Air Officer Commanding
Number 22 (Training) Group/
Chief of Staff Training

Mission Directive
2014-2015
It is an honour to command No 22 (Trg) Gp that delivers a key component of Military Human Capability for Defence. As AOC No 22 (Trg) Gp I am responsible for the delivery of recruitment, selection, individual trg, education and resettlement services for the RAF. I also deliver elementary, basic and advanced fg trg for Defence, a task that is assured by the Central Fg School. I am the Lead User for the future fully contracted UK Military Fg Trg System (UK MFTS). I support RAF Youth and Public Engagement through the Air Cadet Organisation and the RAF Aerobatic Team respectively. I deliver technical trg to all 3 Services and am the Programme Director for the Defence Technical Trg Change Programme. Other responsibilities include the delivery of International Defence Trg to strengthen British influence and to support industry as well as the provision of Defence Survive, Evade, Resist and Extract trg. As COS Trg I am the single Training Requirements Authority (TRA) for individual training across the RAF and I ensure the provision of robust assurance through auditing and evaluation of all RAF trg.

The Directive is aimed at informing commanders and their management teams (military personnel, civil servants and contractors) of their roles and responsibilities in delivering their outputs. It should be used as a framework to communicate externally the exceptional contribution that the men and women of No 22 (Trg) Gp make to Defence and the Services; and internally, to inform personnel within the Gp of my commitment to them. Commanders are to draw on my intent and the framework set out in the Directive to shape their own plans to deliver their outputs and transformation within the Gp. The management of Air and Functional Safety has been brought together under a Total Safety System construct and we will continue to apply the highest possible safety standards to all our activities both in the air and on the ground.

No 22(Trg) Gp plays a vital role in attracting, selecting, recruiting, training and retaining personnel and through training, education and development we will nurture this talent and realise the considerable potential of our people. This Directive then focuses on our people, who are at the heart of capability. In addition, it bounds our intent, outputs, organisation, culture, ways of working, priorities and our standing and change objectives. This year, we will continue to transform the Gp in support of the delivery of Future Force 2020. As we embrace change, I am keen to emphasise a theme of consistency in terms of both our future path and our end state.
INTRODUCTION

My 2014/15 Mission Directive sets out my intent, governance and objectives to deliver our key outputs and my in-year priorities. It also outlines the standing and change objectives to meet our customers’ requirements and to deliver transformation across each of the 5 main organisational pillars within No 22 (Trg) Gp.

As Defence builds towards Future Force 2020 (FF20), 2 important personnel themes have emerged that need close attention and action; first, the drawdown of Service and civilian strength to Interim Force (IF) 2015, means we must take care to manage our people so that they continue to feel valued; and second, transformation to a new optimised Defence framework requiring further structural changes to trg which will need strong leadership and management to deliver efficiently and effectively while minimising uncertainty and turbulence. We must be forward-leaning in addressing these themes in preparation for the next SDSR in 2015 while optimising the use of all resources to overcome the financial and manning challenges.

Mission Statement

To deliver individual trg and education services for the RAF and elements of the RN and Army, in order to underpin the military effectiveness of Defence and, through the Air Cadet Organisation, support the development of youth in the community.

Intent

In everything we do we will abide by the following guiding principles:

- Demonstrate that we value all our people by putting them at the heart of our plans;
- Be inclusive by informing and listening to everyone so that No 22 (Trg) Gp reflects all the strengths and diversity of UK society;
- Demonstrate a positive safety culture that is both questioning and just;
- Develop our people, organisations and safety culture within the ‘Whole Force’;
- Live out our core standards, ethos and values, mindful of sustaining and, where possible, enhancing our professional reputation;
- Strive for excellence in the delivery of recruitment and selection, trg, education and development to produce agile, resilient and effective personnel with a war-fighting mentality;
- Deliver coherent transformation that is sustainable to enable long-term success;
- Balance task versus resource to allow realistic delivery of output within applied constraints; and
- Manage performance and risk proactively and intelligently to enable the chain of command to make informed decisions, prioritise activities and allocate funds and resources appropriately.
My Commitment to No 22 (Trg) Gp Personnel

I will ensure that all personnel within No 22 (Trg) Gp, whether Service, civil servants or contractors, understand their roles and responsibilities and are provided with the direction and resources necessary to fulfil their tasks. Personnel will be empowered where possible and supported when required, with progress monitored against realistic and SMART objectives. I will encourage team work, loyalty and co-operation, and promote innovation and the use of initiative and imagination. Achievement, whether individual or collective, will be rewarded, ensuring that No 22 (Trg) Gp has high morale and is a ‘command’ where people feel valued.

M G LLOYD
Air Vice-Marshall
Air Officer Commanding
CONTENTS

**Part 1 – Strategic Framework and Delivery**

Framework 1-4
Delivery 5-10

**Part 2 – Organisation and Culture**

Organisation 11-12
Culture 13-16

**Part 3 – The Management and Reporting of Performance and Risk**

Performance Management and Reporting 17
Risk and Issue Management and Reporting 17-18

**Part 4 – AOC No 22 (Trg) Gp and COS Trg Standing Objectives and Priorities**

Standing Objectives 19-20
Priorities 20

**Part 5 – Delivery**

ACOS Trg – Mission Analysis 21
Standing Objectives 21-22
Change Objectives 22-23

Comdt RAF College – Mission Analysis 24
Standing Objectives 25-27
Change Objectives 28-29

DFT – Mission Analysis 30
Standing Objectives 31-32
Change Objectives 33

ACO – Mission Analysis 34
Standing Objectives 35
Change Objectives 36

DCTT – Mission Analysis 37
Standing Objectives 37-39
Change Objectives 40-41

**Annexes**

Annex B CEB Construct and Planned Training Output 2014 – 2017 B1-B3
PART 1 - STRATEGIC FRAMEWORK AND DELIVERY

STRATEGIC FRAMEWORK

Introduction

The Strategy for Defence is the means by which the long-term strategic direction established by the 2010 National Security Strategy and the Strategic Defence and Security Review will be implemented\(^1\). The Defence Vision: Defence in a Changing World sets out the purpose of Defence and how it needs to evolve in the coming 5 to 10 years. Our mission is to protect our country and provide the ultimate guarantee of its security and independence, as well as helping to project its values and interests abroad. To do this we must meet a complex range of threats and challenges in a rapidly changing world. We will always use our influence to reduce the risk of conflict but we must be ready to fight and win on difficult and dangerous operations against determined opposition. We must stay ahead, configure our capability to address tomorrow’s threats, not yesterday’s, build more versatile and agile forces for the future, and ensure our people have what they need to do what we ask of them. We cannot do everything on our own, so we must work effectively with our allies and partners. And we must spend our budget wisely. The operating model emerging from the Defence Reform will provide a powerful platform for Joint Force Command and the Front Line Commands to re-prioritise capital and infrastructure investments and re-balance trg systems and consumption in order to maximise operational effectiveness and agility. Further information on Defence Reform is on the MoD website\(^2\).

Human Capability

The Defence Service Personnel Sub-strategy places people at the heart of capability. The professional and personal qualities of our personnel provide the UK’s Armed Forces with the strategic edge in the conduct of operations. The contemporary operating environment and the Future Character of Conflict\(^3\) (FCOC) require high calibre, highly committed, resilient and well-trained personnel - people who are specialists both as proponents of the profession of arms and in their chosen career fields. The most advanced technology and equipment still relies on people to operate and employ the equipment to optimum effect to meet specific mission objectives. No 22 (Trg) Gp seeks to deliver sufficient, capable and motivated personnel to the 3 Services in accordance with the RAF Strategy for People (RAFS4P) and as detailed in the RAF People Campaign Plan (RAFPCP). Pillar Cdrs will remain cognisant of the content of the Plan, contributing where activity bridges the COS Trg/COS Pers AORs. The Human Capability Goals are applied in the following ways:

- **Full Manning.** Our people are situated within a larger ‘Whole Force’ which comprises regular and reserve Service personnel, civil servants and contractors, all of whom contribute to Defence’s operational outputs. Full manning is an essential part of organisational resilience, alongside maintenance of a flexible branch and trade structure that can adapt to emerging requirements and exploit new technologies for their operational effect. No 22 (Trg) Gp has a pivotal role to play in ensuring that the 3 Services can attract, select, motivate and retain innovative, flexible and adaptable personnel able to contribute and excel across the Defence and Security spectrum. Arguably the most important component to achieving all of these outcomes in support of ‘Full Manning’ is that people are suitably trained and experienced. Achievement of this will require a close relationship between No 22 (Trg) Gp and COS Pers staffs to ensure the impact of issues such as manning ‘churn’ are fully understood.

---

\(^1\) DSD 12, Part 1 The Strategy for Defence.
\(^3\) MOD Strategic Trends Programme, Future Character of Conflict.
• **Resilience.** Resilience (both organisational and individual) is essential for the Services to be able to react to unexpected demands and sustain operational outputs over protracted periods that may exceed planning assumptions. We will support individual resilience by ensuring that each person is: treated fairly, in accordance with our policies; trained to cope with the rigours of military service; physically and mentally robust; and supported by welfare arrangements appropriate to individual needs and those of a family. Rapid changes in the character of conflict may mean that we are ill-suited to future operations by failing to ensure we have agile and resilient personnel. Thus, we must ensure that our trg and education programmes are tailored to meet future demands.

• **Sense of Feeling Valued.** Within the Services, conditions will be set so that commanders can ensure their people are, and feel, valued. Trg and education are essential for personnel to contribute effectively to operations, but they also help make the individual feel valued and contribute to self-worth and self-esteem. Consequently, a career-long learning strategy covering professional and personal development will be delivered and mandatory trg will be accredited with the equivalent civilian qualification\(^4\). Additionally, we will continue to encourage sport and adventurous trg in support of the 3 Services Force Development framework which will also help develop the robustness and resilience of our people.

**Governance**

In Apr 13, the role of Chief of Defence Personnel (CDP) was created. CDP’s responsibilities include all the former functions of the DCDS (Pers & Trg) in respect of policy on Service personnel and their training. However, CDP is also the owner of the Service Personnel and Veterans Agency (SPVA) and, wef Apr 14, will also have responsibility for civilian personnel policy. Therefore, CDP is responsible for directing the strategy, policies, rules and processes needed to deliver and sustain the human component of overall military capability now and in the future. In particular, he is required to work with the single Services to deliver sustainable, resilient and affordable manning of a force structure sufficient to meet current operations and standing tasks, while recuperating the force and reducing the force structure in accordance with SDSR 10.

