, and SMEs as the message will be subtly different for both.</p> <p><u>Large organisations</u></p> <p>These have more flexibility not only to absorb the time lost to the company by Reservists' absences, by re-deploying capacity from within the organisation, but they are also more likely to have established and sophisticated CSR/pro bono programmes and employee rights policies. Where these do not exist to cover Reservists companies should be encouraged to expand/enhance their policies to provide a fair and transparent system which is readily understood by all staff.</p> <p>The issues raised by the LM-E are:</p> <p><u>Leave of absence.</u> This will comprise either:</p> <ol style="list-style-type: none"> <li>a. Long term (9-12 months) deployment. This could be treated in the same way as maternity/paternity leave or a sabbatical. <i>Discussion: The company will have the benefit of having the Reservist off the payroll for the duration.</i></li> <li>b. annual training 'camps', typically 2 weeks. There is flexibility in how to treat this: either as 'pro bono' work or by giving the Reservist a mixture of paid/unpaid extra leave or by 'topping up' the Reserve pay to the level of civilian pay for the period. <i>Discussion: There may be issues with other employees who have 'hobbies' which they believe are equally meritorious, e.g. Scout leaders, retained firemen, volunteer police, etc. A policy will need to cater for their needs/expectations.</i></li> </ol> <p><u>Pay and promotion prospects.</u></p> <p>Most large companies have policies on pay, bonuses and promotion that are largely merit-based. Reservists should be given credit for the personal skills such as leadership, management and teamwork which they acquire through their Reserve service. Equally, colleagues should be given credit for a willingness to shoulder extra work whilst a Reservist is away.</p> <p><i>Discussion: Clear guidelines will reduce the tensions between Reservists and their colleagues with this thorny subject.</i></p>

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	<p><u>What is in it for us?</u></p> <ul style="list-style-type: none"> <li>a. Reservists are an important part of the total force mix in Defence and will become more so. Their existence has meant that the UK has not had National Service as in other countries and which is so damaging to careers and industry. They provide a ready trained 'back up' for interventions as well as niche military skills which it is uneconomic to hold in the Regular Forces. This helps to make Defence affordable on the scale to which the UK aspires. <i>Discussion: Reservists were used extensively in the Libya campaign; they provide an enduring capability in counter-piracy operations and in force protection in the Northern Arabian Gulf.</i></li> <li>b. Equally important, Reservists also bring a mixture of military and civilian skills to stabilisation and reconstruction efforts. They return to their civilian workplace with a valuable, broadened experience which benefits the employer.</li> <li>c. The UK regularly 'punches above its weight' in world affairs which would nowadays be impossible without calling on Reservists to augment the Regulars. This gives UK plc a unique opportunity to win contracts in the post-conflict phases in countries where our intervention results in a benign approach. Libya is a good example. <i>Discussion: Why should we spend a lot of money in training our key employees only for Defence to snap them up when they feel like it? Fair point. It is acknowledged that the outputs are not directly measurable in terms of the bottom line but the above points are worthy ones.</i></li> </ul> <p><u>SMEs</u></p> <p>These comprise a huge variety in terms of size and type but most share a common problem in that the Reserve activities of key employees can have a disproportionate effect on the efficiency of their organisation.</p> <ul style="list-style-type: none"> <li>a. <u>Leave of absence.</u> A lengthy deployment is likely to have the most serious effect, especially if the Reservist has key skills or it is a busy time of the year. Immovable periods of absence for annual camp can cause similar problems. Paid leave can put a burden on finances. <i>Discussion: A deployed Reservist can be retained as part of the workforce without cost, in terms of salary, to the employer. Any employer who claims that absence will have a severe impact on his business should consider what procedures he has in place if the</i></li> </ul>

