



# Ministry of Defence

Army Policy and Secretariat  
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Ref: ArmyPolSec/C/UB/FOI2022/11141

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Website: [www.army.mod.uk](http://www.army.mod.uk)

14 March 2023

Dear [REDACTED]

Thank you for your email of 27 September 2022 in which you requested the following information:

*All information relating to the most recent Climate Assessment carried out on Headquarters 38 (Irish) Brigade and Northern Ireland Garrison*

I am treating your correspondence as a request for information under the Freedom of Information Act 2000. Please allow me to apologise for the amount of time it has taken to provide you with this response.

A search for the information has now been completed within the Ministry of Defence, and I can confirm that information in scope of your request is held. Some of this information is exempt under sections 36(2)(b)(ii) (prejudice to the conduct of public affairs), Section 38 (Health and Safety) and 40(2) (personal information) of the Freedom of Information Act and is therefore being withheld. The information that is not exempt is attached below.

Section 36 and 38 are qualified exemptions and are subject to public interest testing which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure.

Section 36(2)(b)(ii) has been applied to the Climate Assessment report because disclosure of this information would inhibit the free and frank exchange of views within the Ministry of Defence. While the information requested, if released, may increase trust in government and the Army, withholding the information will protect the 'safe space' in which free and frank exchanges of views between Ministers and officials can take place.

Section 38 has been applied to some of the information in scope of your request. While release of the information could provide openness and transparency and provide access to available government information in scope of your request, this is outweighed by the detrimental effect disclosure would have as it would be likely to endanger physical health and safety of individuals.

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 2018. Section 40(2) requires the Department to conduct a balancing exercise, this exercise involves balancing the rights and interests of individuals against the legitimate interests in disclosure, this is not the same as carrying out the public interest test associated with certain exemptions in FOIA. The balancing exercise is carried out in order to decide whether the absolute exemption in section 40(2) is engaged. In particular, there is no assumption of disclosure in the legitimate interests test, as there is with qualified exemptions. The



outcome of the balancing exercise lay in withholding the third-party personal data identified in the attached information.

If you have any queries regarding the content of this letter, please contact this office in the first instance. Following this, if you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.uk](mailto:CIO-FOI-IR@mod.uk)). Please note that any request for an internal review should be made within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely,

Pers Leader B  
Army Policy and Secretariat



Headquarters 38 (Irish) Brigade & NI Garrison  
British Forces Post Office 825



E-Mail: [REDACTED]

Reference: APSG/UB/CA/HQ38X/01

See distribution

Date:

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### HQ 38 BDE – DIVERSITY AND INCLUSION FOCUS DAY 18 MAY 22

1. **Overview.** HQ 38X personal will attend a Diversity and Inclusion (D&I) focus day on 18 May 22. The day will be supported by the [REDACTED] and numerous guest speakers.
2. **Aim.** The aim of the day to focus on D&I within the work environment. The Garnett Foundation will deliver the Headquarters specific Respect for Others (RfO) training. Attendees will hear speeches from the PSNI D&I Team, Army SM and [REDACTED] from the Civil Service college.
3. **Timings.**
  - a. The program for the event can be found at Annex A. This event should be attended by **ALL** Bde HQ Staff. **Individual apologies for nonattendance must be submitted via Branch Heads to the Bde Secretary (CS) and COS 38X (Mil).**
  - b. All HQ staff have been send an Outlook calendar request for this event. All Staff are kindly requested to respond to this request ASAP.
4. **Location.** This event will be held within the [REDACTED]. The address is as follows: [REDACTED].
5. **Travel.**
  - a. **GB to NI.** All guest speakers and the Garnett Foundation personnel have booked their respective travel into and out of NI .
  - b. **Bde Staff.** Coaches will be available for all HQ staff to and from the event. The pick up point for travel to the venue will be from the HQ carpark. When the event has finished all staff will be transported back to the Bde HQ carpark. Branch Heads are kindly requested to ensure that all of their personnel register for transport here no later than Apr 22.
  - c. **Garnett Foundation/Guest Speakers.** All in-country travel requirements will be met by the Garrison Transport Unit.



d. **Road.** Transport requirements can be found at Annex D.