Force generation in its widest sense covers a spectrum of activities including the recruitment of Service personnel, basic and unit trg, the integration of equipment into the joint force, and the delivery of Force Elements to the point of embarkation ready for operations. Head Office states the strategic requirement, through DSD and, in the nearer-term, the Defence Plan, to the Commands and provides them with the budget for delivery. Work on future strategic manpower planning is ongoing, and has the potential to change the current construct, but as yet the division of responsibilities between the Head Office and single Services, delivered through the Principal Personnel Officers and other organisations has not changed significantly. There remains an on-going requirement to provide a focus for Service trg and education and the setting of overall policy, strategic direction, prioritisation and balance of investment across Defence on:

• Individual and collective trg.

• Command and staff trg.

• Trg systems and learning technologies.

• Assurance.

• Wider education, including Personal Development.

• Adventurous trg and sport.

\(^4\) JSP 898 Part 4 Chapter 5 defines the amount of additional trg which can be added to secure accreditation.
As AOC No 22 (Trg) Gp, I report to DCOM Cap & AMP who sits on the Defence Trg Board (DTB). The DTB, which is closely aligned to the Services Personnel Board (SPB), ensures coherence between the strategies and policies of each of the 4 Front Line Commands and acts as the central policy focus. Although there is no formal joint civilian/Service Process Owner for trg across the Department, the DTB aligns Defence Training & Education with operational output, defining and developing the future Defence Training Environment to ensure its relevance and utility for Defence and single-Service needs. Requirements setting for training and education will be delegated to the Commands and TLBs as appropriate.

DCOM Cap & AMP will continue to be responsible for the management and delivery of RAF personnel to support operations and standing commitments, and for the personnel management and career development of RAF personnel. Indeed, Defence Transformation and the RAFS4P require people to be placed at the heart of future capability. Externally, the key interfaces and liaison in this role are with CDP and the DTB, Hd FMC Air, and our sister Services. DCOM Cap & AMP will also have an ongoing responsibility through AOC No 22 (Trg) Gp for ensuring RAF and, in the sphere of technical and fg trg, tri-Service personnel are developed to become robust, appropriately trained and through-Service educated individuals and team players who meet the changing requirements of Defence.

**RAF Governance Overview**

The RAF governance structure includes the Air Force Board (AFB) which has command over officers, airmen and airwomen of the RAF, and is charged, in formal direction from the Defence Council, with the administration of all matters relating to the Service. The Air Force Board Standing Committee's (AFBSC) role is to assist CAS in discharging his executive responsibilities for the delivery of coherent military capability, the current and future fighting effectiveness and efficiency of the RAF, and the morale of the Service. The role of the Air Force Operating and Performance Group (AFO&PG) is to support CAS in reviewing the effectiveness of operational outputs and performance management (expanded in Part 3). The Air Force Capability Group (AFCG) is the senior Air Capability Portfolio decision-making body.

As AOC, I report the No 22 (Trg) Gp SAPPHIRE results up the chain of command. Provided with this information the AFO&PG and the AFBSC can make decisions, prioritise activities and allocate funds and resources where needed. I require full engagement from those involved in performance reporting at all levels to allow the Command Board to make evidence-based management decisions.

**Governance of No 22 (Trg) Gp tri-Service and ACO Trg Output**

**Full Command and Discipline.** Each single Service retains Full Command and disciplinary responsibility for their personnel working within No 22 (Trg) Gp.

**AOC No 22 (Trg) Gp Span of Command.** AOC No 22 (Trg) Gp is in command of:

- All RAF stations and subsidiary bases within No 22 (Trg) Gp.

- The Defence College of Technical Trg (DCTT) with the HQ based at HMS SULTAN and comprising:
  - Defence School of Aeronautical Engineering (DSAE) comprising the main base at RAF Cosford and the subsidiary elements at Arborfield and HMS SULTAN.
  - Defence School of Communication and Information Systems (DSCIS) comprising the main base at Blandford and subsidiary elements at HMS COLLINGWOOD, RAF Cosford and RAF Digby.
Defence School of Electronic and Mechanical Engineering (DSEME) comprising elements based at Arborfield and Bordon Garrisons and No 4 School of Technical Trg (No 4SoTT) based at MoD St Athan.

Defence School of Marine Engineering (DSMarE) based at HMS SULTAN.

The Defence Technical Trg Change Programme (DTTCP) team based at MoD Lyneham.

- The ACO comprising the HQ at RAF College Cranwell and all its subsidiary elements across the country.
- The RAF College Cranwell, headquartered at RAF Cranwell but with elements based at RAF Halton, UASs and 39 Air Force Careers Offices across the United Kingdom.
- The Central Flying School based at RAF College Cranwell.
- The Defence SERE Trg Organisation at RAF St Mawgan.
- The Joint School for Adventurous Trg Instructors at Llanwrst and the Force Development Trg Centres at: Crickhowell, Fairbourne, Weston-on-the-Green, Grantown-on-Spey and in Bavaria.

**Individual Trg and Education.** Individual Trg and Education delivery is discharged through the 2-star Defence Trg and Education Group (DTEG), acting on behalf of the Principal Personnel Officers. For AIR, this responsibility is held by AOC No 22 (Trg) Gp/COS Trg.

**DTT.** On behalf of Defence, and as the recognised Technical Trg Joint User, AOC No 22 (Trg) Gp is responsible for command and control (OPCOM & OPCON) of the DCTT’s Change Programmes delivering the output as determined by the DTB and shaping these units for the future. AOC No 22 (Trg) Gp is also Programme Director of the DTTCP and, supported by Comdt DCTT, will develop and deliver the DTTCP on behalf of the SRO, CDP. AOC No 22 (Trg) Gp is in command of HMS SULTAN and the Arborfield, Blandford and Bordon Garrisons.

**DHFS.** On behalf of Defence, AOC No 22 (Trg) Gp retains command and control (OPCOM & OPCON) of the Defence Helicopter Flying School.

**MFTS.** To support DCOM Cap & AMP in his role of SRO for MFTS, AOC No 22 (Trg) Gp acts as Lead User and ensures that all contracted fg trg delivery organisations are embraced within the sphere of governance.

**ACO.** On behalf of the Air Cadet Council (chaired by CAS) and working through the Air Cadet Council SG (chaired by DCOM Cap & AMP), AOC No 22 (Trg) Gp exercises C2 of the ACO including all regular and reservist personnel, civil servants, ATC SNCO volunteers and civilian instructors. AOC No 22 (Trg) Gp has no C2 authority over the regional, wg and sqn civilian committees who work alongside, and in support of, the ACO but are responsible to the Air Cadet Council. C2 of the RAF elements of the CCF rests with the headmaster; CCF policy is directed by Reserve Forces & Cadets while the ACO has a care and welfare responsibility for CCF personnel whenever conducting trg outside of the school environs.

**Contractors.** It is the responsibility of all Pillar Cdrs to ensure that contractors working for No 22 (Trg) Gp are aware of, and compliant with, the No 22 (Trg) Gp ASMP and all relevant Care and Welfare regulations and requirements.

---

5 A 2* forum chaired by ACDS Pers & Trg with 2* representation from all 3 sS and other Defence formations.
DELIVERY

Introduction

FF20 and beyond requires an integrated and responsive military trg and education system to develop Defence, and particularly RAF, personnel capable of understanding and fully exploiting air power to achieve Joint effect across the spectrum of conflict. Personnel must be both credible and comfortable when operating in joint, allied and coalition environments and across government. A culture of critical thinking will continue to be developed and inculcated in the workplace. Leadership skills will be honed to enable commanders to understand the integration and effects of diverse capabilities and to apply a balanced approach to risk taking. Leaders will be required to demonstrate the moral courage to confront and accept reasonable risks, encourage prudent risk-taking and sharing, and to ensure freedom of action at appropriate levels through mission command. All of this is underpinned by the belief that people are, and will remain, Defence’s strategic edge. No 22 (Trg) Gp is central to the delivery of human capability and this goal.

No 22 (Trg) Gp Key Outputs and Change

No 22 (Trg) Gp has a large, diverse and complex task that is delivered through an equally large, diverse and complex range of delivery organisations spread across the country. The Gp is spread across 53 primary sites in the UK and comprises 1,900 civilian and 3,800 military (Regular and FTRS) personnel; it has 422 flying platforms; a current annual input of around 61,000 trainees with an Air Cadet Organisation (ACO) of 41,000 cadets and 12,000 staff (adult volunteers). This requires a robust, well coordinated but at the same time agile and responsive governance structure which is provided through a 5-pillar organisational construct operating with a cohesive team approach to achieve a prioritised set of objectives. The Gp must meet both Service and civilian manpower drawdown targets while minimising the impact on output delivery.

COS HQ No 22 (Trg) Gp will continue to co-ordinate the manning reductions across all 5 pillars to optimise how we make best use of our most important asset. I expect my Pillar Cdrs to communicate effectively with all their personnel to ensure they understand the change requirements, are aware of how we are looking after their interests and to enable them to contribute positively to the transformation process.

To enable the No 22 (Trg) Gp Command Board to exercise the necessary oversight and supervision, a Performance Management and Reporting System will be employed alongside a Risk and Issue Management and Reporting process, based on SAPPHIRE, all of which require accuracy and openness to be effective. This process is described in more detail in Part 3. The key outputs of No 22 (Trg) Gp, and some of its challenges, are outlined below:

- **The Delivery of the ACO comprising the ATC and the RAF Sections of the Combined Cadet Forces.** Fundamental to success, the ACO will need to remain modern, dynamic, sustainable and safe as an aviation-focused youth organisation of choice. It will need to retain its independence during on-going reviews of the Cadet forces across Defence and ensure that the interests of the air cadets and Cadet Force Adult Volunteers are represented during tri-Service initiatives to enhance jointery and common Terms & Conditions of Volunteering. The ACO will need to continue to review and enhance its structures and governance as it seeks to support the Government’s Cadet Expansion Programme in England and the Centre-led review of CCF funding models.

---

6 RAF Command Plan Pt.1
7 This does not include DSTO trg input figures.
- The recruitment of regular RAF officers, Direct Entry SNCOs, airmen, Reserve officers and airmen; DTOEES\(^8\) and DTUS\(^9\) students and UAS cadets as well as the delivery of initial trg for Regular and Reserve Forces. Over the next 5 years the increase in both recruiting and initial trg activities as well as the UAS will be affected by the drawdown of Service personnel and the rationalisation of estate across Defence.

- The delivery of elementary, basic and advanced flying trg for fast jet, rotary, RPAS and multi-engine aircrew for all 3 Services; provision of Air Traffic Control and Flight Operations trg. The key challenges for the flying trg system will be: to influence the front line in order to attain OCU requirement stability; to achieve greater coherence for RWFT within MFTS; to integrate IDT; to realise the benefits of new equipment and systems; and to manage the transition to MFTS. DFT’s Main Effort is to ensure safe delivery of trainee output to meet Defence requirements. After that, DFT’s top priorities are: the effective leadership and management of trainees; shaping the delivery of future fg trg and ensuring a smooth transition; and delivering IDT and maximising its benefits for UK.

