

5 September 2018

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COMMANDING OFFICER'S DIRECTIVE 2018

1. **Aim.** The aim of this directive is to provide the men and women of the Royal Bermuda Regiment with a clear understanding of my intent and vision for the coming year. Since my last directive, a new Commander in Chief has been appointed, a new Government elected and therefore a new Minister of National Security; all with fresh perspectives on matters affecting the regiment. Therefore, my priorities are as follows:

a. **Investing in Our People.** This is my top priority and one that is crucial to successfully delivering an attractive offer. Additional resources and opportunity will be made available, in order to achieve this priority, whether at home or abroad. In short, you will all be given the chance to become *'the best version of yourself'*.

b. **Internal Security (IS).** It is key to UNDERSTAND the changing environment in which we operate. A post conscript reserve regiment brings added complexity to the way in which we recruit, train and retain our soldiers. Now is the time to reassess our current operating model, in order to more efficiently ORGANISE the regiment to meet the national security demands of Bermuda. This will largely fall in the domain of Military Aid to the Civil Authority (MACA).

c. **Humanitarian Aid & Disaster Relief (HADR).** Our recent international success in providing HADR in support of Operation RUMAN, is a capability worthy of investment and one which will further promote the Regiment's ability to force generate and DEPLOY off the island.

d. **Coast Guard.** Along with our stakeholders, establish a full time, operational, professional and credible inshore Coast Guard capability. This unit will be trained to the very highest standards and able to SECURE and CONTROL Bermuda's maritime domain. It will strive to REASSURE the people of Bermuda, whilst discharging its responsibilities in support of Safety of Life at Sea (SOLAS) and Search & Rescue (SAR). I view the Coast Guard capability as vital ground and therefore my Main Effort for FY18/19.

2. **5-Year Plan.** To proactively chart our course over the coming years, a team has conducted a comprehensive strategic review of the Royal Bermuda Regiment. After a great deal of analysis and hard work, the review will culminate in the presentation of a 5-year plan for the Regiment.

a. This plan sets out milestones, which when achieved, will give the regiment a more relevant and effective operating model, whilst improving value for money.

b. Achieving the milestones within the finite resources available will demand clearer prioritisation and greater military cooperation. I will be placing a high priority on interoperability and Defence Engagement opportunities over the coming year. This in

turn will allow the Regiment to levy INFLUENCE, in order to achieve greater economy of effort in relation to sharing resources, training estates and expertise.

c. We are going to tell our story to the people of Bermuda by way of a targeted strategic communications plan. All of you will play a critical role in delivering this positive message.

3. **End State.** By 2023 the End State will be a regiment that is correctly structured and fully manned, whilst offering a professional career path with unparalleled development opportunities on and off island through a mix of full time and part time service. As the competency of our people improves, so will the service we deliver.

A handwritten signature in black ink, appearing to read 'D F T Curley', written in a cursive style.

D F T Curley ED
Lieutenant Colonel
Commanding Officer