██████████

██████████

6. **Accommodation.** All guest speakers will be accommodated within the LSOM, the Garnett Foundation personnel will be accommodated within local hotels.

7. **Feeding.** Lunch and refreshments will be provided to all attendees. Any staff with special dietary requirements are to highlight them to the undersigned ASAP.

8. **Dress.** The dress for the event will be smart attire. Due to the location of this event no military insignia is to be worn.

9. **Media Equipment.** ██████████ is kindly requested to provide all Media equipment to support this event.

10. **Work Party.** ██████████ is kindly requested to provide 5 JNCOs to the undersigned to assist in the preparation and the running of this event. The work party is required 17-18 May 22.

11. **Security and Intelligence.** ██████████

a. Terrorism threat levels are designed to give a broad indication of the likelihood of a terrorist attack. Personnel are reminded that SUBSTANTIAL and SEVERE both indicate a high level of threat and that an attack might well come without warning.

██████████

██████████

██████████

██████████

██████████

f. It is the duty of all personnel to take responsibility for their personal security.

██████████

12. Questions regarding this visit should be directed to the undersigned via the email address and telephone number above.

*[Signed Electronically]*



[REDACTED]

[REDACTED]

38 (Irish) Brigade & NI Garrison

Annexes:

- A. Visit Programme
- B. Focus Group Program
- C. Transport Plan
- D. Feeding Requirements

Action:

[REDACTED]

Encloures:

Focus Group Nominal Roles

Info:

HMS Hibernia



Annex A to

[Subject]

Dated 2 February 2023

PROGRAMME FOR [Subject] 17-18 MAY 2022

Ser	Time	Activity	Location	Responsible	Remarks
<b>17 May 22</b>					
1.	Various	Visitor Flights & move to Mess's	As per Annex D		
<b>18 May 22</b>					
2.	0845 0915	Transport -TBK to XXX	Pick Up – TBK Drop Off - XXX	TCWO	Coaches available.
3.	0925 0930	Opening Address	█	COMDR	
4.	0930 1100	Respect for Others Training	█	Garnett Foundation	
5.	1100 1120	Coffee	█	Aramark	
6.	1120 1250	Respect for Others Training	█	Garnett Foundation	
7.	1255 1400	Lunch	█	RCWO 2RIFLES	
8.	1400 1430	PSNI D&I Brief	█	PSNI	DCOMD to introduce



OFFICIAL-SENSITIVE

9.	1445	1515	Army SM Brief	█	Army SM	DCOMD to introduce
10.	1530	1545	Coffee	█	Aramark	
11.	1550	1620	█ Speech	█	█	DCOMD to introduce
12.	1620	1625	Closing Remarks	█	COMDR	
13.	1630	1700	Transport - █		TCWO	



## Annex B to

[Subject]

