FORTUNA

AUDENTIS

IUVAT

Allied Rapid Reaction Corps

Forged (tr.) adj 1. shaped (metal) by heating and hammering. 2. (tr.) formed, made or fashioned (objects, etc.).

Honed (tr.) adj sharpened or polished.

Ready adj 1. in a state of completion or preparedness, as for use or action. 2. willing or eager. 3. prompt or rapid.

COMARRC's Vision

Headquarters Allied Rapid Reaction Corps (HQ ARRC) is a highly capable multinational, operational headquarters, fully ready for rapid deployment worldwide within five to thirty days, with dedicated and integrated support to sustain and protect the headquarters once deployed. HQ ARRC maintains the flexibility to meet the operational requirements of a dynamic strategic environment in command of a Corps, Land Component, or Combined Joint Force Land Component. The HQ combines an expeditionary ethos and overriding operational focus, with a commitment to continuous capability development in order to maintain its position as NATO's deployable HQ of first choice.

COMARRC's View

HQ ARRC has gained a reputation for delivering success in difficult and complex political and military circumstances. It was at the forefront of change as the first of NATO's High Readiness Force (Land) (HRF(L)) HQs. Today, the HQ continues to set the pace of change as NATO transforms its military capability to meet the demands of a dynamic strategic environment.

The Prague Summit Declaration of 2002, identified the NATO Response Force (NRF) as the key catalyst for NATO transformation. NATO's leadership of the International Security Assistance Force (ISAF) in Afghanistan has arguably become the new catalyst for alliance transformation. The ARRC, as framework headquarters for ISAF throughout the period of ISAF expansion across Afghanistan in 2006, has remained at the vanguard of this dynamic change. As the NATO force structure evolves to meet the challenges of the modern operating environment the ARRC will continue to remain at the forefront.

Multinational by design, HQ ARRC is an organisation with committed, confident and experienced staff working in a cohesive and structured team and using well-developed doctrine for higher tactical Corps level operations as well as combined joint operations at the Land Component level. The Headquarters has an in-place support structure with state-of-the art equipment both for training and operations. The fully digitized headquarters maintains a complete range of dedicated communications and information technology equipment and expertise and in 2007 commenced trials for the latest CIS systems to be introduced from 2008. Well practiced, the HQ undertakes a demanding training schedule dealing with the full operational spectrum up to and including high intensity warfighting utilising the complete range of modern weaponry.

The net results are procedures in place and equipment at high states of readiness, and an ability to deploy rapidly for crisis response operations, collective defence, or for an NRF Mission. The ARRC can deliver exceptional combat power, as it is able to draw extensive combat capability from the most powerful, professional and able armies in the world. It has the skills and procedures to deliver a military capability greater than the sum of the parts. Most of all, it is a dynamic organisation with an ethos of flexibility and adaptability based on confidence, experience and training, determined to demonstrate Alliance solidarity right from the outset and to deliver success.

The flexibility of HQ ARRC means that it is a headquarters for any mission, maintaining genuine high readiness through its training and exercise programme. Its expeditionary nature, coupled with a modular approach to command post design, ensures that it can deploy across the spectrum of operations from warfighting to peace support operations. Building on past operational success and with a clear vision for the future, the ARRC is exceptionally well placed to meet all NATO's current and future requirements for a HRF(L) HQ.

MISSION

"HQ ARRC, as a High Readiness Force (Land) HQ, is to be prepared to deploy under NATO, EU, coalition or national auspices to a designated area, to undertake combined and joint operations across the operational spectrum as:

• a Corps HQ,
• a Land Component Command HQ,
• Land Component Command in command of the NATO Response Force,
• a Combined Joint Force Land Component Command HQ for land-centric operations,

in order to support crisis management options or the sustainment of extant operations."

OVERVIEW

The ARRC was born out of NATO's Strategic Concept, endorsed at the Rome Summit in 1991, and activated in Bielefeld, Germany the following year. For over a decade, HQ ARRC was NATO's only high readiness corps headquarters - the Land formation of choice in the alliance of choice. But that situation has changed. As a result of the ARRC's success six more HRF(L) HQs have been created.

Currently the ARRC consists of a standing headquarters and beneath it four assigned divisions, a number of independent brigades as well as corps troops from which the required force package for a particular mission can be chosen. There are also additional division and brigade size forces assigned for training purposes.

COMARRC exercises co-ordinating authority over the assigned formations in peace, which enables him and his staff to maintain a continual liaison with divisional commanders and their staffs. HQ ARRC trains and conducts operations with elements and capabilities from across the Alliance, demonstrating military capability and political will from the outset.

Under the direct command of Supreme Allied Command Europe (SACEUR), HQ ARRC is at a permanent state of high readiness. HQ ARRC is trained and is prepared to deploy anywhere as the NATO spearhead.

Forged on Operations

On 20 December 1995 following the Dayton Peace Accord, HQ ARRC deployed to Bosnia Herzegovina to assume command of the Land Component of the NATO-led Peace Implementation Force (IFOR) for Operation Joint Endeavor, NATO's first operational deployment. HQ ARRC had spent the previous two years conducting contingency planning for a possible operational deployment to Bosnia and was to spend all of 1996 deployed in Sarajevo commanding a multinational three-divisional force which, at its peak, consisted of some 55,000 troops from 35 nations.

The HQ ARRC mission was to:
"On order, COMARRC is to assume command of the area of operations (AO) of Bosnia- Herzegovina (B-H) and complete the military tasks of the peace agreement as defined by the North Atlantic Council (NAC). He is to control and secure the withdrawal of the United Nations (UN) forces not transferred to the IFOR. He is to be prepared to execute the emergency withdrawal of UN forces."

Throughout 1998 and early 1999, HQ ARRC focused increasingly on the deteriorating situation in Kosovo. Reconnaissance and planning effort covered a broad spectrum of options ranging from a two-corps forced entry to a reinforced peacekeeping division commanded by COMARRC as Commander Kosovo Force (COMKFOR) for Operation Joint Guardian.

In February 1999 initial elements of HQ ARRC deployed to the Former Yugoslav Republic of Macedonia (Turkey reconizes the Republic of Macedonia by its constitutional name) with the rest of the Headquarters following in March. After intense diplomatic negotiations,

UNSCR 1244 and the subsequent signing of the Military Technical Agreement (MTA) enabled KFOR to deploy into Kosovo.

The KFOR mission was to:
"To establish and maintain a secure environment, including public safety and order; monitor, verify and, where necessary, enforce compliance with the MTA and Kosovo Liberation Army (KLA) Undertaking; and provide assistance to the United Nations Mission in Kosovo including core civil functions until transferred."

In March 2006 HQ ARRC Group deployed to Afghanistan to form the nucleus of HQ International Security Assistance Force (ISAF) IX. ISAF is the most significant and demanding operation in NATO's history. Much of the success of ISAF IX can be attributed to the professionalism and determination of those serving within the HQ ARRC Group. The HQ ISAF IX mission was to:
"Conduct military operations in the assigned Joint Operational Area, in support of Afghan National Security

Forces and in coordination with Coalition Forces, and in accordance with the relevant international accords to assist the Government of Afghanistan to extend and maintain authority."