- The delivery of ground trg\(^10\) and development for RAF officers and airmen; trg policy, governance and assurance of trg; fitness strategy; and force development. The key challenges for ground trg and development for the RAF will be adjusting to Defence transformation and sustaining output with a drawdown in specialist trg staff numbers. The provision of robust assurance through auditing and evaluation is increasingly vital to ensuring that the RAF’s trg continues to deliver to requirement, safely and in a cost effective manner.

- The delivery of aeronautical, electronic, mechanical, marine and communications engineering and information systems trg for all 3 Services. The delivery of flexible, affordable, modern and effective technical training that meets the requirements of the nation’s Armed Forces and the needs of their trainees now and into the future. The challenge for the Gp is that it must continue to deliver technical training to the FLCs within its allocated resources whilst simultaneously transforming its business in order to adapt to the changing environment and to sustain its ability to meet future demands. The Gp is to support the long-term development work of the DCTT as it transforms technical training to achieve volume reductions measured against Defence Training Plan 11 (25% compression of all training and 20% distribution of Phase 3 training by 2020). A key milestone will be the relocation of training from Arborfield and Bordon to new or refurbished facilities at Lyneham by the end of 2015. Continuous improvement and training transformation within the DCTT is to be focussed on delivering the key benefits of: improved flexibility and responsiveness of the technical training system; adoption of modern training techniques; and better use of the estate by progressively reducing the number of sites, reducing running costs and improving facilities. The Group will lead on shaping and, where appropriate, drafting revised Defence and single Service policies submissions required to support the delivery and exploitation of the required change programme benefits.

- The delivery of Defence Survive, Evade, Resist, Extract (SERE) Trg. The Defence SERE Trg Organisation (DSTO) will continue to satisfy the key SERE pre-employment trg required for personnel deploying on current operations and those on standby to conduct contingent operations. Following recent revision of the Prone to Capture and Exploitation assessment of UK forces and the effects of SDSR, there is a marked revision of DSTO’s output in terms of types of trg required though little change to the overall task size. DSTO will fully exploit the capability of the new Joint Service Trg Facility to provide relevant and assured trg that meets the requirement of likely future operations. This will include

---

\(^8\) Defence Technical Officer and Engineer Entry Scheme.
\(^9\) Defence Technical Undergraduate Scheme.
\(^10\) Including Phase 2 and Phase 3 trg delivered by the School of Physical Trg at Cosford.
engagement through Jt Force Command with OGDs to provide a centre of excellence for SERE trg to support the full pan-Government requirement.

- **The delivery of the RAF Aerobatics Team (RAFAT).** RAFAT tasking for the display season (May-Oct) will be co-ordinated and directed by the Events Team but confirmed by AOC No 22 (Trg) Gp. RAFAT Main Effort is to undertake progressive and iterative trg throughout the Winter and Spring period to achieve Public Display Authority (PDA) standard. The aim is to fly a number of 9-ship rehearsals and Out Of Season Practices (OSPs) prior to deployment on the annual Ex SPRINGHAWK building towards PDA in May 14.

- **International Defence Trg.** Key elements in No 22 (Trg) Gp’s delivery of trg capability, that will enable the growth of IF15 and FF20, will be the development of robust, vfm and cost-effective solutions to provide Defence Technical Trg and a MFTS. At the same time, the Strategy for Defence’s priority tasks includes “success in other operations” and “promotion of Defence exports”. The former includes making a Defence contribution to UK influence by providing trg solutions in priority countries for Defence engagement, security sector reform and capability building activities. The latter requires enhancing the ‘exportability’ of UK equipment to strengthen British influence and help support British industry and jobs. Consequently, No 22 (Trg) Gp’s trg output will deliver IDT in support of Defence exports, and engagements that strengthen multi-national relations.

- **Resettlement Advice.** Significant time will be given to ensure that the re-let of the Career Transition Partnership contract to provide 3rd line, commercially-led resettlement support fulfils RAF requirements for resettlement support. NEM work-strands will also have an impact on this, as through-career options are considered for training in particular. Another new initiative, to improve the resettlement support offered to Early Service Leavers, has been introduced recently and the uptake of this will be monitored.

In sum, the total output of No 22 (Trg) Gp covers all RAF recruiting and a significant volume of high quality trg in numerous diverse spheres that undoubtedly underpins the future of the RAF and makes a major contribution to Defence as a whole. Many of the highly skilled, agile, adaptable Defence personnel who will be the cornerstone of FF20 will be in place solely due to the professionalism, commitment and industry of No 22 (Trg) Gp. The Gp has to work effectively within a taut budgetary construct using every opportunity to develop a more cost effective delivery system that meets the current needs of Defence and aligns with the requirements for IF15 and FF20. We will continue working to establish an environment whereby all people (Service and civilian) are actively eliminating waste and continuously improving processes. Equally important, the Gp must deliver its output safely, both in the air and on the ground, utilising a comprehensive Total Safety management system that meets all MAA, H&S, Care & Welfare and other requirements. Thus, in delivering our outputs, I continue to place people, safety, and care and welfare at the top of my priorities, which are outlined in more detail in Part 4.

**Total Safety**

The role of Defence is to deliver efficient, effective and precise military power that achieves the intended results with the minimum of deaths and injuries to non-combatants, the enemy and, of course, to our own and allied forces. To achieve this goal, we must inculcate an inherent safety consciousness within all our people, from the first day of their military career to their last, such that Total Safety is reflected in everything we do. Total Safety combines Air Safety and Functional Safety to cover every aspect of our output and activities. As such, I would expect to see safety raised as a premier agenda item in every decision making meeting throughout the Gp. Equally, we must ensure that all our personnel continue to receive the very highest quality trg and that we apply the highest possible standards of safety to all air and ground activities. This will

---

11 Embracing all issues covered by DHALI/Blake and Ofsted inspections.
12 Functional Safety covers all activity outside the remit of Air Safety and uses a similar robust safety management process to ensure risk is tolerable and as low as reasonably practicable.
enable us to minimise the risk to personnel, equipment and mission, and enhance our operational capability. What is clear is the fundamental role that comprehensive Total Safety management plays in helping us reach these objectives. All commanders have a responsibility to ensure that any activity carried out within their AOR is done so in as safe a manner as possible and that their approach to safety is articulated in their own mgt plans. The respective No 22 (Trg) Gp Air Safety Management Plan\(^{13}\) and Functional Safety and Environmental Management Plan\(^{14}\) demonstrate both the Gp’s commitment to delivering Total Safety whilst detailing how we will go about achieving this.

**Air Safety**

Military aviation is an inherently complex, unforgiving and potentially hazardous activity that is affected by more than the aircrew and engineers who operate and maintain our aircraft. For us to deliver our military task in the air domain we cannot be risk averse but must manage risk to a level which is tolerable and as low as reasonably practicable (ALARP). This necessity is recognised in the No 22 (Trg) Gp Air Safety Management Plan, which encompasses the 4 worlds of: Battlespace Management, Ops, Engineering and Direct Support Services, each of which has a critical role to play in ensuring the risk to military aviation and personnel is tolerable and ALARP. I expect all personnel who are associated with flying operations, within the ‘4 worlds’, to be familiar with the No 22 (Trg) Gp Air Safety Management System.

**Functional Safety**

In his Policy Statement on Health, Safety and Environmental Protection in Defence, the Secretary of State for Defence set out the Departmental policy on Health, Safety and Environmental Protection for MOD describing the strategic principles, duties and governance arrangements to be applied throughout the Department. The Policy Statement identifies TLB Holders as responsible for the safe conduct of activities in their area of responsibility, delegating further on a personal basis to nominated individuals. Commanding officers and managers at every level are to be competent and have at their disposal adequate resources to ensure compliance with the Policy Statement. It is a fundamental objective that the risks to the health and safety of anyone conducting or affected by Defence activities are ALARP and that this level is tolerable. Performance and risk relating to functional safety on units is reported through the SAPPHIRE management system via the Functional Safety nodes. I expect all commanders to be familiar with the Functional Safety and Environmental Management Plan and to ensure that any risks are recorded in a timely fashion and managed appropriately.

**Communication**

Throughout all our activities, communication both internal to the Gp, across all 3 Services and out to the UK civilian population is a core requirement and contributes to an overall impression internally of feeling valued. Positive engagement with civil society underpins the ongoing success of the ACO and enables the achievement of RAF recruiting targets with candidates of the right quality and potential. The timely delivery of trg output of the right quality depends on clear and regular dialogue within Defence to ensure mutual understanding of the requirement and the resources necessary. This dialogue must also ensure an appropriate understanding by the rest of Defence of the outputs and scale of the No 22 (Trg) Gp task and the ground-breaking work done to meet it successfully. More importantly, we must communicate the outstanding professionalism, commitment and passion that our people have for their work and the excellence of their delivery, which is recognised world-wide. The No 22 (Trg) Gp Engagement Strategy\(^{15}\) encapsulates these communication requirements and objectives and I expect all my commanders to implement this effectively across their AORs. I will require updates on the delivery of this Engagement Strategy from my Pillar Cdrs.

---

\(^{13}\) No 22 (Trg) Gp Air Safety Management Plan Issue 5.1 dated 16 Dec 13.
\(^{15}\) At Annex A.
I place particular importance on all my commanders maintaining positive engagement and communication with our Trade Union representatives both through the normal Whitley Council process and in the vital area of change management. Early engagement is essential to ensure that all sides understand how we are considering delivering the manpower drawdowns and trg transformation. This engagement must be maintained, using informal and formal channels as appropriate, right through the change process. We will achieve a far better and more resilient final solution by employing a strong team approach throughout.

**Defence Systems Approach to Training**

All Individual Training and Education across Defence must be analysed, designed, delivered and evaluated in accordance with the Defence Systems Approach to Training (DSAT). I have recognised that complying with the intent of DSAT has produced significant challenges for many across No 22 (Trg) Gp and this has been exacerbated where the professional training SME support has been reduced or even eliminated. Therefore, I encourage units to prioritise efforts to ensure that the effectiveness and the efficiency of their training systems are known in order to demonstrate that their training is meeting stakeholders needs and, in particular, operational capability and business success. An evidence based approach to decision making should greatly assist the task of Training Management, provide a rationale for resource allocation and a measure for the success of our Continuous Improvement initiatives. Where gaps exist with the application of DSAT due to resource or other issues, commanders are to ensure that this is recorded through the SAPPHIRE management system.