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	<p><i>employee changed jobs or became long term sick.</i></p> <p>b. <u>Pay and promotion</u>. Again, more difficult for SMEs, whose approach is likely to be more flexible and varied. Certain organisations will place more value on leadership, etc., skills than others, and this might affect their decisions on pay, etc.</p> <p>c. What is in it for us?</p> <p>i. Defence will develop, at no cost to the employer, a Reservists' leadership, management and teamwork skills and in some cases useful technical skills (e.g. media handling/driving).</p> <p>ii. Most Reservists will acquire First Aid qualifications which help the employer fulfil H&amp;S requirements at no cost.</p> <p>iii. Reservists tend to be better organised/motivated/self-disciplined/pro-active/'go-getters'. They develop useful networks and contacts within their Units.</p> <p><u>Overarching support</u></p> <p>SaBRE (Supporting Britain's Employers and Reservists) is the MOD organisation that exists to bridge the gap between employers and their Reservists. They provide advice as well financial support, within certain limits, to companies whose Reservists have been mobilised for service. This financial support includes:</p> <p>a. Employers can recover the full costs incurred if an employee is mobilised for full-time service. This includes expenses incurred such as agency fees, costs of advertising for cover, overtime payments, or higher salary rates for temporary staff and retraining costs when the Reservist returns for Service. This is capped at £110 a day.</p> <p>b. There is no obligation for employers to pay Reservists anything while they are mobilised. Alongside the changes to financial support for employers, new arrangements have recently been made to the financial assistance for Reservists while they are mobilised. A Reservist's civilian earnings will be matched up to a maximum of £200k (or £300k for some medical specialists).</p> <p>c. A Reservist who is called out is entitled to remain a member of his or her occupational pension scheme. In such cases, the MOD will pay the employer's pension contribution, provided the individual continues to pay the employee's element.</p>

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	<p><u>Communication and involvement</u></p> <p>Companies must never forget that their employee remains just that when he is deployed on operations; he (or she) will want to hear from his employer and to know what is going on in the business. The regimental welfare network will also be keen to establish contact with the firm and keep them in touch with the operational side. Both of them should look forward to welcoming him home when he returns.</p> <p><u>Lastly</u></p> <p>Many of the large countries with which we do business also have Reserve Forces, particularly Commonwealth countries such as Australia, NZ and Canada, as well as the US. There are also some European countries that have Reserves. For some businesses, supporting Reservists could be a theme which chimes with trading partners.</p>
<p>2. Alastair Bruce urged me to mention the Reserves at every opportunity. We need to develop the arguments so that all objections are countered. The argument that the Reservists are doing brave/dangerous/valuable work isn't enough by itself, nor, in my view, is Mike Dudgeon's argument that Reserve service makes someone a better employee on his/her return: these are good arguments but not conclusive, on their own. There need to be other arguments:</p> <ul style="list-style-type: none"> <li>• <u>Economic</u>: the UK defence equipment industry is strongly related to the strength of UK defence forces; if we cease to have strong and up-to-date military capability, our industry will lack domestic customers and thus domestic research and development capabilities.</li> <li>• <u>Political</u>: our global political influence is related to our military capability and willingness to take on engagements; this might weaken if we were less capable or active, e.g. UN Security Council Seat.</li> <li>• <u>Trade protection</u>: our ability, if necessary, to protect shipping; currently we have only 19 frigates and destroyers. This point is quite separate from capability on military matters, e.g. Libya, the Falklands.</li> <li>• <u>Skills</u>: modern military engagements develop skills and technologies relevant to civilian life, e.g. cyber warfare (e.g. anti-GPS jamming), surgery.</li> <li>• <u>Education</u>: membership of cadet units brings young people back into education.</li> </ul>	<p>Many of the above arguments hold true here.</p> <ul style="list-style-type: none"> <li>• <u>Economic</u>: this case is not just defence-related but applicable across a number of industrial sectors and includes the sub-contracting elements as well. A Reserve that is 'ready for use' in new areas of operation must have both the equipment and the opportunity to train in its use.</li> <li>• <u>Political</u>: agreed. See also the 'punching above its weight' economic argument on page 2. The UK retains its influence because it is prepared to 'get involved'; it must continue to retain this ability and to develop it to meet new challenges at short notice.</li> <li>• <u>Trade protection</u>: equally important is the ability to survive if fuel or power supplies are interrupted. Security of provision will demand more than just sabre rattling.</li> <li>• <u>Skills</u>: this is a two-way exchange. LM-E's examples provide the justification for the Defence and Security lecture recommended below.</li> <li>• <u>Education</u>: but developing a sense of purpose and social responsibility is, perhaps, even more important, particularly if it gives young people the ability to avoid the peer pressure to join a gang or from straying into crime.</li> </ul>