During HQ ISAF IX's nine months tenure in Afghanistan, the ISAF Area of Operations was doubled in size to encompass the whole country and ISAF troop numbers grew from 9,500 to more than 35,000. This was a period of intense activity, with continuous and growing ISAF engagement in the political, military, security, humanitarian and developmental fields at local, regional and occasionally international levels. Following the expansion into the volatile Regions South and East, ISAF forces were involved in significant and decisive combat operations against Taliban insurgents. Although combat operations in the South and East were, and continue, to capture the majority of headlines, HQ ISAF IX focused efforts across all lines of operation to ensure the coherence and synchronisation of regional and national operations in the fight against the insurgency. Much work was undertaken to reinforce the relationship with the Government of Afghanistan with COMARRC, in his role as COMISAF, becoming an active member of the Afghan Presidential Advisory Group. Also, with the expansion of the ISAF area of operations, ISAF forces shared for the first time a common border with Pakistan and HQ ISAF IX was active in strengthening the links with this critical ally. Whilst NATO's engagement in Afghanistan will clearly continue in the future, HQ ARRC was able to establish the framework and lay the foundation for long term programmes.

HQ ARRC spent 12 months in Bosnia, eight months in FYROM and Kosovo, most recently nine months in Afghanistan, and many more months in its peacetime location planning and preparing for these missions. Although the earlier missions were, on the day, peacekeeping, it was the Headquarters' warfighting capability that underpinned the credibility of the ARRC during these deployments. In Afghanistan the ARRC demonstrated its combat credentials but also showed that it understood and could put into practice a nuanced campaign that counter-insurgency requires. Since its return from Afghanistan, HQ ARRC has implemented a demanding training and exercise schedule and is ready again for operations.

Headquarters Structure

HQ ARRC is located in Rheindahlen, Germany with a peacetime establishment of more than 400 personnel. It is fully multinational with staff from 16 contributing nations (Canada, the Czech Republic, France, Denmark, Germany, Greece, Hungary, Italy, the Netherlands, Norway, Poland, Portugal, Spain, Turkey, the United Kingdom and the United States).

The HQ ARRC operational organisation consists of a central staff, three general staff divisions and two specialist staff divisions. The Commander (COMARRC) and Chief of Staff (COSARRC) will always be UK 3* and 2* generals and the Deputy Commander (DCOMARRC) is an Italian 2* general. The other appointments are officially flagged to and filled by the contributing nations. Any amendment to the establishment is open to negotiation at the annual meeting of the plenary which representatives attend from all the MOU signatories.

HQ ARRC, its activities and its personnel are funded by four main sources:

The UK funds all its Framework Nation responsibilities, both capital and running costs, as specified in the HQ ARRC Memorandum of Understanding (MOU).

The other nations contribute to a Shared Fund, with contributions proportional to the number of staff in the peacetime establishment. The Shared Fund makes a substantial contribution towards the cost of training activities and pays for transport and movements for HQ/NATO business.

Contributing nations are responsible for their own personnel costs such as pay, education and subsistence expenses.

Finally, during operations, NATO common funds become available to replace both Framework Nation and Shared Fund expenditure, although personnel costs, in the main, remain a national responsibility.
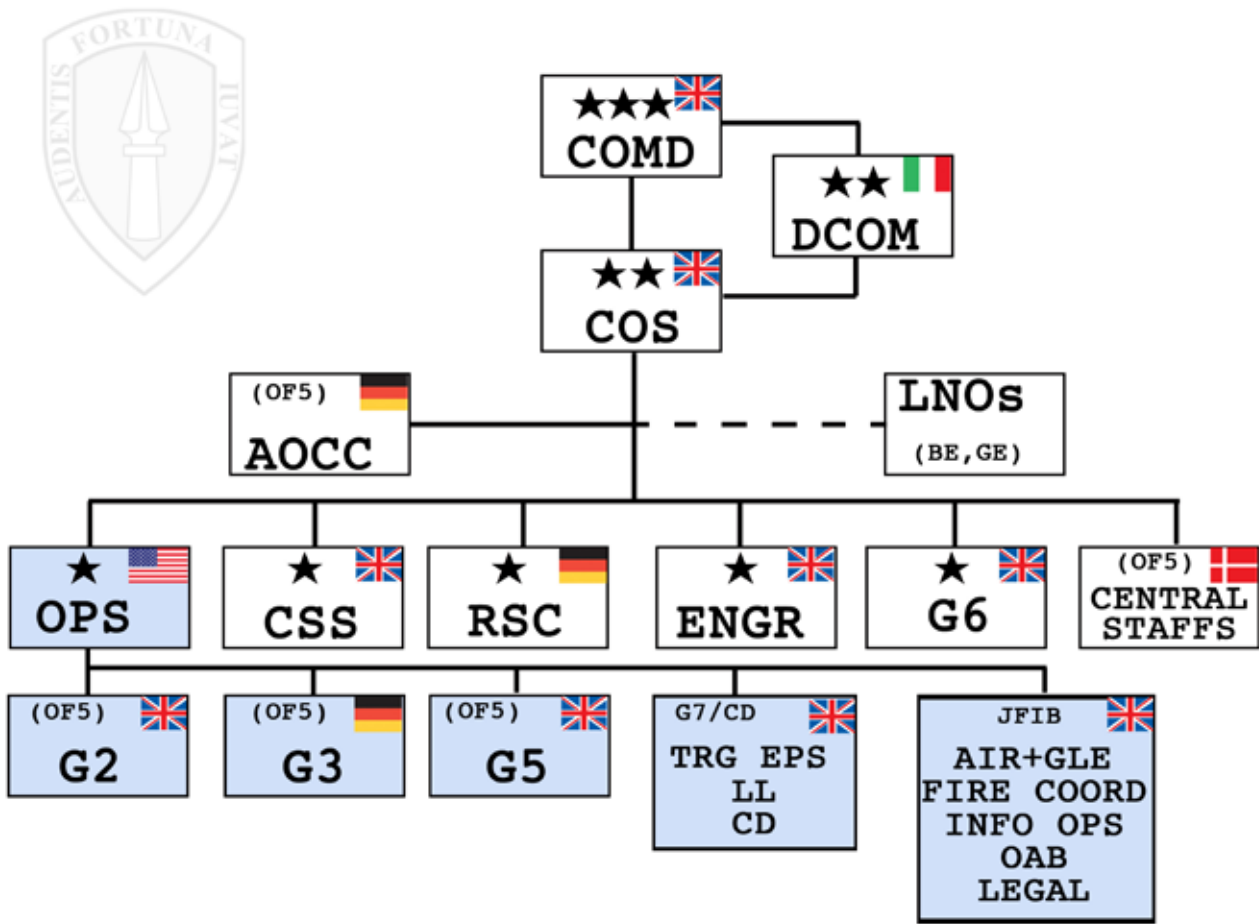
The **Memorandum of Understanding** (MOU), signed by the defence ministers of all the contributing nations ("The Participants") in 1994 (amended in 2005) provides the base document from which HQ ARRC derives its structure and associated funding and management processes. In addition to the MOU, working arrangements are developed during the Plenary sessions where each participating MOD is represented. Where appropriate, further bilateral arrangements may be made between nations, but these are designed to complement the MOU/Plenary process. The term Framework Nation is defined in the MOU as:

"The Participant responsible for providing the command, communications, administration and logistical support of HQ ARRC ..."

In the case of HQ ARRC, the UK is the Framework Nation. The co-ordination of HQ ARRC budgets and policy is laid down in the MOU and are the responsibility of two annual meetings. The first, the Senior Resources Committee (SRC), agrees and endorses the Shared Fund budget, and the second, the Plenary, deals with policy and, in particular, amendments and additions to the MOU.

The Central Staffs

The Central Staffs support COMARRC and the Command Group providing specialist staff advice, and control and oversee the central coordination of the HQ both in and out of barracks. The division is split into four branches: HQ Co-ordination, G8, Public Affairs and Framework Nation Support.

Headquarters Co-ordination Branch (HQ COORD) has a main function to provide the HQ's secretariat and to facilitate staff situation awareness and understanding. The Branch is split into three sections; Information Management, Staff Support and Joint Visits Bureau.