**Continuous Improvement**

I will establish an environment whereby all people (Service and civilian) are actively eliminating waste and continuously improving processes and the delivery of our outputs. Key to achieving this is for leaders to encourage innovation, initiative and imagination, by recognising, publicly, the effort of individuals and teams. However, individual and collective improvement must be aligned to the No 22 (Trg) Gp Mission, objectives and priorities. Within the Gp, I will nominate a number of Change Managers and Change Agents, who will act as the focus of CI and change management activities within the Gp, supported by a Change Mentor who is a member of HQ Air’s Continuous Improvement Team. The Change Manager and Change Agents will prioritise, communicate, stimulate, coordinate and facilitate change activity within the Gp. Additionally, both the HQ and wider No 22 (Trg) Gp will conduct periodic CI and Change Management Health-Checks in order to identify best practice and areas of potential improvement. In sum, the benefits of CI activities to the Gp are to:

- Reduce the risk of our activities to the lowest possible level.
- Maximise the contribution of everyone in No 22 (Trg) Gp.
- Ensure the most effective use of critical resources.
- Improve decision making agility in all areas.
- Deliver a coherent and integrated Care and Welfare regime, thereby sustaining safe and reliable trg.

Each pillar is to develop its own strategy for undertaking CI; the development of pillar strategies is vital if CI programmes are to be successful, as each should be tailored to meet specific requirements.

---

16 JSP 822

17 Developed in accordance with guidance in AP2 – RAF Continuous Improvement.
Resource Management

Flexible and affordable trg and education is a strategic issue and preparing our people to perform effectively on current and future operations is a critical requirement. IF15 and FF20 require us to deliver the correct number of adaptable personnel. The need to meet the minimum trg requirement set out in DSD will require a transformation of the way Defence governs, designs and delivers all of its trg and education. The DTB will oversee this effort; No 22 (Trg) Gp will play a key role in its delivery.

I will delegate Resource Management responsibilities to each Pillar Cdr through letters of financial delegation/letters of authority as part of their overall requirement to seek the optimum vfm task delivery solution. Pillar Cdrs must seek innovative solutions to maximise the resources available and I expect you to identify at the earliest opportunity any surplus funds so that they can be used within your Pillar or to the benefit across the Gp to promote safety, task delivery and quality of life for our people. In order to achieve this you must be open and honest in your assessment of the funding position throughout the year applying an appropriate level of risk to your forecasts. As part of the ABC15 exercise I expect you to review your financial plans in order to provide a taut and realistic submission, identifying the pressures and risks in the process. You should only highlight issues where you are not able to contain costs within control total without significant output cuts.
PART 2 – ORGANISATION AND CULTURE

ORGANISATION

No 22 (Trg) Gp is organised in a 5-pillar construct to facilitate the delivery of its diverse output requirements while retaining a strong collegiate bond and unity of purpose. The AOC and Pillar Cdrs, with supporting FPP staff, work together through a strong Command Board structure to resource, direct, deliver and assure the full range of tasks and to ensure appropriate consideration and recognition for the Gp's personnel.

Within the 5 pillars, there is a very broad span of operations delivered through both RAF and Joint units that are all working for AOC No 22 (Trg) Gp. The responsibilities of the individual 1* Pillar Cdrs are outlined in their personal Directives and financial Letters of Delegation.

ACOS Trg will act as COS for all pan-Gp issues and is the nominated Deputy AOC No 22 (Trg) Gp. COS HQ No 22 (Trg) Gp will have lead responsibility for all pan-HQ issues, special projects and delivery of support to the AOC while also retaining the Gp lead for DSTO and RAF St Mawgan.

Pillar-specific issues will be staffed by the respective Pillar Cdr through the PSO to the AOC. Any pillar-specific actions required by authorities external to the Gp are to be either routed through the AOC or copied to the PSO as appropriate to ensure a common understanding of all issues.

18 Such as manning, handling of ABC Options and Measures and the Gp Engagement Strategy.
CULTURE AND WAYS OF WORKING

Ensuring People Feel Valued

During a period when the military and the Civil Service are downsizing, doing all we can to ensure that our people feel valued is critical to the morale and hence output of the Gp. I know that the amount of commitment an individual is willing to give to an organisation is directly related to what the individual receives in return. Although I will play my part in representing the Gp in the strategic debates about addressing conditions that affect the sense of being valued, local level initiatives are within all our control. Indeed, generating a sense of feeling valued is likely to be most palpable at the local level as recognition of positive contributions will be more immediate and, potentially, of greater significance when delivered by the local chain of command. I look to all within the line management chain to recognise the contribution of their people in the appropriate manner; this should embrace both individual and team awards and use the full range of options from national state awards through to CAS’ or my own commendations, as appropriate, to special bonuses for civilians. I expect this task to sit firmly in the essential, not desirable, bracket and I also require submissions to be timely and completed to the appropriate standard to ensure due recognition is achieved.

Leadership

I expect leaders in No 22 (Trg) Gp at all levels to embrace Mission Command\(^\text{19}\): to promote empowerment necessary to allow agility; to realise the importance of employing a variety of leadership styles in order to achieve outstanding performance; to understand the role of leadership in effecting change and transformation; and to promote Followership within the Gp.

Care and Welfare

Introduction. I consider that my Care & Welfare requirements extend from the day that a new trainee, cadet or member of staff joins the Gp in whatever location, until the day they depart. I recognise that this is a huge task that covers a wide spectrum including appraisals, recognition and reward, and delivering within supervisory care guidelines. I look to the relevant line managers at all levels to understand their responsibilities and play their part in delivering effective Care & Welfare. I will have no sympathy for those who fail to deliver to the highest of standards their responsibilities in this important area.

Dignity. It is MOD policy that all Service and civilian personnel, regardless of rank or grade, have a right to be treated with dignity. All Service and civilian personnel also have a responsibility to do all they can to ensure that the working environment is free from all forms of bullying and harassment and that the dignity of others is respected. All personnel are to:

- ensure that their own conduct does not amount to bullying or harassment;
- have the moral courage to challenge inappropriate behaviour;
- be prepared to support those who experience or witness bullying or harassment; and
- report bullying or harassment against themselves or others.

Bullying and Harassment. The chain of command and line managers have additional responsibilities to set the highest example through their own behaviour and to ensure that personnel for whom they are responsible are aware of, understand and adhere to MOD policy. Leaders and managers must be vigilant and proactive in preventing bullying and harassment.

\(^{19}\) A philosophy of 3 enduring tenets: timely decision making, the importance of understanding a superior’s intent and a clear responsibility to fulfil the intent. In order to: promote decentralised leadership, freedom, speed of action and initiative, yet responsive to superior direction.
from occurring within their units or establishments (rather than waiting for complaints to arise). If they do occur, they must have the moral courage to deal with it properly and promptly, whether or not a complaint has been made.

**Managing Stress.** The current period of transformation in Defence, with its attendant reduced resources and manning, redundancy programmes, VERS, base closures, unit moves et al, can generate significant stress at work. We must be alert to the pressures on individuals and where possible train people to recognise and treat this issue in an appropriate and timely manner. The potential stresses on units and individuals will be eased by the leadership taking prompt action to adjust priorities, implement effective change programmes, resolve manning issues, recruit where practicable, enable personnel to take leave and keep personnel informed. Our care and welfare responsibility, including keeping people informed, must remain inclusive of those leaving the Service or Civil Service under whatever route, particularly if they are away from the main base.

**Diversity.** The Ministry of Defence recognises that the people we employ are the most important factor in fulfilling our Mission to defend the United Kingdom and its interests. This has been clearly articulated through the guiding principles of the RAFS4P and, where appropriate, in the priorities identified within the RAFPCP which is the mechanism which turns the RAFS4P into reality. Above all, the strategies and plans of No 22 (Trg) Gp place inclusivity at the forefront of our efforts. The United Kingdom embraces people from diverse cultures and backgrounds. Drawing on this diversity (including but not limited to gender, ethnicity, sexuality and social mobility) enhances our ability to deliver our business of learning and enables No 22 (Trg) Gp to adapt continuously to a rapidly changing context. We need a shared focus in this area which is encapsulated in the MoD Unified Diversity Strategy and captured in its Vision and Mission statements. In particular, I will ensure each individual who works within No 22 (Trg) Gp is treated fairly, with dignity and respect and that the diversity of our workforce is harnessed so that it increases operational effectiveness.

**Appraisal Reporting.** Crucial to looking after our personnel is the conduct of a rigorous appraisals process by the command chain. This must embrace all elements of the process from agreement on the setting of objectives, through completion and recording of mid-term interviews to the accurate, honest and on time submission of reports, written with appropriate quality to support the recommendations. Both civil and military ROs must ensure they are familiar with the relevant reporting and development systems of the personnel working for them, including bonus award procedures. I consider the care and time spent on delivering accurate, fair and timely appraisals a key component of the leadership and management of our people.

**Force Development.** Precisely because of the challenges posed by the ongoing financial and manning constraints and the changes demanded by the New Operating Model, developing and motivating our personnel remains vital to the military. Force Development (FD) has been the RAF’s primary work-place generic education and trg delivery mechanism since 2003. To ensure that our personnel are properly developed and continue to feel valued, more effective work-place FD is critical. It is also vital to ensure that the critical connections between 2 of the main contributors to FD, Adventurous Trg (AT) and Sport, are exploited. Collectively, FD, AT and Sport are part of what develops and maintains the ‘Warfighter’ spirit. Thus, I wish to ensure that our personnel, tri-Service and civilian, are given the opportunity to stay fit, train and develop with appropriate opportunity to conduct a proportion of this activity in work time.

---

21 The aim is to improve operational effectiveness through individual and collective knowledge, trg and skills (AP3379 Lft 2410).
22 FD includes ensuring that our personnel understand and value our military heritage (PCP FV2).
Safety Management Reporting Culture

Effective Safety Management is about much more than equipment and procedures; it is about people and the Human Factors that affect them. We must, therefore, recognise that we are all subject to error – that is the nature of the human condition. Addressing this through safety management requires us to develop a deep understanding of Human Factors issues and to foster a strong Reporting Culture. This Reporting Culture is developing as we strive to learn from low-level events rather than purely from accidents. It will ultimately enable us to predict and prevent reoccurrence of errors and circumstances before they happen. To underpin this, we have established a policy to engender a ‘Just Culture’ under which our people feel confident to report issues and admit error in the understanding that the system is open, fair and equitable. The consistent delivery of this policy, both in detail and spirit, is essential if our Reporting Culture is to fully mature. Therefore, I look to all those in leadership positions to defend ferociously our ‘just’ policies.

Personal Accountability

The development of Defence towards IF15 and FF20 will have significant implications for No 22 (Trg) Gp. Although we know that we are going to be financially challenged to provide the quality trg that we are so proud of within the Gp, it is the people challenge that concerns me more. Against the backdrop of the Service redundancy programme and the Civil Service early release scheme, we know that there are areas of the Gp that may not have all of the resource (financial and/or people) that we might wish for. Such resource pressures are inevitable, but there is no excuse for not focussing on our Mission and priorities and continuing to deliver them safely and effectively. I expect all of those involved in the execution and management of our business to raise concerns to the command chain if and when required. In all areas of our business, we cannot and will not tolerate any sense of a ‘walk on by’ culture.