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<p>3. <u>The RFCA are very keen that we should maintain the climate for the continuation of the two City grants</u>, the £42,000 per annum given for welfare, historically by Finance Grants but being moved to P&amp;R, renewable in 2013 so that discussions will take place in 2012, and the £4,500 Trophy Tax from City Funds to the Lieutenancy. Mention was made of Officer Cadet Harry Whitworth who died on a parachute exercise and the mental health issues faced by Reservists returning from active service.</p>	<p>The Finance Committee may challenge this grant (again) – the chairman of the Finance Committee sat next to CE GL RFCA at the Lighting-Up Dinner and questioned the need for this money. The two greatest counter arguments are that all the infrastructure support for City units comes from GL RFCA and that the City Secretary's manpower cost also falls to GL RFCA. Military involvement in local authorities' Armed Forces Week is pulled together for the City Corporation by the City Secretary, who is also the Pageantmaster's focal point for the military involvement in the Lord Mayor's Show and the arrangements for Remembrance Sunday in the City.</p> <p>Mobilised Reservists are entitled to the same level of medical support on return from operations as their Regular counterparts; this includes access to mental health facilities under the NHS Armed Forces Mental Health Network.</p>
<p>4. <u>A Mansion House Reception for returned Reservists and their families and/or their employers</u>. This had been done for the first time in 2011 and Fiona Woolf had said that she would do it again in 2014. Peter Willis did not want to endanger the success of repeat events by making them too regular. I said that I was willing to hold one that worked. It was agreed that thought would be given to a series of receptions which would transition from a straightforward "thank you" to returned Reservists to greater involvement of families and employers (e.g. by giving the "other half" and the employer a copy of the Reservist's service medal) and introducing returned Reservists to the forms of help they were very well skilled to give in civilian life, an example of which being assisting communities recover from riots.</p>	<p>There were no employers at the March Reception as the intention was to concentrate on the Reservists and their partners. Including employers would bring to a wider audience the sense of sacrifice and commitment, of both the Reservist and his employer, as well as giving both a feeling of belonging to a special group for whom the Corporation is genuinely supportive.</p> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>To be for Reserves and Employers for Defence.</p>
<p>5. <u>Annual Defence and Security lecture</u></p> <p>Developing the lecture earlier in the year by General Lamb into an annual lecture on defence-related matters. Mike Dudgeon said that he was interested in looking at this being done through Gresham College.</p>	<p>This lecture, perhaps alternating with Gresham College's Peter Nailor Memorial Lecture on Defence, offers the LM the opportunity to stamp his mark on the contribution that defence and Reserves can make to the City and business.</p> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>To be known as the Lord Mayor's Defence Lecture.</p>
<p>6. <u>Dinner invitations for Reservists</u></p> <p>The other request which was made was that a number of returned Reservists should be allocated tickets at Guildhall/Mansion House dinners, at which they would be placed amongst the guests so as to get the message across to a wider public. This may not be easy but I will look into it.</p>	<p>This should be simple to achieve if the City Secretary is used as the 'audience generator'. An extra 4 weeks' notice of the number required and the form of dress (probably Mess Dress) is all that is needed. Close liaison with Asst Remembrancer (Ceremonial) and the Mansion House Events Team should be all that is required.</p>

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7. 28 Livery Companies still have no Cadet links	<p>The LM's address to the Masters and Clerks will provide an opportunity to chivvy any reluctant Companies. The link does not necessarily have to mean financial support; a carpet guard instead of a 'best cadet' prize is equally valued. Fostering links between State school CCFs and the other cadet organisations (Sea Cadets, Army Cadet Force, Air Training Corps) would rub off well on the Livery Companies.</p> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>To be followed up by a letter the next day from the City Chairman.</p>
8. The Cadet side want a Guildhall event to help recruit adult cadet leaders	<p>Shortage of adult Cadet Instructors is the biggest limiting factor to growing the cadet force. Paul Double has suggested to Lt Col Barry Paddison, who is responsible for cadets in GL RFCA, that this is something he would be very keen to do for cadets.</p> <p><u>Comment by LM-E at meeting with LM-E on 10 Nov 11.</u></p> <p>Remembrancer's lead rather than the LM's.</p>
9. The RFCA are willing to provide briefings on request.	
10. The RFCA want their usual AGM in Mansion House.	This would precede the Defence and Security lecture.
11. The Privileged Regiments would be ready to play a part in the Diamond Jubilee, as street-liners, marshals at St. Pauls, guard of honour or otherwise. I will talk to Dominic Reid about possibilities.	<p>The lead on this will probably lie with the Defence Services Secretary, currently Air Vice-Marshal The Hon David Murray.</p> <p><u>Comment by LM-E and Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>An approach to the Palace from the LM and/or Remembrancer likely to be quicker and more successful.</p>
12. Alastair Bruce will consult his colleagues and come back to me with proposals for all three of these matters (reception, lecture, Jubilee) and he and I will meet to discuss the proposals in the week beginning 7 November.	