Information Management (IM). The strategic information goal for HQ ARRC, as part of the wider NATO and UK Defence community, is to exploit the information environment to gain maximum advantage in order to deliver rapid, controlled and precise military effects. The IM Section sets and implements the ARRC's information policy on how information must be acquired, managed, shared, exploited and communicated quickly and effectively in order to inform and develop the core Plan-Refine-Execute process.

Staff Support is responsible for the delivery of administrative support to the Headquarters staff. Its key tasks include: the provision of an Information Hub (i-Hub) that tracks the through life usage, storage and archive of electronic information, the NATO SECRET Registry (NSR) which has the responsibility for accounting for all classified NATO documents, the stationery store, the travel centre overseeing all staff travel, the management of the Headquarters Post Office and the provision of military clerical support to all branches within the Headquarters.

Joint Visits Bureau (JVB) provides coordination of all visits and advice on protocol matters affecting HQ ARRC. It manages all incoming visitors to the HQ, provides an overview and staff clearance for branch specific visits and monitors outgoing visits. JVB is also responsible for organizing all major conferences and events held by HQ ARRC.

G8 Branch deals primarily with multinational & NATO funding. It is the focus within HQ ARRC for:

financial planning, budgeting, accounting, management of NATO funds, corporate governance and procurement & contracting (P&C) support to the HQ ARRC Group. The Branch is divided into three sections:

Budget and Finance Section includes the budgets, fiscal and disbursing functions. The Budgets Officer is responsible for planning and managing the Shared Funded Budget in peacetime, and for the Operational Budget on operations. The Fiscal Section commits Shared Funds (in barracks and on exercise) and NATO Common Funds (when on operations). Disbursing is responsible for making payments and the upkeep of cashbooks and records of all payments, and receipts.

Purchasing and Contracting (P&C) **Section** provides the contracting support to ARRC Group in barracks, on exercise and on operations.

Internal Review and Operational Plans Section develop and implement financial systems within the HQ to ensure compliance with NATO Regulations. Provide situational awareness to the G8 Branch, with the focus on the Plan and Refine elements of the Planning Cycle to ensure successful execution of likely tasks.

Public Affairs Branch (PA) responsible for advising the Commander and staff on all media–related issues and the planning and conduct of COMARRC's Public Affairs campaign. This includes media monitoring and analysis, maintenance of working relationships with the media, organisation of media events, the preparation of internal and external media products, the maintenance of the ARRC website, community relations and internal (or Command) information. The branch has the ability to deploy a NATO Media Information Centre equipped with direct audio feed for the media and a translation capability. This is supported by a production team capable of generating high quality, audio, video and photographic products for distribution in support of press releases or web-based articles.

Framework Nation Support (FNS) provides the HQ ARRC focus for the local peacetime infrastructure support that is provided by HQ UKSC (G) and Rhine Garrison. This support includes building management and the coordination of works

Operations Division

The Operations Division is responsible for the planning, synchronization and execution of all ARRC operations. It is a collective of several separate but integrated branches:

G2 Intelligence & Security provides real world intelligence and security support. In particular, it focuses on areas of interest to NATO and ARRC for potential deployment. In the operational environment it provides the intelligence on which the ARRC conducts its planning and operations.

G3 Branch primary functions are: refining the plan produced by G5 Plans, the maintenance and promulgation of a common operating picture both within the headquarters and externally and the conduct of the current battle. It runs a permanent operations centre in barracks to ensure a smooth transition from peace to operations and from where force deployment is co-ordinated. G3 contains a unique Battle Space Management cell responsible for the management and allocation of real estate, air space and frequencies within the Corps area. It also provides advice on CBRN defence.

G5 Plans is the focus for the co-ordination of all planning across the Headquarters and is responsible for turning COMARRC's intent into clear, concise and timely direction to the ARRC's formations. It conducts contingency planning to ensure HQ ARRC is ready to respond to emerging crises. The size and complexity of land operations at corps and component level require campaign vision from its planners, and the ability to focus well ahead of the present.

Joint Fires and Influence Branch (JFIB) plans and co-ordinates the operations of assigned artillery, aviation, air defence, psychological operations (PSYOPS), electronic warfare and other allocated joint assets in order to integrate the joint lethal and non-lethal effects of these capabilities to meet COMARRC's objectives.

The Joint Effects Centre (JEC) includes the JFIB, consisting of Joint Fires, JFIB Air, Influence Ops, the Ground Liaison Element and Legal branches, together with embedded liaison from the air component in the form of the AOCC(L). The GLE provides external liaison to the air component. The JEC is led by a 1* Chief of Joint Fires and Influence Branch. The staff within the JEC is grouped into Multi Disciplinary Groups (MDGs) to best support the HQ core process of Plan, Refine, Execute and Assess.

Joint Effects Review Board (JERB) is the top level MDG to integrate Joint Effects in HQ ARRC. The JERB synchronises the activities of Manouvre Air, Aviation, Fires, and

Influence Ops - all of which require some co-ordination with other components – to achieve the desired effects in support of close, deep and rear operations. The JERB reviews progress against the achievement of desired effects and provides direction and guidance to inform the work of the four JERB MDGs: the Corps Targeting Group (CTG); the Influence Operations Co-ordination Board (IOCB); the Aviation Manoeuvre Cell (AMC) and the Critical Assets List Working Group (CALWG).

Joint Fires plans, co-ordinates, synchronises and integrates the effects of joint lethal and non-lethal fires in support of the Land Component or Corps deep, close and rear operations. Implicit in this role is co-ordinating the execution of wider JFIB activities. Joint Fires Branch is responsible for land component and corps joint targeting, and leads on HQ ARRC's input to the wider joint co-ordination and campaign synchronisation process.

JFIB Air Branch acts as the interface between HQ ARRC and its subordinate air, aviation and air defence formations, which provide the ARRC with organic rotary wing combat power, air manoeuvre and air protection. To ensure that all third dimension users can operate with maximum freedom, the Airspace Management Cell co-ordinates the use of airspace over the Corps/LCC with the Air Operations Co-ordination Centre (Land) (AOCC(L)) for artillery, unmanned aerial reconnaissance vehicles, cruise missiles, helicopters, and air defence systems.

Air Operations Co-ordination Centre (Land) (AOCC(L)) is a Multinational Air Force Team, which provides the essential link between HQ ARRC and the NATO **Combined Air Operations Cell** (CAOC) By connecting HQ ARRC with the NATO air force organisations and units, the AOCC(L) provides COMARRC with all of the air information necessary to conduct his mission. Through the AOCC the ARRC can request and co-ordinate air support in the form of offensive / defensive weapon systems and air transport, as required to support land operations within the HQ ARRC area of responsibility. Additionally, the AOCC(L) is responsible for the dissemination of air raid warnings. By using Integrated Command and Control (ICC) a significant contribution to the common operational picture will be provided by the AOCC(L).

Ground Liaison Element (GLE) is the ARRC's permanently

Operations Division

established liaison team ready for deployment to the Air Component (Joint Force Air Component Command and CAOC) on operations and training. Its tasks are to represent COMARRC, to ensure ARRC's air related requirements are accurately reflected in the air component's plan, to facilitate all aspects of the air/land interface and, in conjunction with the AOCC(L), to coordinate air support. It also provides permanent representation at the higher level, Joint Targeting Working Group (JTWG).

Influence Operations plans and co-ordinates operations to influence, affect or defend information systems and decision-making, integrating the effects of assigned PSYOPS and EW capabilities, allocated joint assets, and related operations (CIMIC Ops and Public Affairs) in order to meet COMARRC's intent. Tactical Information Operations

focuses on key decision makers and ways to target their perceptions and attitudes as well as their decision cycles and information systems in order to shape the battlespace. By Effects Based Targeting of information and information systems HQ ARRC can collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same. This information superiority provides a competitive advantage when it is effectively translated into superior knowledge and decisions.