Personal Values and Standards

‘RN Ethos, the Spirit to Fight and Win’, ‘Values and Standards of the British Army’, ‘Ethos, Core Values and Standards of the RAF (AP1)’ and the ‘Civil Service Code’ all articulate the core values and standards expected of those employed in the MoD. However, for any organisation to operate efficiently, it is important that team members appreciate the personal values of their leader as, ultimately, it is against those values that the leader will judge their performance. Consequently, I require the Gp to abide by the following values:

- **Respect.** Mutual and Self Respect. We will conduct ourselves in a way that protects and understands the needs, rights and welfare of others and maximises the contribution of all.

- **Integrity.** Moral courage, honesty, responsibility and justice. We will strive to do the right thing for our people and the mission. We will be honest in all that we do and encourage open and effective 2-way communication across the command structure. Our actions will match our words and our word will be our bond.

- **Service.** Physical courage, loyalty, commitment and teamwork. Service is an act of selfless commitment. The military life is one of service to the Nation. It is about professional duties taking precedence over personal interests, the willingness to serve other people before ourselves – ‘Service before self’. Service incorporates the values of loyalty, commitment and teamwork. It might ultimately be about dying for others. Service takes considerable physical courage.

---

23 JSP 551 Vol 1 P100.110.
• **Excellence.** Personal excellence, discipline and pride. We will strive for excellence in all that we do and always seek to be as effective and efficient as possible through CI and innovation.

• **Trust.** We will delegate responsibility and authority to lowest levels possible and believe in our subordinate units or individuals to deliver the goods. In empowering individuals, we must instil trust in each other to make the correct decisions and not punish honest mistakes.

• **Sense of Humour.** No 22 (Trg) Gp’s output is critical to the future of the Services and our success (or not) in delivering world class personnel will have a fundamental effect upon the delivery of the UK Defence Strategy - for decades to come. In addition, we are all well aware that our business carries with it inherent risks and that it is our job to do all in our power to minimise such risks. Despite these pressures, it is important that we maintain the ability to have fun and enjoyment and remember that there is still room for humour!
PART 3 – THE MANAGEMENT AND REPORTING OF PERFORMANCE AND RISK

Performance Management and Reporting

No 22 (Trg) Gp’s Performance Reports are produced quarterly via the SAPPHIRE Mgt Information System and measure the Gp’s performance against 2 types of objectives. First, an assessment must be made whether the Air Force Board Standing Objectives are being met. This is undertaken via a series of performance questions. The results are reported upwards and inform the 3* Air Force Operating and Performance Group (AFO&PG) and the AFBSC whether the objectives that underpin the RAF Command Plan and the Defence Board Standing Objectives are being met. Armed with this information, the AFO&PG and the AFBSC can make decisions, prioritise activities and allocate funds and resources where needed.

In order to assist in the performance management of trg delivery, the Customer Executive Boards (CEBs) are required to provide a mechanism whereby stakeholders are able to influence the scale and content of trg to match the operational/business requirement within the available resource. Feedback from the CEBs also assists in answering the trg delivery questions in the RAF Command Plan, specifically relating to the actual trg delivered compared to the trg required and trg planned. Annex B details the CEBs which No 22 (Trg) Gp has a major interest in and also lists the planned trg delivery output for the next 3 years for trg which is monitored by those CEBs.

Additionally, my Performance Report contains Management Objectives set by me which are not required for upward reporting but which, nevertheless, inform our planning and in-year management activities. These objectives can be modified to suit any changes to the Gp’s structure or outputs.

I require full engagement from those involved in performance reporting at all levels. Reporting against each performance question is required to provide the Command Board, and others outside of the Gp, with a clear understanding of our issues and activity. Reports must be timely, provide sufficient detail and identify the problem, apply analysis and a forecast for improvement over the whole Departmental planning period. To allow the Command Board to make evidence-based management decisions, it is vital that a suitable level of analysis and forecast is applied to each reporting node. Performance reporting should not be a historical record of activity, but rather an aid to planning, based on input from subject matter experts and commanders.

Risk and Issue Management and Reporting

Good performance management allows early identification of risk and issues. What must then follow is active Risk and Issue Management (RIM) of those areas within the Gp that have been identified as impacting upon the Gp level outputs. RIM processes for the MOD form a continual cycle of identifying, assessing, managing and reporting risks and issues, while reviewing also the control strategies in place to deal with them in order to achieve the Department’s mandated objectives. Active RIM is fundamental to the effective achievement of our outputs and it is imperative that all personnel in No 22 (Trg) Gp play their part in it. Indeed, it informs operational decision-making, contingency planning, investment decisions and the financial-planning process. It is important to note that taking some risk can present us with the chance to exploit opportunities. Conversely, risk avoidance can seriously hinder our agility and ability to achieve timely effect on operations.

SAPPHIRE and Predict Risk Control (PRC)\textsuperscript{24} are the Management Information Systems used for RIM within No 22 (Trg) Gp. I require No 22 (Trg) Gp commanders to focus on managing the delivery of their outputs and to identify associated risks and issues, and then to manage those risks and issues effectively through regular review, such that the Gp can successfully deliver its outputs. JSP 892 articulates the MOD’s approach to risk management. The policy is based on HMT’s Orange Book\textsuperscript{25} but with sufficient flexibility to allow functional areas to implement standards.

\textsuperscript{24} All No 22 (Trg) Gp Risk Information is recorded on SAPPHIRE with DTTCP additionally reporting on PRC.
appropriate to their work. Effective RIM enables commanders to minimise unwelcome surprises and maximise opportunities, and to harness and prioritise resource effectively. The system only works through openness, honesty and the timely provision of accurate information.

No 22 (Trg) Gp has four top-level risks. The first two concern the transition to the UK MFTS solution, with one risk relating to FW FT and the other to RW FT. Both risks are concerned with the potential failure; for reasons of funding, resource and/or infrastructure; to design and implement a robust plan that ensures the safe delivery of students, to the numbers and standards required, throughout the period of migration across to UKMFTS. In the event that this plan fails, the effect will be missed OCU slots, an increased OCU failure rate, and empty cockpits on the FL. Mitigation for this risk involves collaboration between FPP, Cap, Air Manning and No 22 (Trg) Gp to examine the requirement and best allocate the resource available in order to enable the transition to MFTS. Both of these risks have been elevated and are now owned by DCom Ops.

Additionally, there are two societal risks relating to display flying and accidents involving Air Cadets which have been articulated to the Secretary of State. The first involves the potential for up to 50 fatalities from either an aircraft crashing in an urban area during a flypast or a similar number of spectators being killed at a display were an aircraft to crash into the crowd line. The second relates to Air Cadets, who regularly conduct Air Experience Flying (AEF) as passengers in Tutor aircraft, with selected Air Cadets also undertaking gliding instruction in Viking and Vigilant aircraft. If any No 22 (Trg) Gp aircraft flying an Air Cadet were to be involved in an accident, the cadet could be seriously, or even fatally, injured. Such an accident may lead to public condemnation.

The risks posed by display flying are tightly controlled through measures such as the selection and trg of display pilots, pre-season workshops, Standard Operating Procedures, the use of protective airspace, and display control measures such as the use of a Display Director. The most significant measures to control the risks to Air Cadets include the fitment of collision warning systems to all AEF aircraft, the modification of aircraft lighting to enhance conspicuity, and the employment of a ground based ‘bailout trainer’ to ensure that cadets are fully rehearsed in vacating the cockpit should it be required.

Adoption of appropriate mitigation measures will be essential to identify how a risk is to be handled. We must emphasize the proactive management element of RIM to ensure that risk registers do not gather dust, but are used alongside our performance reporting to illustrate how we are delivering against priorities and, for example, struggling to match mandated outputs with resource levels.

Whilst the SAPPHIRE and PRC Management Information Systems provide an overall risk picture of business risks, there is also a requirement of the Military Aviation Authority for Duty Holders to record Air Safety-related Risk to Life. These specific risks are managed through a separate cycle of working groups and meetings up to 4* level. Although managed as separate activities, if I deem it necessary for the AFO&PG to be made aware of an air safety risk, I will elevate it accordingly.

SUMMARY

Each quarter, I will engage with Pillar Cdrs to ensure that performance reporting is being completed and used as a planning tool. This will assure that we are pro-actively managing risk rather than just recording it. This process culminates when I Chair three 1* Mgt Boards and one Cmd Board on an annual basis. To complement the quarterly SAPPHIRE reporting, I require Pillar Cdrs to send me a quarterly report which provides an update on their AOR and highlights any performance mgt and risk matters which are likely to emerge in the quarterly SAPPHIRE report.

---

26 The Air System Safety WG; the Air Safety Steering Gp; the AFBSC (in safety mode) and the MOC (Military Operators’ Council) specifically address air safety risks.
27 Maximum 2 sides of A4 and due on the same date as the 1* SAPPHIRE returns.
PART 4 – AOC NO 22 (TRG) GP & COS TRG STANDING OBJECTIVES AND PRIORITIES

STANDING OBJECTIVES - DEFENCE

- Deliver trained personnel, with the right knowledge, skills, experience and mind-set to succeed on operations and in wider Departmental business.

- Deliver an integrated and responsive approach to Defence Training and Education (DT&E) which provides personnel and teams with the right knowledge, skills and experience which meets the evolving needs of modern learners, and which develops Human Capability (HC) by taking account of the need to enable people as our strategic edge.

- Deliver a robust Total Safety system and culture embracing, through a combination of Functional and Air Safety, every aspect of No 22 (Trg) Gp output and activity.

- Design, manage and deliver Military Flying Trg ensuring it is underpinned by a robust safety management system.

- Deliver and manage Defence Technical Trg including transformation of trg and the Defence Technical Trg Change Programme that will enable rationalisation of estate and optimisation of resource utilisation.
  - Deliver Aborfield and Bordon sites to DIO by end of 2015 for disposal:
    - Achieve IOC by Oct 2015.
    - Achieve FOC by Feb 2016.

- Deliver specialist SERE trg on behalf of Defence.

STANDING OBJECTIVES – RAF

- Deliver an integrated and responsive approach to Training and Education (T&E), optimised through career paths, employment and harmony, in support of the Whole Force Concept (WFC) and responsive to changing demand and the evolving needs of modern learners.

- Promote awareness of Defence and specifically the RAF, to the UK population and particularly potential recruits and their gate-keepers.

- Contribute to Defence Youth Engagement through management of both the ACO and UAS/AEF.

- Engages young people, providing Cadet Forces that contribute to improving wider understanding of Defence.

- Recruit professional, motivated and suitably qualified personnel iaw manpower plans, to ensure that the RAF, regular and reserve\textsuperscript{28}, achieves Full Manning of a fully inclusive Service that is representative of UK society as a whole.

- Manage the trg pipelines to ensure that the output of Trg Delivery Organisations meets the operational requirement.

- Design and deliver Phase 1 trg to meet operational and standing commitments, and approved un-established tasks.