Dated 2 February 2023

## FOCUS GROUP PROGRAM

Ser	Timing	Events	Room No	Attendees
1	0800-0825	Camp Orientation	Off Mess accommodation	DCOS / All Team
2	0830-0855	CA Team Meeting	Bde Conf Rm	All Team
3	0900-0930	Meet and Greet Bde Comd	Bde Conf Rm	All Team
4	0945-1030	D&I Team	1	Please see enclosure 1
5	0945-1030	Reg: SNCO	2	Please see enclosure 2
6	0945-1030	Reg: Ptes + JNCOs	3	Please see enclosure 3
7	0945-1030	CS: E Grades	3	Please see enclosure 4
8	0945-1030	1-2-1: [REDACTED]	5	[REDACTED]
9	1045-1130	Reg: WO	1	Please see enclosure 5
10	1045-1130	FTRS/Res: SNCO + WO	2	Please see enclosure 6
11	1045-1130	CS: D Grades	3	Please see enclosure 7
12	1045-1130	CS: E Grades (Virtual)	4	Please see enclosure 8
13	1145-1230	FTRS/Res: Capt + Maj	1	Please see enclosure 9
14	1145-1230	CS: C2 Grades	2	Please see enclosure 10
15	1145-1230	Reg: Maj	3	Please see enclosure 11
16	1145-1230	Drop In Session	4	Please see enclosure 12
17	1230- 1315	Working Lunch		
18	1315-1400	1-2-1: [REDACTED]	1	[REDACTED]
19	1315-1400	Army Reserve Gp (all)	2	Please see enclosure 13
20	1315-1400	FTRS/Res: Lt Col	3	Please see enclosure 14
21	1315-1400	Reg: Lt Col	4	Please see enclosure 15
22	1315-1400	C1's	5	Please see enclosure 16
23	1315-1400	Drop In Session	6	
24	1415-1500	LE Officers	1	Please see enclosure 17
25	1415-1500	Comd Team	2	Please see enclosure 18
26	1415-1500	RN	3	[REDACTED]



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27	1415-1500	RAF	4	Please see enclosure 19
28	1415-1500	Drop In Session	5	
29	1415-1500	Walkaround		DCOS to meet CADT at HMS Hibernia
30	1515-1600	Female Group	1	Please see enclosure 20
31	1515-1600	LGBT+	2	
32	1515-1600	BAME	3	
33	1515-1600	NTT	4	Please see enclosure 21
34	1515-1600	Drop-in session	5	
35	1600-1630	Drop-in Sessions	1	
36	1630-1700	CA Team Brief	2	
37	1700-1745	Bde Comd De-Brief	Cmdr Office	



Annex C to

[Subject]

Dated 2 February 2023

Transport Plan

Ser	Time	From	To	Route	Pax by vehicle	Remarks
<b>8 Nov 21</b>						
1.	2010	BHD	Officers Mess, Thiepval Barracks <sup>1</sup>	█	1x █ • █	Flt no. TBC
2.	2030	BFS	Officers Mess, Thiepval Barracks	█	1x █ • █	Flt no. TBC
<b>09 Nov – 11 Nov</b>						
<p>Transport requirements over this period will be managed by NIGSU</p>						
<b>12 Nov 21</b>						

<sup>1</sup> Dress code for dinner: Male – Suit & Tie, Female – equivalent



OFFICIAL-SENSITIVE

3.	1000	Officers Mess, Thiepval Barracks	BHD	█	1x █ █	Flt no. TBC
4.	1300	Officers Mess, Thiepval Barracks	BFS	█	1x █ • █	Flt no. TBC



**Annex D to**

[Subject]

**Dated 2 February 2023**

**FEEDING REQUIREMENTS**

Ser	Time	Activity	Location	Lead	Remarks
<b>9 Nov 21</b>					
1.	0715-0800	Breakfast	Officers Mess, Thiepval Barracks  WO's & Sgts' Mess, Thiepval Barracks	█	
2.	1200	Lunch	HMS Hibernia	█	Working Lunch with refreshments
3.	1815	Dinner	Officers Mess, Thiepval Barracks  WOs & Sgts Mess		
<b>10-11 Nov 21</b>					
Feeding over this period will be managed by NIGSU. Please note working lunches will be provided – █					
<b>12 Nov 21</b>					
Normal feeding arrangements via Mess's.					