Legal Branch consists of military legal officers whose role is to advise and organise training on all legal matters, in particular the Laws of Armed Conflict, Rules of Engagement (ROE), the Status of Forces, host nation legal issues, and international agreements.

Operational Analysis Branch (OAB) provides the application of scientific and analytical methods to assist executive decision-makers. In a military environment this is applied where the information on which decisions are based can be contradictory and subjective, often termed the "fog of war." The addition of analytical objectivity, which OA brings, to complement the existing military processes can have a significant impact on the credibility and justification of decisions.

G7 Training and Development

Within HQ ARRC all branches bear some responsibility for the planning and delivery of training; however **G7 Training & Exercise Planning Staff (Trg/EPS)** is the focal point for training, and for all exercise planning. G7 Trg/EPS produces the overall training programme, the year-long campaign scenario (which links all the major training events and exercises together), and plans and delivers a number of the major exercises in the annual programme. Most notably this includes Exercise Arrcade Fusion, the HQ's capstone exercise and NATO's most advanced and complex Corps/Land Component exercise. The G7 Trg/EPS team also provides continuity to HQ ARRC's training, and advice for other branches conducting exercise planning.

G7 Training and Development brings together the Trg/EPS staff with the Development and Lessons Learned sections. The Branch provides coherence to the capability development process by ensuring that the HQ's training and development meets the requirements of both NATO and the UK, maintaining HQ ARRC's position as NATO's deployable HRF(L) HQ of first choice.

G7 Development is responsible for the development of HQ ARRC capability. Using NATO and UK concepts and doctrine work, and managing lines of development across HQ ARRC, it aims to optimise the HQ's Command Control an Communications (C3) capability across the spectrum of operations. The section also works closely with Lessons Learned and Trg/EPS to export the knowledge acquired from being NATO's most experienced Corps HQ to allied formations and headquarters. It also uses and coordinates experimentation within HQ ARRC to assess operational concepts, doctrine or structures, identify or refine future capability requirements, compare approaches, and inform relevant parties of external developments in their field.

G7 Lessons Learned (LL) observes the HQ's training closely, and then, having identified the lessons, feeds development objectives into subsequent exercises to ensure verification of the lessons. Historically the learning and retaining of those lessons identified from combat and training has been one of the hardest tasks facing any military force; G7 LL's role is to ensure this is implemented.

Rear Support Command

The HQ ARRC RSC Mission on operations is to coordinate the Reception, Staging and Onward Movement (RSOM) of ARRC assigned forces (personnel, materiel and equipment) from the Joint Rear Area into the ARRC area of operations and subsequent sustainment in accordance with COMARRC's priorities.

RSC is commanded by a German Brigadier General (1*). Whilst in barracks, a number of RSC personnel work within specialist branches ensuring that their individual specialist skills and knowledge base remain current. However, when deployed on operations, HQ ARRC RSC deploys with the full compliment of 61 staff including the specialists from G2, G5, G6, G8, Engineers, MP, PA and Legal and is supported by a signal squadron and an element from ARRC Support Battalion. This enables the RSC to operate as a stand-alone headquarters, capable of dealing with all G1 - G9 issues, principally but not exclusively for employment in the Joint Rear Area (JRA).

In barracks HQ ARRC RSC is organised in multi-disciplinary staff groups, which plan for contingency operations, conduct Port of Disembarkation (POD) recces, train in all aspects of RSOM for ARRC assigned forces and contribute to doctrinal development. The majority of the staff is held at seven days notice to move and would normally be among the first elements of HQ ARRC in theatre to enable the arrival of the force. A smaller element is held on two days notice to move to deploy as part of the ARRC Forward Liaison and Reconnaissance Group. As the only RSC with significant operational experience it is a unique organisation within NATO and continually works with NATO and external agencies on the doctrinal development of RSOM.

Troops assigned to the ARRC for an operation will enter the Theatre of Operations via the JRA under national arrangements prior to the Transfer of Authority (TOA) to COMARRC and subsequent movement forward to the ARRC AO. The coordination of all aspects of RSOM is complex and requires the development of close and trusted working relationships between a wide range of actors including the Theatre HQ, HQ ARRC, Host Nation agencies and Territorial Commands, various Rear Support Groups (RSG), National Support Elements (NSEs), contractors, NGOs and possibly National Contingent Commanders (NCCs).   HQ ARRC RSC provides the single point of contact between the ARRC forces, their component NSEs and the other agencies involved in RSOM. HQ ARRC RSC is actively involved during all phases of the deployment, including the preparation and development of RSOM plans. HQ ARRC RSC's early entry into theatre allows it to adopt a proactive approach to ensure COMARRC's RSOM priorities are met. HQ ARRC RSC monitors and coordinates the build up of forces and equipment and controls the movement of personnel and equipment forward to the ARRC area of operations.

CSS Division co-ordinates the delivery of joint and combined CSS to the ARRC in its Corps, Land Component, CJTF and NRF(L) roles, in order to enable COMARRC to achieve his desired tactical and operational effects. CSS Division contains the general staff capability and specialist branch advice necessary to plan and co-ordinate the administrative, personnel, movements, medical, maintenance, military policing, host nation support and logistic functions required to support COMARRC's mission.

CSS Operations includes two multi-disciplinary groups (MDGs), each consisting of a general staff core, augmented by specialists from across the division. Execution is conducted by the CSS Current Operations MDG and is responsible for maintaining situational awareness through close links with assigned formations and other branches throughout the HQ. The resulting situational awareness is then used by the CSS Ops/Coord MDG to contribute to the HQ Refine process through attendance at pan-HQ planning group meetings. CSS Operations includes the CSS movements, transport and supply, maintenance and host nation support (HNS) branches.

CSS Movements and Transportation Branch designs and administers the corps route network (CRN) in conjunction with G3 Operations and Engineer branches in order to support COMARRC's scheme of manoeuvre. The branch plans, co-ordinates, authorizes and controls all road, rail, inland waterway, sea and air movement through the ARRC area of operations. This includes the management and brokerage of transport capacity and the delivery of Corps assigned transport assets.

Maintenance Branch is responsible for monitoring equipment availability, assessing sustainability, facilitating cross-boundary tasks and co-ordinating support between formations, contributing nations and host nations.

Supply Branch plans and controls the delivery of Corps transport, supply and postal and courier functions. The branch maintains visibility of critical capabilities and stocks allowing for opportunities for multi-national solutions to be identified.

Host Nation Support (HNS) Branch is responsible for developing and maintaining close links with Host Nation (HN) authorities and contractors with a view to the greatest possible use being made of HN capabilities.

Combat Service Support Division

CSS Planning is conducted as directed by DCOS CSS and the Operational Planning Group. It is carried out by a MDG made up from a small team of generalists from CSS Plans Coord and specialist members drawn from all branches across CSS Division. The MDG looks forward beyond the 72-hour planning horizon in order to produce the CSS Plan.

G1 Branch is responsible for personnel related issues including personnel

policy, military and civilian manning and augmentation, co-ordination with allies and civil authorities, force reception briefing, reinforcement rotation and repatriation, casualty reporting, prisoner of war issues, welfare and war graves registration.

Military Police Branch. Judicial discipline is administered separately by each of the contributing nations but MP Branch conducts a wide range of regulation, protection and information-based tasks in support of COMARRC's mission. Its role includes the signing of the CRN and the control of traffic throughout it. MP Branch is responsible for the effective and economic coordination of all these military police activities and for ensuring good liaison with the judicial authorities of any HN states within which the ARRC operates.