\textsuperscript{28} The No 22 (Trg) Gp responsibility is for the recruiting of all RAuxAF personnel.
• Design and implement through-career personal development, education and trg strategy iaw the RAF Strategy for People and the People Campaign Plan.

• Design, develop and assure PEd policy and delivery across the Service to meet operational requirements and maximise the robustness and resilience of all personnel.

• Enable and deliver International Defence Trg as the RAF focal point.

• Act as the sS ombudsman for all aspects of trg policy, evaluation and care and welfare.

• Deliver sS SME advice on all trg issues to delegated Trg Requirements Authorities.

• Provide advice on Resettlement policy and deliver sS Resettlement support.

• Deliver Defence influence and engagement as the public face of the RAF through RAFAT (Red Arrows) operations.

PRIORITIES – 2014/15

• Placing people at the heart of our plans as we draw down and transform, through strong leadership and management of change, ensuring our people feel valued, and by honest, accurate and timely communication and through recognition and reward.

• Continuing to develop the Total Safety culture through strong leadership and management of the delivery of safety, care and welfare and supervision systems.

• Managing the FT pipeline to ensure we motivate and retain sufficient talent to meet the future requirements of the front line, and manage any surplus with dignity and care.

• Delivery of RAFAT PDA and a safe display season.

• Delivering a modern, effective MFTS that closes the trg gap between flying trg and the front line platforms, optimises the time in trg and reduces overall costs.

• Delivering transformation:
  
  o Ensuring that we build in agility to transform and adapt recruiting, trg, education and development to meet the requirements of IF15 and FF20.

  o Deliver the Defence Technical Trg Change Programme to enable delivery of rationalised specialist trg to meet operational need using best practice in a modern environment making best use of resources.
PART 5 – DELIVERY

ACOS TRG

Mission Analysis

The ACOS Trg Pillar has a broad remit that includes COS Trg functions, No 22 (Trg) Gp activity and general support functions. The Pillar operates in a context of resource challenges (especially manpower) and embryonic pan pillar business processes, yet has an increasing requirement to sustain and deliver trg that produces adaptable and capable personnel, suited for a myriad of operational tasks in complex environments. Consequently, it is essential that the Pillar operates efficiently and effectively in order to support the RAF, the Gp and MOD. Placing the Pillar on a sustainable footing to deliver improvements and services that can endure, is a key change objective which underpins all activity. Focusing activity within the three functional areas of COS Trg, No 22 (Trg) Gp and general support activity will promote improved performance monitoring, evidence based decision making, and improved risk management across the pillar.

The COS Trg functions of the Pillar are pan-Air TLB, inter-FLC and MOD level activity that is diverse and with a challenging remit to enable Defence Transformation through to 2020 and beyond. The functions are at Cmd level, with delegated activity (such as TRA) taking place within the Groups and wider 2* pillars within the Air TLB. The ACOS Pillar therefore plays an essential role throughout the Gp in providing policy, governance, and stakeholder engagement.

No 22 (Trg) Gp activity within the ACOS Trg Pillar plays an essential role in the provision of trg delivery (including Force Development and Adventurous Training (FDAT), Staff Rides, Human Factors and SERE), command of RAF St Mawgan, delegated TRA activity, the delivery of the RAF Mentoring Programme and Gp-level T&E assurance for ground trg.

In addition to distinct COS Trg and Gp activity, the Pillar provides general support functions that include media services for the RAF and the management of the IDT (RAF) Programme.

Each of the 1* level objectives have consciously been articulated at a higher, more generic level and are supported by a framework of SMART enabling, subordinate objectives, each of which are reviewed and managed at the newly formed quarterly 1* Pillar Management Boards. Where an OF5 level enabling objective requires visibility by the AOC or affects the overall delivery of the higher level objective, it will be exposed at an appropriate juncture and risk recorded, and where possible mitigated, against this higher level objective.

Mission

- The ACOS Trg Pillar will underpin the military effectiveness of Defence by providing RAF Individual Trg and Education policy, governance, management, support and aspects of trg delivery, whilst changing to meet the needs of (and seizing the opportunities afforded by) the transformed Defence environment of 2020.

Standing Objectives – COS Trg

- Deliver RAF Individual Trg and Education policy (including Care and Welfare of trainees), governance, assurance and specialist trg and education advice iaw JSP 822.

- Provide TRAs, Delivery Teams and Branch Sponsors with trg needs and occupational analysis and advice iaw JSP 822.

- Provide Higher Education and accreditation policies in support of personnel strategies.

- Provide appropriately governed and assured RAF Apprenticeships.
Manage the RAF Ground Trg and Defence Technical Trg pipelines in order to provide the Front Line with trained manpower in a timely and efficient manner against the RAF Manpower Plan requirement.

Develop, sustain and assure the delivery of the RAF Fitness Strategy and other role related conditioning training.

Develop, sustain and assure RAF Force Development and Adventurous Trg.

Sustain and assure the trg and education cadre.

Promote and coordinate the development and delivery of individual trg, development and education for AIR civil servants.

Manage procurement of external training solutions.

Standing Objectives – No 22 (Trg) Gp

Provide the DTTCP Programme Director with a DTTCP Programme Assurance function.

Develop, sustain and assure the PMD (Air) Programme for all RAF pers.

Deliver RAF Force Development and Adventurous Trg.

Maintain and develop the Generic Education & Training Requirement for use as a reference for generic, through-career, training to FTEs, FDS, PMD On-line course creators and the FDTCs.

Manage and supervise delivery of the RAF St Mawgan and Defence SERE Training Organisation (DSTO) missions.

Deliver required numbers of appropriately qualified RN / Army / RAF ATIs through JSATI to meet the Training Requirement Authority (TRA) mandate for instructors.

Manage the provision of 2nd line Resettlement support in accordance with JSP534.

Deliver and assure the RAF Mentoring Programme.

Deliver against planned training outputs listed in Annex B.

Standing Objectives – General

Deliver Media services pan RAF.

Manage provision of IDT (RAF) programme.

2014/15 Change Objectives – COS Trg

Priority Change Objective: Effectively resource the ACOS Trg Pillar to deliver ACOS Trg Standing and Change Objectives.

Assess the potential for and influence the implementation of Human Performance training throughout AIR T&E by Sep 14.
• Coordinate the implementation of the new Defence Trainer Capability and contribute to the design, evaluation and implementation of the new Defence Trainer Workplace Training (WPT) package to ensure that the training requirement for the RAF sS training delivery staff is fully met by Apr 16.

• Develop and implement processes to support COS Trg in the Assurance of the Management of Training for IT&E across AIR TLB. IOC by Apr 15.

• Develop and implement Professional Development pathway in order to produce a sustainable Professional Training cadre for the RAF by Sep 14.

• Support the development of an RAF Regt Fitness Strategy (above the RAF Regt Fitness Policy) to provide higher level governance of the selection, recruiting, formal training and directed physical conditioning training of RAF Regt personnel by Apr 16.

• Finalise and implement External Training Review by Dec 14.

2014/15 Change Objectives – No 22 (Trg) Gp

• Formalise the requirement for the Aircrew Conditioning Programme from prospective Senior customers and deliver a coherent package of training through the Flying Training system by Apr 16.

• Implement and assure the No 22(Trg) Gp CEB Process Review recommendations and CEB Management Policy by Dec 14.

• Design, agree and conduct a CEB for the management of inputs to and outputs from the School of Physical Training (SofPT) that is compliant with JSP822 and the agreed outcomes of the No 22 (Trg) Gp CEB Review by Jul 14.

• Reconfigure the SERE CEB for the outputs of the Defence SERE Trg Organisation (DSTO) to ensure that it is compliant with JSP822 and the agreed outcomes of the 22 (Trg) Gp CEB Review by Sep 14.

• Enable establishment and begin growth of a RAuxAF Sqn at RAF St Mawgan by Dec 14.

• Develop a long term (10 year) sustainment plan for Trebelzue Training Area at RAF St Mawgan by Aug 14.

2014/15 Change Objectives – General

• Conduct Air Media Centre technology refresh by Dec 14.

• Ensure that all Objectives listed in the RAFPCP, pertinent to this AOR, are delivered as defined within the Plan.
COMDT RAF COLLEGE

Mission Analysis

The Comdt RAFC Cranwell and DRIT (RAF) Pillar encompasses breadth and complexity. It plays a critical role in supporting AOC 22 (Trg) Gp in the delivery of his outputs and objectives. The pillar encompasses two separate but interrelated roles. Firstly, the Commandant of the Royal Air Force College Cranwell, which includes the roles of: Stn Cdr\(^{29}\), Head of Establishment\(^{30}\) and the engagement lead for the East of England. Secondly, the Director of Recruiting, Selection and Initial Trg\(^{31}\) (DRIT(RAF)) which has responsibilities: for Phase 0 (including University Air Squadrons and DTOEES\(^{32}\)); Phase 1 trg (less RAF Regt recruits\(^{33}\)); and elements of Phase 2 and 3 trg, which are delivered at RAF Halton.

The terms RAF College and DRIT(RAF) are not synonymous. The RAF College is primarily a location (Cranwell). This location is home to DRIT and his HQ and is the operating location of the RAF Recruiting and Selection Organisation, the Officer and Aircrew Cadet Trg Unit (OACTU) and the support branches that deliver Station-level support and advice to Cranwell’s lodger units, the College and DRIT elements.

DRIT(RAF) is an entity which has both delivery and staff functions. The delivery arms are: the RAF Recruiting and Selection organisation including all the fielded forces in the 39 AFCOs; the trg schools at both RAF Halton (Recruit Trg Squadron, Airmen’s Command School and Specialist Trg Squadron) and RAF College Cranwell (OACTU); and, finally, the 14 University Air Squadrons. The DRIT staffing function is conducted primarily by the College HQ\(^{34}\) and centres on strategy, policy and governance (on behalf of No 22(Trg) Gp) for Recruiting, Selection and Initial Trg.

The Pillar will continue to operate in a resource-constrained environment, most notably in the areas of fiscal and manpower resources. Against this background, however, rising ITTs require us to increase our recruiting, selection and training; success will depend on the introduction of improved and more efficient ways of working, the culling of low and no value work, empowerment of our people, and continuous improvement. Working safely and the application of good management, sound governance and robust assurance must be established, and endure, if we are to deliver the necessary benefits to the Gp, the Service and to Defence.

The Pillar’s standing objectives set out our core activities on which we must deliver to performance, cost and time. The change objectives will continue to build on the significant changes already implemented at the College to deliver further efficiencies and improved ways of working. It is these changes that will enable the Pillar to meet its enduring output and deliver the output required for 2020. The Pillar will continue to engage widely to set the conditions for success in all aspects of our business.

Mission

- To attract, select and recruit the Air Force of tomorrow whilst training and developing the Air Force of today and fully supporting the Defence Vision.