Action Plan

SER	AREA	ISSUE	RECOMMENDATION	LEAD	TIMING	CURRENT STATUS	RAG
1	Infra	Lack of changing facilities for HQ staff	Toilets / shower rooms in Adrano Bldg to have slimline lockers, benches and pegs installed to maximise space.	XO Firm Base	By 30 Jun 22	With Head of Establishment / Regional Infrastructure Cell to identify infra options available to address issue. G1/4 to identify Building Custodian / Focus to represent Adrano occupants.	
2	Infra	Lack of reasonable adjustments for those requiring more accessible facilities.	See below. Additional requirement for sink (as part of kitchenette / rest room) on ground floor of Adrano building.	XO Firm Base	By 30 Jun 22	As per Ser 1. Temporary solution for rest room has been created on ground floor (lacking sink/plumbing)	
3	Infra	Lack of sufficient rest rooms	Investigate scale of the issue and potential upscaling of white goods. Identify unused spaces / offices for use as rest rooms with suitable, modern furniture / white goods installed.	XO Firm Base	By 30 Jun 22	As per Ser 1.	
4	Infra	Washing facilities are poor in the WOs' & Sgts' Mess, with only 3 washing machines and 4 dryers for the whole block.		XO Firm Base	By 25 Mar 22	Feedback from [REDACTED] [REDACTED] [REDACTED] "We have one laundry room in the block, it has 4 washing machines and 4 tumble dryers that are all working. There was a problem with water pressure a few months ago and the washing machines were not working correctly. That problem has now been sorted. I haven't heard anything else re/ washing machine problems at Mess Meetings. The buildings aren't plumbed for washing machines	

						on each floor. We are waiting on the refurbishment of the other block within the Mess which will see another laundry room.	
5	Personnel	Unfair expectation of equivalence between civil servants and military grades, i.e. an SO3 civil servant should not be expected to perform akin to an SO3 military because of differences in training	Civil Service networking meeting to discuss the issue. (Note. Meeting arranged by Bde for 12 Jan 22. All Bde C2 and D grades invited to attend.)	[REDACTED] Note: Comd available to support.	By 31 Jan 22	Skype call held by [REDACTED] with 18 out of a possible 24 Band D/C2 civil servants in Bde HQ. The main points are: 1. Some military staff don't understand that civil servants are paid significantly less than the military and that they don't work 24/7 and therefore place reasonable demands upon them. They believe that the military expect CS to stay late because they are. The following quote was received from one person 'Any plans you have tonight cancel them, you are not leaving here until this document is completed'. 2. Underutilisation of CS colleagues who may have the knowledge and experience that would help solve the particular issue being dealt with by military colleague. 3. Frustration that changes to processes are introduced to facilitate a 'MS moment' for military staff – reinventing the wheel! 4. Some of the WOs won't engage with lower grade CS (Band E1/E2) as they are unimportant and don't know anything. 5. Poor behaviour by some military staff at meetings – disrespectful towards CS colleagues. Not checked by senior staff yet widely observed.  The key point is that relationships within the workplace have been affected by COVID and remote	



						working. Reintroduction of F2F Town Hall meetings and perhaps 'Show and Tell' from a different department each meeting would help rebuild relationships and provide a better understanding on how each department contributes to Bde outputs.
6	Personnel	Perception of routinely working above and beyond a reasonable level	Already being actioned through reduction in meetings and process. The J1-J9 estimate will also reduce activity that is not core business.		By 18 Feb 22	J1-9 functions estimate has bounded requirements. Routine triage of work and prioritisation continues. Equitable distribution across Branches for project work.
7	Personnel	Lack of empowerment of SNCOs and WOs	Immediate line managers of WOs and / or SNCOs are to conduct individual discussion and / or group discussions on practical ways to empower them.	All line managers of WOs and / or SNCOs to issue this direction.	By 14 Jan 22	Fd Army Transformation Empowerment engaged to align the Bde to next Empowerment program rollout. The intent is to secure 2 x Central Changes Agents (CCA) to develop a bespoke Empowerment Program for HQ staff.
8	Personnel	In year rewards and recognition are not used fully, and nor are they distributed evenly across the CS cohort.	Briefing note on CS and In Year Award process on My HR. Presentation at next Town Hall briefing		By 11 Mar 22 Next Town Hall briefing	Note being written. Briefing at next Town Hall confirmed.
9	Personnel	The pace of working life, particularly for the more senior members of staff is excessive. The distribution of work amongst departments is uneven.	Review HQ Battle Rhythm and J1-J9 processes to eradicate unnecessary work strands, reduce outputs and spread work more equitably.		By 25 Mar 22	As per Ser 6.
10	Diversity and Inclusivity	Lots of very old fashioned, unreconstructed views in the older generation	PD team to produce a yearlong diversity and inclusivity programme of events, speakers, and training.		Draft programme by 31 Jan 22	D&I events included on FOE. This will evolve as opportunities and events arise.