Medical Branch plans and co-ordinates all aspects of ARRC medical support. Specific responsibilities include the provision of specialist medical advice and medical intelligence, the development and promulgation of ARRC medical policy and plans and, on operations, the command, control and co-ordination of medical support within the Corps Area of Operations.

G6 Division provides specialist advice to COMARRC and Headquarters Staff on all matters concerning Communications and Information Systems (CIS) and Information and Communications Services (ICS) needed to facilitate Command and Control (C2) of the ARRC Force. The Division is located at the HQ's MAIN Command Post (CP) on operations, with dedicated staff detached to other ARRC CPs as required to provide the necessary advice and management capabilities. G6 is responsible for the planning, management and coordination of ARRC CIS/ICS on exercise and operations. Chief G6 ARRC ensures HQ ARRC staff direction is interpreted and implemented effectively and efficiently by the UK formation (1 (UK) Sig Bde) that is assigned to deliver Command Support (ICS and Life Support) to HQ ARRC. For very large-scale operations further CIS capabilities could be assigned from UK, NATO or other nations.

Prior to each deployment HQ ARRC conducts a C2 estimate and the resulting C2 Plan dictates the precise CP design and supporting CIS architecture. To support the HQ's modern philosophy of being an expeditionary, flexible, confident and "state of the art" headquarters, G6 Division is responsible for the ARRC CIS Concept of Operations. The concept focuses on 3 interrelated themes: the range of ICS available to the ARRC Force, the CIS network that delivers the ICS, and the Information Management interface between staff users and the networks.

G6 Plans, Projects and Requirements (G6 PPR) is the lead section within the G6 Division for supporting the HQ core planning process. G6 Plans develops policy and concepts for CIS support to the ARRC, to meet the ARRC, NATO and UK requirements and to capitalise on emerging technologies. It also contributes to the long term planning of exercises to maintain preparedness and for the preparation of contingency plans. G6 Plans is the Division's focal point on the Operational Planning Group from which it develops the basic CIS plan and statement of requirement for CIS formations. As new technologies and requirements are identified, the G6 Capability Development team in G6 PPR work with G7 to define user requirements, and initiate projects through NATO or UK to procure and implement new CIS/ICS capabilities.

G6 Operations (G6 Ops) is the lead section within the G6 Division for refining the ARRC plan, and providing the detailed direction to 1 (UK) Sig Bde to enable

G6 Division

them to execute the plan. G6 Ops staff develop the CIS plan and monitor its execution by providing CIS operations orders to the subordinate formations and acting as the focal point for the deployment and prioritisation of all current ARRC CIS assets and issues. G6 Ops coordinates G6 division's support to the planning activities of the Operation Coordination Planning Group and the various specialist working groups in the HQ.

G6 Information Systems and Information Management (G6 IS/IM) deals with enhancement and day-to-day management of all HQ ARRC CIS and the implementation of IM policy as set by CS and IM advice to the staff. The rapid flow of information into, out of, and around the headquarters is essential to achieve 'information awareness' to support the Plan, Refine and Execute process. To support this, G6 ISM conducts Information System (IS) feasibility studies, system design, development, and accreditation of peacetime and deployable systems, and co-ordinates the interoperability of NATO and national IS elements. Additionally, IS training is co-ordinated by G6 ISM to provide direct support to the ARRC staff, and a dedicated team of System Manager and Help Desk staff ensures system availability.

Rapid developments are currently taking place in the fields of communications and information systems. HQ ARRC is determined to exploit the potential they offer to improve situation awareness, decision-making and staff tempo. **G6 Capability Development** (G6 CD) is charged with leading the equipment line of development. G6 CD works closely with G7 Branch to ensure coherence across all lines of development. This responsibility includes ensuring that all HQ ARRC CPs have the capabilities required by NATO and the UK and for managing the considerable investment made by the Framework Nation to provide the best possible level of operational effectiveness.

Engineer Branch provides specialist, professional advice throughout HQ ARRC. In addition, the Chief Engineer exercises co-ordinating authority over assigned engineer and geographic assets, enabling the ARRC to go and act where it needs, in order to best support COMARRC's intent.

Utilising modern, versatile computer systems the engineer geographic staff provide coherent analysis and interpretation of environmental information, thus portraying the physical environment and informing the HQ and force elements under command. This fusion capability helps underpin ARRC's decision superiority. Furthermore, by ensuring that all aspects of engineering are considered throughout the Core Process (Plan, Refine, Execute, Assess), the support of engineer elements is harmonised and optimised to produce the foundation engineer capabilities of Design, Resource and Construct in accordance with campaign priorities.

The ARRC engineer force package will be versatile and flexible, able to undertake a range of tasks across the spectrum of conflict wherever required. It will be vital to the successful launch of any operation, and will be in the vanguard of any deployment. Combat Support Engineering (those military tasks associated with direct support to current or imminent operations) can be conducted by military engineers of any service or component. The emphasis is on speed and a high degree of improvisation fulfilling short-term tactical requirements.

Force Support Engineering is the predominant focus pre and post conflict. The emphasis is on enduring solutions, fulfilling a longer-term operational requirement. The scarcity of engineers dictates that ARRC assigned forces must be highly adaptable, utilising technology and innovation at every level in order to conduct either form of engineering.

Engineer Branch staff are able to provide professional advice on geographic support, logistics and infrastructure engineering, contracting, Explosive Ordnance Disposal, Countering Improvised Explosive Devices, engineer related intelligence matters and the gamut of general engineer tasks. In counter insurgency campaigns, such as the 2006 deployment to Afghanistan, the Chief Engineer also leads the focus for planning on reconstruction and development.

G9 Civil Military Coordination (CIMIC) **Branch** is responsible in all operations (including war fighting and peace support) for providing the vital CIMIC interface necessary at all levels with host nation governmental and civil agencies as well as the myriad of non-governmental agencies present in the area of operations. G9 provides visibility over the civil environment. It assesses and initiates the civil-military liaison architecture prior to the specialist functional reas within the ARRC taking the lead. It deconflicts civil/military activities, particularly where this may have an adverse effect on the conduct of operations. In doing so, it provides COMARRC and other staff with expert advise necessary in support of the planning and conduct of operations.

1st UK Signal Brigade

1 (UK) Signal Brigade consists of four major units- 7 Signal Regiment, 16 Signal Regiment, 22 Signal Regiment and Support Battalion HQ ARRC. Additionally, The Brigade commands 12 Signal Group, a TA contingent consisting of 33 Signal Regiment (V), 34 Signal Regiment (V) and 35 Signal Regiment (V). They collectively provide command support allowing COMARRC and his staff to exercise command and control over the Corps, Land Component or Joint Force Land Component. This role involves supporting the Forward Liaison and Reconnaissance Group (FLRG) and advance parties; the delivery of HQ ARRC's deployable Command Posts (CPs); the establishment of a composite communications network that allows the passage of information between HQ ARRC's CPs down to those subordinate formations; and the provision of life support: deploying, moving, feeding, accommodating, administering and protecting the staff of HQ ARRC. At each of the ARRC's CPs, a close support signal squadron from one of the Brigade's signal regiments works together with a squadron from Support Battalion.

7 Signal Regiment is the Brigade's largest unit and is based in Javelin Barracks at Elmpt, Germany. The Regiment is responsible for the provision of information and communication services (ICS) to staff at HQ ARCC's Main, secondary and Tactical CPs. Additionally 7 Signal Regiment delivers smaller, but extremely capable packages of communications capability known as "Digital Detachments" or "Points of Presence" (POP). These are deployed to the Headquarters of subordinate formations and provide a range of ICS that allows COMARRC and his staff to communicate and exchange information with subordinate commanders and staff. Another key task is the provision of recce-packs used by the FLRG.