---

29 This includes the duties of Stn Cdr and CO for RAF College Cranwell and the satellite sites of RAF Barkston Heath and RAF Syerston.
30 This includes the duties of Head of Establishment for RAF College Cranwell, RAF Barkston Heath, RAF Syerston and RAF Woodvale.
31 This includes the duties of CO for the University Air Squadron organisation,
32 Defence Technical Officer and Engineer Entry Scheme.
33 RAF Regt Gunner Phase 1 trg is devolved to AOC No 2 Gp by AOC No 22(Trg) Gp whilst the policy lead is retained by Comdt RAF College Cranwell.
34 This name was chosen to reinforce the ethos and name of the RAF College Cranwell and to reflect its role as both the HQ DRIT and the ‘Station’ HQ for the Commandant.
Standing Objectives

Command

- Ensure and assure the safe and efficient delivery of all outputs, direct and allocate resources in order to optimise future outcomes.

- Uphold RAF core values and standards which underpin the culture/ethos of the Service and celebrate endeavour and achievement\(^{35}\). Maintain the RAF College Cranwell as the ‘spiritual home’ of the RAF.

- Focus Force Development to prepare personnel to contribute fully to Air Power operational capability by delivering their outputs effectively on operations at home or overseas\(^{36}\).

- Promote fitness, health and well-being of the whole force by encouraging participation in sport; Adventurous Trg; Force Development; through-life education and trg; and recreation\(^ {37}\).

- Manage the RAF College Cranwell and DRIT BLBs and deliver College and DRIT outputs within Resource Control Totals and the resources detailed in the extant No 22 (Trg) Gp Directive.

- Provide support to all units and organisations across the DRIT Pillar in accordance with the RAF Parenting Statement, bi-lateral memoranda of understanding or local Customer Service Agreements.

- Ensure the delivery of safe airfield operations by Stn Cdr RAF Halton through continued close liaison between the Head of Establishment, Aerodrome Operator and Duty Holder chains of command.

- Maintain a culture of Total Safety through good governance and assurance processes for Flight and Functional Safety.

- Ensure and assure the safe delivery of airfield operations at RAFC Cranwell, RAF Barkston Heath, RAF Syerston and RAF Woodvale.

- Undertake the duties of 1RO for Stn Cdr Halton managing DRIT related outputs and retaining oversight of the broader outputs for reporting purposes.

- Implement the RAF Youth Engagement Strategy\(^ {38}\).

- Continue to review and refine the processes that support the execution of the Head of Establishment’s statutory obligations. Specifically to:

  - Refine WoW with DIO and the RPC in order to optimise estates management processes at RAF College Cranwell, RAF Barkston Heath, RAF Syerston and RAF Woodvale.

  - Transfer risks to DIO where work is rejected on grounds of cost or priority.

  - Establish coherent WoW with DIO in order to optimise provision of Soft Facilities Management at RAF College Cranwell, RAF Barkston Heath, RAF Syerston and RAF Woodvale.

\(35\) Op Cit IT 5.2  
\(36\) Op Cit IT 3.1  
\(37\) Op Cit PP 2.6  
\(38\) RAFC/HQ/5080/1/Trg, RAF Youth Engagement Strategy, dated 16 Oct 13.
Recruiting and Selection (R&S)

- Ensure that the best candidates are attracted, selected and recruited, with particular emphasis on inclusivity and diversity initiatives across the whole social spectrum, in order to deliver Into Trg Targets (ITT) for RAF Regular and Reserves to meet the RAF’s whole force requirements:

- Maintain and raise awareness of the RAF both within Defence and amongst the public as a key part of the RAF Engagement Strategy.

- As part of the RAF Engagement Strategy, support HQ DRIT in the development and implementation of a sustainable, affordable, long-term Early Engagement Strategy that motivates high calibre individuals and their influencers to consider the RAF as a future employer.39

- Continue to strive to be an inclusive organisation, with an appropriate representation of society, across the full spectrum of diversity.

- Design and develop selection and aptitude tests and courses to meet new capability requirements.

- As part of a coherent and coordinated RAF Engagement Strategy, continue to improve the gender balance of the RAF to bring it broadly in line with the percentage of females in full time employment across the UK.40

Delivery of Training

- Maintain extant courses, as directed by the respective delegated Trg Requirements Authorities (TRAs), which have been endorsed by the CEB. All Defence trg is to be designed in accordance with the Defence Systems Approach to Trg Quality System (DSAT QS).

- Continue to engage with COS Pers’ area to develop a coherent ITT plan and be prepared to implement changes to the initial trg pipeline in order to support the post-SDSR Gained to Trained Strength (GTS) requirements.

- Continue to deliver initial training for RAF Reserves which includes course development and maintenance for all Phase 1 aspects. Stn Cdr RAF Halton will act, on behalf of Commandant RAF College, as the Trg Delivery Authority for the regular Basic Recruit Trg Course and the Reserves Basic Recruit Trg Course Part 2.

- Continue to develop and deliver adaptive trg and education efficiently and effectively. Continue to research, investigate and assess the utility and use of the latest technology and learning strategies in support of innovative capabilities and roles (such as Cyber, Space, NEC, and ALI) as well as for more familiar capabilities and roles.42

- Continue to identify and offer irreducible spare capacity for use by International Defence Trg to accommodate wider Defence initiatives and Defence diplomacy policy.43

- Continue to ensure that Initial Officer Trg (IOT) is an attractive choice for overseas governments in order to maximise the number of international students attending the course.

---

38 RAF People Campaign Plan objectives REC 1.4
40 Office of National Statistics recorded that 47% of the labour market as female between Apr-Jun 13, with slightly under half of those working part time.
41 Utilising the full panoply of Defence, academic and industry expertise.
42 Op Cit IT 1.1
43 Op Cit IT 1.7
thereby utilising irreducible spare capacity but without diluting the value of IOT to RAF students.

- Where appropriate, relevant and feasible, continue to offer wider training opportunities to overseas governments for enlisted personnel on Airman’s Command School (ACS) courses.

- Ensure the highest standards of care and welfare for applicants, cadets, recruits, trainees, students and all staff across the dispersed sites to meet legislation and MoD policy as audited and inspected by the responsible agencies.

- Continue to conduct Phase 1 and Specialist Training Squadron (STS) CEBs iaw direction from AOC 22 (Trg) Gp.

- Deliver against planned training outputs listed in Annex B.

UAS

- Exercise OPCOM of the University Air Squadron (UAS) organisation and support the flying and ground trg activities in order to attract and retain high calibre cadets, develop their knowledge of Defence and the RAF as well as developing their life skills.

- Produce, based on the academic year, an annual report for CAS through the AOC, to be with the AOC by end Sep annually.

---

44 IMLC, AMLC, WOSP and bespoke training (eg INLEAD)
### 2014/2015 Change Objectives

<table>
<thead>
<tr>
<th>OBJECTIVE AREA</th>
<th>No</th>
<th>CHANGE OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Command</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Engage with Air Cmd FPP &amp; DIO study into rationalisation of Halton estate and transfer of RTS and ACS to RAFC Cranwell.</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Enable transition to UKMFTS at RAFC Cranwell and RAF Barkston-Heath.</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Scope and plan implementation of Civil Service manpower cap by 31 Mar 15.</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Engage with Air Cmd FPP &amp; DIO FM to understand, scope and plan for Project HESTIA by Mar 15.</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Deliver Def Aerodrome Manual and Def assurance Framework by 30 Jun 14.</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Implement the outcomes of the Air Cmd FSRP.</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Enable 1 Gp ISTAR assets bolthole (Jul 14 – Sep 15).</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Ensure re-surfacing of Cranwell runway does not impact on MFTS delivery.</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Contribute to and support the DIO Airfields review by end Jul 14.</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Ensure that all Objectives listed in the RAFPCP, pertinent to this AOR, are delivered as defined within the Plan.</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Design a specifically tailored Reserves recruiting plan, in place by 1 Jun 14.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Design and implement a tailored recruiting plan to deliver ITT for pinch-point Branches and Trades for FY14/15 by 30 Apr 14.</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Implement Recruiting Partnership ICT solution iaw project timelines.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>With RN develop SoR to contract for recruiting call centre by Sep 14.</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Increase female recruiting in Tech trades and Engineering and Flying Branches to 4% of ITT in FY14/15.</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>Increase Black, Asian and Minority Ethnic (BAME) recruiting by 0.5% of manpower total per year to achieve overall 4.5% target by FY17/18.</td>
</tr>
</tbody>
</table>
| **Delivery of Training** | 18 | OACTU  
Optimise Delivery of Phase 1 training for officers and direct entrant NCOs:  
- Establish 3 year tour length for OACTU staff and seek DWR and ERS exemption for training delivery staff by 31 Aug 14.  
- Conduct study into UAS grad transition to RAuxAF by 30 Jun 14.  
- With GETC review content of ATC DE SNCO course by 31 Mar 15. |
|                | 19 | RAF Halton  
Implement Phase 1 CEB approved 10 week BRTC by 31 Mar 15. |
<table>
<thead>
<tr>
<th>No.</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Improve Basic Recruit Training Centre (BRTC) first time pass rate to greater than 75% by 30 Sep 14 and greater than 85% by 31 Mar 15.</td>
</tr>
<tr>
<td>21</td>
<td>Establish Recruit Council in RTS by 30 Jun 14 and obtain DSAT compliance across STS delivered courses by 31 Mar 15.</td>
</tr>
<tr>
<td>22</td>
<td>Complete implementation of STS CEB recommendations by 1 May 14.</td>
</tr>
<tr>
<td>23</td>
<td>Collocate ACS in Kermode Hall by 30 Apr 14 and deliver ACS Development Plan.</td>
</tr>
<tr>
<td>24</td>
<td>In conjunction with the GETC, deliver coherency of ACS outputs with Stn FD Sqns to ensure no duplication in training, the best support for the NCO cadre pre and post MLC and a consistent, incremental approach to through-career development by 31 Jul 14.</td>
</tr>
<tr>
<td>26</td>
<td>Establish an independent Advisory Panel to provide impartial oversight and advice to Training Wing outputs by 30 Jun 14.</td>
</tr>
</tbody>
</table>

### UAS

<table>
<thead>
<tr>
<th>No.</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>Conduct an analysis of the UAS system and lay-down post LAFT 2 and propose options for further examination by NLT Mar 15.</td>
</tr>
<tr>
<td>28</td>
<td>Develop a Business Case for ABC 15 consideration to establish a NI UAS Flt.</td>
</tr>
<tr>
<td>29</td>
<td>Implement revised Induction and Core modules of the UAS syllabus by Sep 14.</td>
</tr>
<tr>
<td>30</td>
<td>With stakeholders, implement the relocation of UAS Units, specifically:</td>
</tr>
<tr>
<td></td>
<td>· The move of London UAS and Cambridge UAS from RAF Wyton to RAF Wittering between Aug and Dec 14.</td>
</tr>
<tr>
<td></td>
<td>· Move of East Midlands UAS from RAFC Cranwell to RAF Wittering by Mar 15.</td>
</tr>
<tr>
<td></td>
<td>· Relocate the London UAS HQ by 31 Mar 15.</td>
</tr>
<tr>
<td>31</td>
<td>Determine the minimum requirement for the continued operation of ESUAS following the closure of RAF Leuchars during FY14/15, by 1 Jun 14.</td>
</tr>
<tr>
<td>32</td>
<td>Examine the requirement and practicality of Reserve Sqn badging for UAS sqns by 31 May 14.</td>
</tr>
</tbody>
</table>