11	Diversity and Inclusivity	Lack of female D&I advisors	All female military members of the Bde HQ asked to consider training as D&I advisors. Opportunity for new [redacted] to become D&I trained and be the Bde lead.		In time to apply for next available D&I Advisor Course	The D&I Network now holds two qualified female D&I Advisors this equates to 40% female representation. D&I events included on FOE. This will evolve as opportunities and events arise.
12	Communication	Routinely communicate to our people, particularly about change, perhaps through more Town Halls, blogs etc	Town Hall briefings to all staff every 2 months.		By 31 Jan 22	Town Halls in diary, once a quarter as per feedback at previous iteration. Next immediately prior to Easter Leave. Comd to hold forums with various groups. First iteration is Warrant Officers.
13	Communication	Cancellation of team building events during COVID should be rectified as soon as possible			By 31 Jan 22	4 x provisional dates added to FOE and Commanders diary. 4 x Team building events also added to FOE. Various branch leads
14	Training	Meetings before 1000hrs prevent people from doing organised PT. There should be enough time for everyone, including the Comd Team, to do PT together.	PT is now mandatory for all military staff on Tuesdays and Thursdays from 0830hrs-100hrs. No meetings are to be programmed at those times.		By 22 Feb 22	Complete
15	Lived Experience	Frustration at the postal system the process for receiving parcels is inefficient.	[redacted] to investigate options for improving the postal system.		By 25 Mar 22	Ongoing.
16	Lived Experience	Frustration at visitor pass system for accessing camp. It was felt that there was too much bureaucracy for visitor passes.	[redacted] to investigate options for reducing bureaucracy in visitor pass system.		By 25 Mar 22	Ongoing.
17	Lived Experience	The opportunity for increased hybrid working is a hugely positive	Hybrid working pattern for individuals to be set by Line	All branch leads	By 11 Mar 22	Ongoing.



		development and it is hoped this continues to be available	Manager and / or agreed by branch lead.				
18	Lived Experience	Wi-Fi is now deemed as essential with the number of online meetings and training.	██████ to update staff on latest progress with the Defence wide WiFi programme.	██████	By 25 Mar 22	Update on the planned rollout of Defence Business Internet (DBI) across all Army TLB sites over the next 2 FYs will be cascaded to all NI based Units by COP 28 Feb 22.	
19	Trade Unions	A high level of vexatious complaints within the CS cohort is due to TU reps encouraging members to complain over insignificant matters. These TU reps were also accused of being "out for themselves" rather than their members" and failed to make a constructive contribution to the workplace.	██████ to pass this viewpoint to the Whitley Committee for the Trade Unions to discuss their own action plan.	██████	By 4 Mar 22	Will be passed to the Whitley Committee prior to the Apr 22 meeting.	



-----Original Appointment-----

From: [REDACTED]

Sent: 02 November 2021 14:21

To: [REDACTED]

Cc: [REDACTED]

Subject: CCA Focus Group: D Grade Civil Servants

When: 09 November 2021 10:45-11:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: HMS Hibernia Rm 3.

Sir, Ma'ams, All

**HQ 38 IRISH BDE Lv 3 COMMAND CLIMATE ASSESSMENT 09 NOV 21.**

**Issue.** If you have received this invite you have been selected to attend the **D Grade Civil Servant** focus group to be held at **1045-1130 Hrs 09 Nov 21** in HMS Hibernia room **3**.