16 Signal Regiment also based in Javelin Barracks is responsible for the configuration and management of all wide-area communications and information systems (CIS) across ARRC's area of operations. The Regiment

also has a close support role; delivering ICS to HQ ARRC RSC. 16 Signal Regiment also provides a squadron of Digital Detachments and a squadron designated to the digitization of HQ ARRC. The Regiment leads with all areas of the integration of new equipment and software packages within HQ ARRC.

22 Signal Regiment is the newest regiment within the brigade and is based in Stafford. Earmarked to be the brigade lead regiment for Project FALCON, the Regiment currently provides Wide Area Communications using Ptarmigan in support of 3 (UK) Division and 16 Air Assault Brigade.

Support Battalion HQ ARRC is based in Rheindahlen and provides life support, administration and logistic support to HQ ARRC. The Battalion's soldiers are qualified in over 28 trades and wear over 20 different cap badges. The Battalion fields a wide range of vehicles, including heavy transport vehicles, staff vehicles, fuel carrying vehicles, motorcycles and mechanical handling equipment. In addition to providing the life support to HQ ARRC' staff, the Battalion also provides defence and security at the ARRC's CPs, utilising a full infantry scale of support weapons. It also provides artisan support in the form of plant operators, bricklayers, plumbers and carpenters. In barracks, the Battalion conducts individual military and special-to-theatre training for its own soldiers and HQ ARRC Staff and its welfare centre looks after the HQ ARRC and 1 Signal Brigade families.

High Readiness Force (Land) Operations

HQ ARRC is at the forefront of the continuing drive to develop not only the traditional coordination of joint operations and the synchronisation of the deep, close and rear land battles, but the co-ordination between military force and other means to achieve the end-state. It is the UK's proponent for land componency and influences the development of national and NATO doctrine.

HQ ARRC procedures for the deployment and employment of multinational forces, particularly in light of technological developments, are constantly reviewed, updated, tested and validated to ensure that in any scenario the combat effectiveness of the corps is greater than the sum of its parts.

Command Posts and Deployment. Due to the need to be able to respond flexibly to the myriad of potential operations, HQ ARRC has been developing the capability for rapidly deployable and modular HQs. Deployment will begin with the despatch of a Forward Liaison and Reconnaissance Group (FLRG) within 48 hours of the order being given.

Within four days the key enablers from 1 Sigs Bde would be in theatre and three days later HQ ARRC Forward and HQ RSC Forward – as required - could be established. The forward deployed HQs are light, mobile and C-130 transportable. The staff composition is tailored to the task using the C2 estimate and can vary from 50 to 150 staff, depending on the requirement. The in-theatre task would then be supported by the remainder of the staff, working from PHQ, using sophisticated reachback techniques and equipment.

The early entry HQs are capable of sustained independent operations if required but can also be used as enablers if it is decided to deploy the full HQ ARRC. This deployment concept has been tested and evaluated on several exercises and has proven its worth. In parallel, HQ ARRC is continuously looking to make all of our HQs lighter and more survivable. The future will see further efforts to leverage the concept of reachback and the advantages of digitisation.

High Readiness Force (Land) Operations - ARRC's doctrine handbook The operational and training experience of HQ ARRC is distilled in this publication, the purpose of which is to describe for the benefit of subordinate formations and flanking headquarters the way in which ARRC operates. In doing so it bridges the gap between higher NATO doctrine and the ARRC Tactical Standard Operating Procedures (TACSOPs). It provides an easily digested summary of the ethos and approach of the Headquarters, allowing subordinate formations, NATO or non-NATO, to home in quickly on the essentials and become part of the team right from the outset.

Based on policy, concepts and plans issued by HQ ARRC G6 Division, the United Kingdom will, under its commitment as the Framework Nation, assign CIS formations and units to deploy the appropriate equipment to deliver the ICS to the CPs of HQ ARRC, and to the CPs of the subordinate manoeuvre, combat support and combat service support formations. The assigned CIS units will also provide the necessary communications connectivity between all of the CPs and ARRC liaison elements.

In acknowledgement that the information exchange requirement between CPs will vary and will depend upon mission specific circumstances the ARRC, via 1 (UK) Sig Bde, is able to deliver tailored CIS to meet staff requirements.

The principal means of providing ICS to ARRC CPs and subordinate formations is the ARRC Digital Detachment which connects into the ARRC Wide Area Network and provides secure voice and data services (including VTC) to the staff at each Point of Presence. In keeping with the digitised ethos of HQ ARRC, the provision of secure voice is now based upon Voice over Intenet Protocol (VoIP), over each of the 3 security domains commonly deployed, and with gateway access to other NATO and national phone networks.

The main information system in HQ ARRC is the Out of Barracks Information System (OBIS). This system provides office software, web portal access and e-mail between HQ ARRC CPs, other headquarters of the ARRC force and other NATO headquarters. In addition specialist military command and control software is provided on OBIS, including the ARRC Battle Management System, the primary C2IS software for ARRC Land operations. This supports the development of a LAND Common Operating Picture, which is accessible across the ARRC group.

For CPs and liaison elements that require a less extensive information exchange requirement, HQ ARRC is able to deploy CIS capabilities commensurate to the task including reconnaissance packs, secure telephones, satellite telephones, single channel tactical satellite radios and combat net radio.

To ensure that the headquarters can meet its deployable criteria, 1 (UK) Sig Bde holds its Digital Detachments and other CIS capabilities at appropriate levels of readiness and transportability. All sections of G6 Division are involved in the planning process, and in particular for upgrades to the CIS facilities provided to the ARRC. G6 Division has a key role in keeping pace with technlogical advances and maintaining the dynamic and powerful operational C2 capability of the ARRC.

ARRC Logistic Concept of Operations

ARRC Logistic Concept of Operations ensures effective support to the Corps as a whole and enables the ARRC to fight as a cohesive force. Visibility and co-operation are key in allowing the CSS Division to maximise the freedom of manoeuvre which COMARRC requires to execute his mission. In order for this to happen the CSS staff co-operate with the ARRC assigned formations to create a clear reporting system for logistic support based on the current concept of operations.


