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From: CDS/PSO
Sent: 19 January 2004 12:19
To: MIN(AF)-MA/Personal; SOFS-Private Office; PS/PUS
Subject: COPY OF SHORT NOTICE ADVICE OFFERED TO PS/SOFS LATE 15 Jan FOR am 16 JAN RADIO

Please see attached, which was offered at short notice to PS/SofS for am 16 radio interview.

PSO



Doc1.doc

20040119_CDS_Min-AF-Brief-for-Radio-interview

NOTES ON READINESS FOR OP TELIC

Background

In preparation for battle, commanding officers inform their brigade commanders that they are ready. Brigade commanders then inform their divisional commanders that they are ready and so on up the chain. The various facets of readiness (divided into Personnel, Equipment, Sustainability and C2) are reported through various routes.

Finally, the Chiefs of Staff make a considered judgement, reflecting their access to wider considerations as well as the advice of their military commanders in the field, that the Secretary of State, through CDS can be informed that the military are ready to conduct operations.

On 12 Mar, The Chief of Joint Operations informed the Chiefs of Staff that all UK forces would be at Full Operating Capability by 19 Mar.

On 19 Mar, at the morning Operational COS on 19 Mar, with the other units at FOC, CJO reported 7 Bde as:

Personnel:	Green
Equipment	Green/Amber
Sustainability:	Green
Command & Control:	Green

The Amber in equipment was based on the final fit of armour to tanks. CJO said that there was slight delay due to up-armouring 7 Bde's tanks, with FOC on 20th.

There was no shortfall reported to Chiefs of Staff in body armour in 7Bde.

At the Ministerial Update in the COS Conference Room on 19 Mar CDS said to the Secretary of State: "The plan is ready to go".

Lines to take

War is not risk-free. At every level, risk is considered, whether it is at platoon level, or at the highest levels of the Ministry of Defence.

Risk relates to the expected performance of people in war, the quality of their preparation, their training, their equipment, their integration with allies, and the nature of the plan. And environmental factors can play a big part too.

The Chiefs of Staff take full responsibility for the advice they offer. It is their job. Without undermining the chain of command, they have to assure themselves that the commanders in the field are satisfied that they are ready to go.

At the Ministerial Update on 19 Mar, the CDS said to the Secretary of State: "The plan is ready to go".