**Timings:** Attendees must arrive 5 minutes prior to the start of the discussion group in order sign in and be escorted to your discussion room.

**Action:** All action addressees are to accept the attached meeting request to confirm their intent to attend their designated focus group. Apologies and leave not to attend must be agreed through branch leads with [REDACTED]

**Background.** The aim of Climate Assessment is to allow the commander an understanding of the lived experience of their people, which requires the commander to encourage open and frank comments from those completing the Climate Assessment. They are in effect staff focus groups designed to offer an opportunity to staff to provide anonymous feedback on all aspects of their work and this will then be used to identify issues and consider mitigation or any engagement that is required.

**Visit Program.** The Lv 3 Command Climate Assessment visit program can be found [HERE](#).

**POC:** Any questions or concerns should be directed to the underside.

Regards,





██████████ | Headquarters 38 (Irish) Brigade & Northern Ireland Garrison | Thiepval Barracks | British  
Forces Post Office 825 | ██████████





From: [REDACTED]

Sent: 07 October 2021 16:30

To: [REDACTED]

Subject: Level 3 Climate Assessment

When: 09 November 2021 08:00-18:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Thiepval Barracks

Sir, Ma'ams , All,

This meeting request is sent in order to ensure your diaries are kept clear for the entire working day of Tues 9th Nov 2021. You are, in all but exceptional and pre authorised terms, required to be available for participation in an externally led Level 3 Climate Assessment.

The Commander has written to you previously in order to explain the thought process and the mechanism for this activity. This diary marker will now ensure you will be available for the duration of the day.

The exact flow of the process, and the days detailed MEL will be promulgated ASAP. Please be prepared for 1 to 1 sessions with the team, as well as focus group discussions based on employee terms of service (Civil Service, Regular, FTRS etc.) as well as focus groups based on some if not all of the following employee categories:

Ptes

JNCOs

SNCOs

WOs

Junior Officers

Late Entry Officers

Field Officers

Women- Pte/JNCO6

Women - SNCO

Women - WO/Offr

BAME



LGBT

Notice to Terminate (NTT)

Civil Servants

LECs and Contractors

Attached Arms

Drop in session

1:1 sessions with Command Elements, Padre and others as appropriate.

Walk around estate

Please take this opportunity to once again familiarise yourself with the process (Available at this link) and please do ask any questions either of myself, or indeed your line managers. [REDACTED] and [REDACTED] will be leading on the detailed planning and implementation of the days activities from a 38(Irish) Bde perspective, and [REDACTED] will lead for NIGSU who will be running their own assessment days.

Thank you for your cooperation and consent.

[REDACTED]

[REDACTED] | Headquarters 38 (Irish) Brigade & Northern Ireland Garrison | Cassino Building |  
Thiepval Barracks | Lisburn | British Forces Post Office 825 | [REDACTED]



-----Original Appointment-----

From: [REDACTED]

Sent: 08 December 2021 13:57

To: [REDACTED]

Subject: Triage - Climate Assessment

When: 12 January 2022 13:30-14:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Skype Meeting

Colleagues,

One of the issues raised at the climate assessment was as follows:

*Unfair expectation of equivalence between civil servants and military grades, i.e. an SO3 civil servant should not be expected to perform akin to an SO3 military because of differences in training*

In order that this issue can be resolved I need to understand the context hence I would appreciate you joining this meeting to enable me to report back to Comd.

If you feel that you cannot speak openly in this forum, please send me an email relating to this issue in advance of the meeting.

Thank you for your help in this matter.

Kind Regards,

[REDACTED]

[REDACTED]

[REDACTED] | Headquarters 38 (Irish) Brigade & Northern Ireland Garrison | Thiepval Barracks | British Forces Post Office 825 [REDACTED]