ARRC Logistic Concept
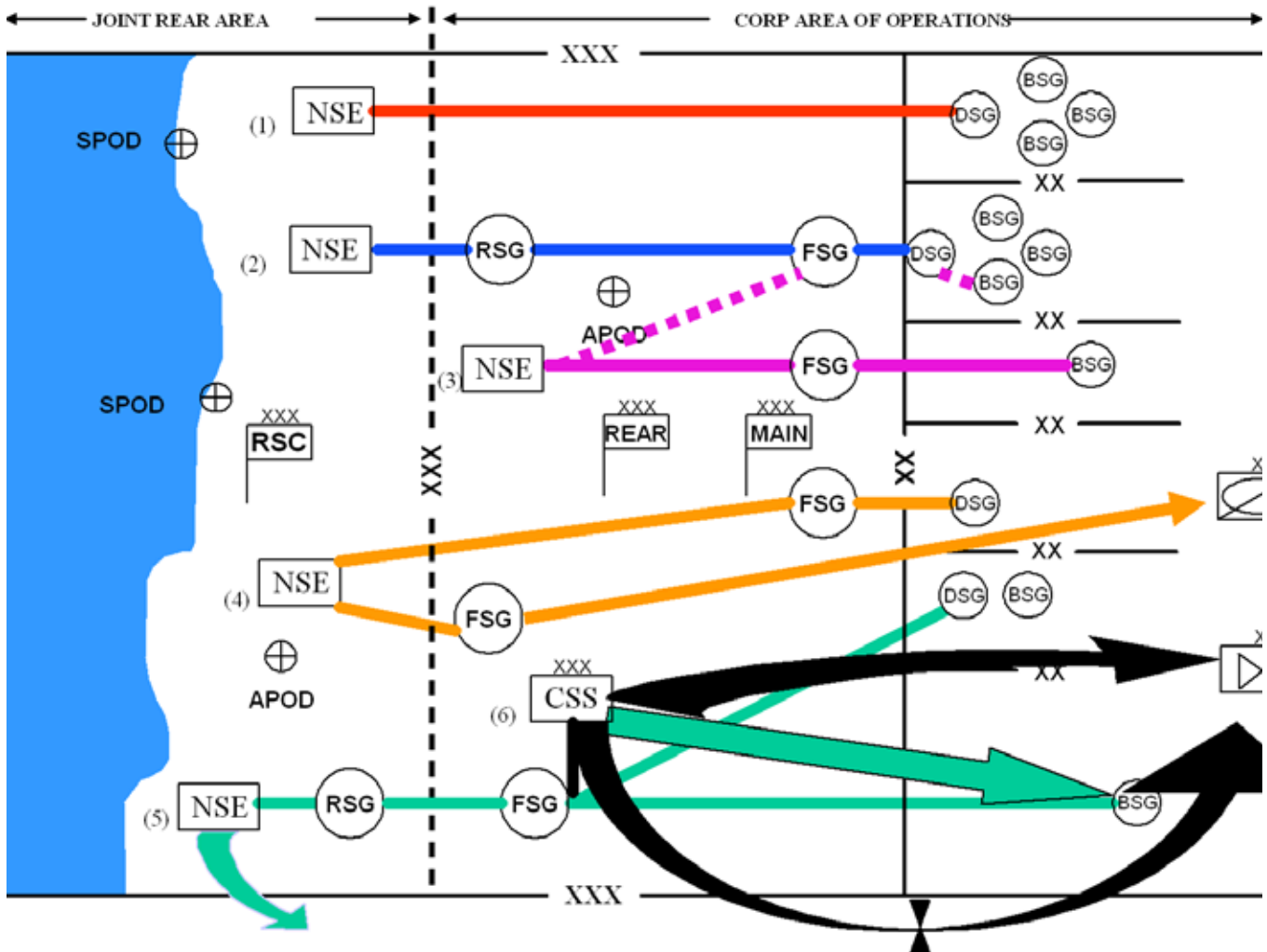
This generic deployment diagram depicts NSEs pushing logistic support assets forward through rear, forward, divisional and brigade support groups in order to sustain the national formations deployed in the Theatre of Operations. The efforts of these national groupings will be co-ordinated in accordance with the ARRC sustainability statement and COMARRC's logistic priorities.

Training for operations is HQ ARRC's most important activity when it is not actually involved in operations. Excellence in training gives the headquarters an operational edge and keeps HQ ARRC ready and capable as an HRF(L). HQ ARRC has a well structured and proven annual training programme which sustains the HQ's readiness and supports our assigned formations.

Military training is about preparing personnel for operations ranging from warfighting to counter insurgency. Military training encompasses three elements or types of training: education – gaining knowledge, learning and applying concepts; training

STANDARD YEAR FRAMEWORK
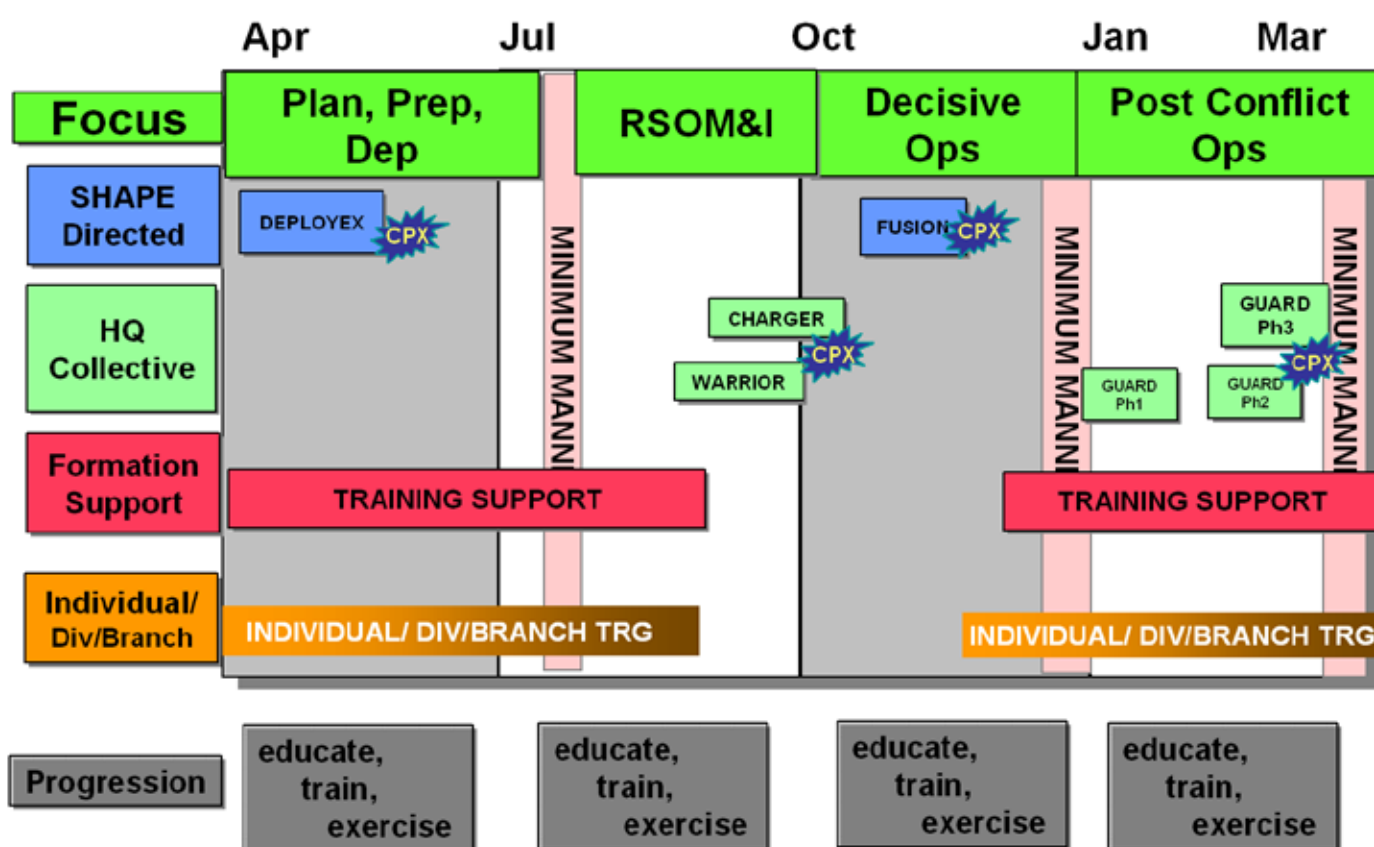
– gaining new abilities, or improving skill levels of existing abilities; and exercising – taking teams of sufficiently educated and trained individuals and providing practice of the operational role so as to develop the team and its leader. The progressive and structured ARRC training programme enables individuals and teams to get the education, training and exercising they need to be effective.

HQ ARRC's training is based on four principles: training must reflect operational needs; training is a function of command; the types of training must be balanced; and training must be effective.

Training

HQ ARRC has an increasing number of deployment options including Corps or Land Component headquarter structures, to allow a scalable headquarters to respond to a wide range of crisis, which recognises the continuing need for NATO to demonstrate wider utility and relevance.

The conclusion is that HQ ARRC must train for the most likely deployment, but remain flexible to meet any requirement. This challenges the programme. Thus the key aspects of the ARRC standard year framework for training are:

• Four command post exercises (CPX), one in each quarter, in order to sustain readiness.

• A different focus for each quarter, in order to ensure that staff are educated, trained and exercised in all types of operation.

• An induction week for new staff after the main staff changeover period.

• Four opportunities for individuals to complete mandatory military training – in order to ensure individuals are always prepared and ready to deploy.

• Division and branch training synchronised and coordinated into the framework.

In order to train effectively, HQ ARRC must reduce its reliance on augmentation and external resources. To maintain credibility and relevance the headquarters must also create challenging and realistic training scenarios and environments.

The development of HQ ARRC's capability is a pan-HQ issue which is divided into seven separate but overlapping lines of development:

Concepts and Doctrine Line of Development (LoD) The ARRC's position within NATO and the high degree of multi-nationality that we enjoy allows us to exploit both NATO and Framework nation doctrines for the benefit of a wide audience. This key issue requires a constant communication and a depth of interoperability.

Structures LoD Over the past few years HQ ARRC has proved through continuous work on its command post concept that it has the structures, flexibility and training to deploy the C2 capability appropriate to the operational need. We continue to inform both doctrine and process.

People LoD By populating the ARRC with the right people, who have had the right training and an expeditionary ethos, HQ ARRC maintains its status as a High Readiness Force (Land) HQ. HQ ARRC is also proud of its cosmopolitan outlook brought about by multinational staff; it is the most multinational of NATO's HRF(L)s. By enabling its people to develop both individually and collectively, HQ ARRC can respond to any situation flexibly and confidently.

Equipment LoD Within a process of continuous system development, we aim to deliver improvement to HQ ARRC's command post infrastructure and communications capability. HQ ARRC has embraced digital technology and is now investigating ways to improve its delivery of Effects Based Operations in a network-enabled environment.

Information LoD As HQ ARRC becomes increasingly digitized, the coherent identification of data, information and knowledge requirements becomes increasingly significant.   HQ ARRC continues to improve its ability to gather, handle and exploit information and knowledge.

Training LoD ARRC has an intensive training programme based on an educate-train-exercise concept. By progressively developing its people in this way, the staff quickly become proficient in their core skills and are ready in the shortest possible

time to deploy in whatever role is assigned.

Sustainability LoD HQ ARRC prides itself on sustaining its core ethos and values, is protective of its people, builds on what works, and retains its close links with the developers of new concepts and technology. This way it ensures that it remains NATO's deployable HQ of first choice.

Interoperability HQ ARRC recognizes that interoperability is an overarching theme that cuts across all LoD. It is not only the internal ability for HQ ARRC's processes and systems to function together but also the ability to share and exploit advantage with other components, assigned forces, and when necessary others (OGDs, NGOs, etc) in the execution of missions and tasks.

Lessons Learned Process
The logical flow of processes from development to training to operations requires feedback and follow-on action to ensure continuous learning, correction of mistakes and recognition of success where appropriate. Failure to implement such a system results in the repetition of previous errors, and a corresponding degradation of operational effectiveness of the HQ. The G7 Lessons Learned (LL) Section directs the process of integrating ideas and lessons in order to improve this effectiveness. Observations from training and operations are staffed with recommendations from branches and formations, solutions are proposed to COSARRC, endorsed by him, implemented and validated to ensure that they result in a 'Lesson Learned'. This, in turn, ensures HQ ARRC's effectiveness during operations and provides the supporting evidence for future developments along all lines of development.

Lessons Learned Process
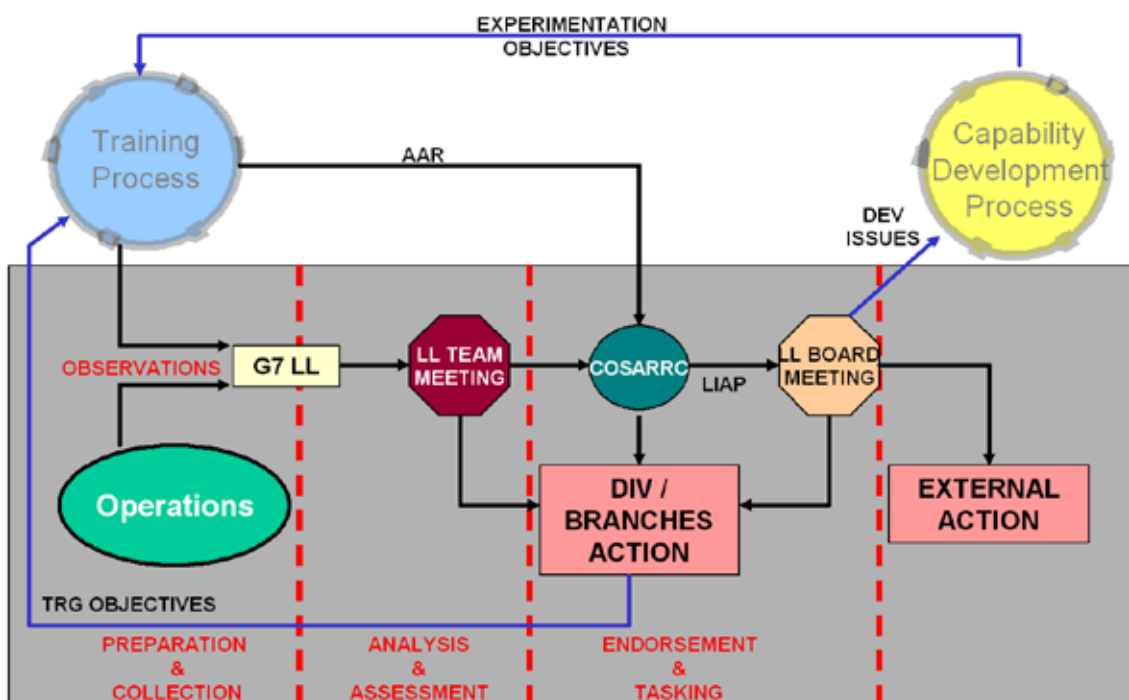
The ARRC is:

Proven
Tried and tested during operational deployments to Bosnia in 1995/6, Kosovo in 1999 and Afghanistan in 2006/7, in both cases as the lead headquarters on the ground.

Successful
With a reputation for delivering success in difficult and complex political and military circumstances.

Experienced
Through unique and extensive operational experience, which has resulted in the development of effective doctrine, tactics and procedures.

Structured
With committed, confident and experienced multinational staff working in a cohesive and structured team and using well-developed doctrine for combined and joint operations at the land component level, which is supported by a highly effective formal lessons learned and review process.

Equipped
With an in-place, support structure using state-of-the-art equipment both for training and operations which includes the full range of dedicated communications and CIS equipment and expertise.

Trained
By a full and demanding training schedule dealing with the full operational spectrum up to and including high intensity warfighting utilising the complete range of modern weaponry.

Deployable
With procedures in place and equipment at high states of readiness and able to deploy and transition to operations as SACEUR's Land Headquarters of first choice for Crisis Response Operations and Collective Defence.

Powerful
Able to harness extensive combat capability from the most powerful, professional and able armies in the world and with the skills and procedures to deliver a military capability greater than the sum of the parts.

Dynamic
With an ethos of flexibility and adaptability based on confidence, experience and training and a determination to demonstrate Alliance solidarity right from the outset.

Ready
At the forefront of change in the era of the NATO Response Force.