---

46 Note link with DIO Airfields Review at Change Objective No 9.
DFT

Mission Analysis

The Flying Training (FT) Pillar MAIN EFFORT is to deliver trained military aircrew, Air Traffic Controllers and Flt Ops personnel safely and efficiently to meet front line requirements. We have many challenges to surmount: evolving the optimum partnering behaviours to deliver our outputs in conjunction with Ascent Flight Training Ltd; sustaining a legacy aircraft fleet with reliability issues and requiring safety enhancements; delivering on International Defence Training (IDT) commitments that will challenge our resource base; sustaining an instructor cadre in the context of an MOD-wide aircrew shortfall; and shaping what is currently an under-resourced programme to deliver Rotary Wing (RW) FT within MFTS. Additionally, we must continue to eliminate the post-SDSR trainee backlog; we made good progress in this area last year but must not allow hard won gains to be lost. In the non-FT area, our Pillar must continue to ensure the safe delivery of flying on the Grob Tutor on University Air Squadrons and within the Air Cadet Organisation by conducting effective ensurance and assurance activities. And we must support No 2 FTS as it assumes responsibility for gliding activity under Comdt ACO. We must also deliver a safe Royal Air Force Aerobatic Team (RAFAT) Season, build upon the successful return to a 9 ship display last year, maximise the engagement opportunity provided by their 50th Anniversary and maintain the momentum in safety and assurance improvements across all activities. The MFTS programme is delivering a recapitalised FT system through partnering that optimises the point at which training is delivered and makes much better use of synthetic training devices. But there are a number of key activities that our Pillar must deliver in order to enable the successful transition. Of these, the most important will be: managing the interim contracts necessary to preventing a break in FT delivery; ensuring the delivery of DIO dependencies; and supporting the MFTS PT to make sure the new system contains the flexibility to meet changing FL requirements whilst remaining affordable. We will achieve this by conducting integrated planning, fulfilling the Lead User role within the MFTS partnership and actively managing a coherent transition plan that embraces all lines of development. CFS plays a key role in assuring the quality of our training standards but they will have an even more important role within MFTS. We will develop a resourced plan to achieve that aim during the period of this directive. Our priorities for the Year 14/15 are:

- Deliver trainee output to meet Defence requirements.
- Lead and manage trainees.
- Influence the RW FT solution and develop effective transition and contingency plans.
- Influence delivery of the MFTS uncommitted FW programme and ensure smooth transition.
- Ensure and assure UAS and AEF Grob Tutor flying.
- Deliver a RAFAT 9 ship display.
- Deliver IDT and maximise benefits for the UK.

Our ENDSTATE will be the safe delivery of competent and highly trained personnel to Defence within a system that adapts to changing requirements and optimises the transition to MFTS.

Mission

- To deliver competent and highly trained military aircrew, Air Traffic Controllers and Flt Ops personnel safely and efficiently to meet front line requirements.
Standing Objectives

- Safe delivery of the required number of aircrew, flt ops and ATC trainees at the agreed standard to the front line.

- Assure the quality of instructional standards of all DFT units through CFS and facilitate their evaluation of other UK MOD flying units. Support the evaluation of foreign military air arms where endorsed by CAS Intl and possible within resource constraints.

- Deliver endorsed IDT without unduly affecting UK trainee throughput.

- Safe provision of the agreed flying experience to the Air Cadet Organisation and University Air Squadrons.

- Safe provision of public engagement via display flying.

- Implement MAA policy to ensure that 22 Gp flying is safely controlled and regulated through the oversight of an Air Safety Management System implemented through the Air Safety Management Plan.

- Provide Lead User Support to the UK MFTS Programme with particular lead responsibility for transition.

- Ensure that the Customer Executive Boards deliver effective oversight and change management for all FT activities (in practice this means, chairing the FJ CEB; driving the agenda for the RW CEB on behalf of the AOC; and supervising the ATM CEB).

- Deliver the day-to-day Pipeline Management for all trainee officers and NCA, including those in holding posts.

- Remain within allocated budget and achieve savings targets as required.

- Manage contracts as required to achieve maximum value for money and efficiency whilst meeting the military capability requirement.

- Design and develop new courses and maintain extant courses as required by the respective delegated Training Requirements Authorities (TRAs) and which have been endorsed by the Customer Executive Board. All Defence training is to be designed in accordance with the Defence Systems Approach to Training Quality System (DSAT QS).

- Deliver against planned training outputs listed in Annex B.

- Ensure care and welfare for trainees and staff to meet internal and external policy as audited and inspected by agencies including HCDC, DOC & DITC.

- Focus Force Development to prepare personnel to contribute fully to Air Power operational capability by delivering their outputs effectively on operations or at home.

- Promote fitness, health and well-being of the Total Force by encouraging participation in sport, adventurous training, Force Development, through-life education and training and recreation.

- Uphold RAF core values and standards which underpin the culture/ethos of the Service and celebrate endeavour and achievement.

- Conduct 2nd Party Audits as required.
- Provide support, advice and personal mentoring to the Heads of Establishment (HoE) of any 22(Trg)Gp unit operating DFT assets that has a non-aircrew officer in the role of Airfield Operating Authority (for FY14-15 this will consist of Stn Cdr RAF Cosford/Cmdt DCAE, OC RAF St Athan and OC RAF Wittering).

- Through ADFT, provide support and advice to the Heads of Establishment (HoE) of any 22(Trg) Gp unit operating 22(Trg) Gp assets that has a non-aircrew officer in the role of Airfield Operating Authority (to include all UAS and glider units including JSAT).

- Exercise OPCON of the UAS aircrew through OC 3FTS and Training Group Orders.

- Support Comdt ACO to provide ensurance for No 2 FTS.
## 2014/2015 Change Objectives

<table>
<thead>
<tr>
<th>OBJECTIVE AREA</th>
<th>No</th>
<th>CHANGE OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver</td>
<td>1</td>
<td>Develop effective transition and contingency plans for RW FT within 3 mths of a successful IGBC submission to IAC.</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Develop realistic contingency plans to mitigate catastrophic failure of legacy trg aircraft fleets by 31 Dec 14.</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Deliver a Flying Training Directive that is consistent with the AOC’s 14/15 Mission Directive to all DFT Pillar OF5s in command by 1 May 14.</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Assure successful RAFAT PDA by 27 May 14 and maximise the engagement opportunities presented by the Team’s 50th Anniversary and endorsed by the Air Staff.</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Establish an RPAS training stream that delivers the 1Gp requirement for REAPER prior to the first <em>ab initio</em> trainee input in Jun 14.</td>
</tr>
<tr>
<td>Improve</td>
<td>6</td>
<td>Reduce the time in training and numbers of trainees holding to the optimum levels for each trg pipeline by 31 Mar 15.</td>
</tr>
<tr>
<td>Enable</td>
<td>7</td>
<td>Work with AIR Manning to establish a sustainable FI cadre by implementing the recommendations of the FI Strategy Paper by 31 Mar 15 and contributing to the Air Cmd Aircrew Sustainability Review.</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Support the stand up of No 2 FTS and its transition to FOC.</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Implement flying unit movements necessitated by airfield closure at RAF Wyton without impacting trainee delivery and minimising the effect on UAS and ACO flying by 31 Mar 15 (57(R)Sqn to CRN; CUAS, ULAS, EMUAS, 5 AEF and 115(R) to WIT).</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Ensure that robust plans are in place in time to minimise the disruption to FT output due to runway resurfacings and bolthole activities that take place on or affect FT units.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Lead the pre-review work to inform the DIO Airfields review by end of Jul 14.</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Support Cmdt DRIT to ensure that ESUAS continue to operate in the event of the closure of RAF Leuchars during FY14/15.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Examine the long-term sustainability of RAFAT, especially in terms of the aircrew cadre, by 31 Mar 15.</td>
</tr>
<tr>
<td>Transform</td>
<td>14</td>
<td>Review, update and develop the 22(Trg) Gp MFTS Transition Plan by 30 Jun 14.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Develop a long term resourced plan for the greater integration of CFS within MFTS that is consistent with the Comdt CFS’s strategy paper by 1 Jun 14.</td>
</tr>
</tbody>
</table>
ACO

Mission Analysis

In the face of the current challenges and turbulence the ACO is experiencing and the need for greater stability to enable development of coherent and realistic plans, my short-term priority remains to resolve our resource uncertainty. Specifically, we need to: confirm funding for flying and gliding as core activities beyond 2015, begin to deliver the glider upgrade programmes and agree the contract to deliver cadet flying scholarships. The impact of FR 2020 remains unclear and there is now a move within the Centre to define a Cadet 2020 Strategy which we will need to contribute to. The initial phase of the Cadet Expansion Programme (CEP) has been delivered but the effect of changes to the CCF funding model being introduced to fund the delivery of the 100 new CEP units has yet to be seen. A plan to expand beyond the initial 100 new CEP units has not yet been developed but will inevitably require significant contribution from my HQ. Implementation of Project DYER is underway and inextricably linked to CEP, CCF funding and CCF C2. At this stage it is impossible to accurately evaluate the resource implications of DYER, CEP and CCF changes to the ACO but safe to say that there will be some. Additionally we need to identify how parent Service support to the Corps can be sustained in a shrinking Defence environment. Only then will we be able to establish, with any certainty or permanence, the best structure to support the delivery of a safe, challenging and motivating cadet experience. In delivering this, we will need to be innovative and agile, embracing technology and maximising the capability that BADER offers, and also capitalising on external sponsorship and partnership opportunities to reduce our reliance on the public purse. We will maintain a steadfast focus upon the delivery of cadet activity, culling process wherever and whenever possible, whilst keeping cadet safety paramount.

Mission

- To be a modern, dynamic, sustainable and air-minded youth organisation of choice that offers fun and challenging opportunities to young people and adult volunteers alike and develops citizens with valuable skills for the future.

Standing Objectives

- Deliver a safe and efficient Air Cadet Organisation that supports current cadet and volunteer numbers, through a robust organisational structure.
- Ensure compliance with legislation and MOD/RAF policy and practice, through governance.
- Ensure care and welfare for cadets and staff across the dispersed sites to meet internal and external policies.
- Produce and progress the delivery of appropriate safety, care and welfare and supervision systems, in line with No 22 (Trg) Gp direction.
- Provide adult volunteer and cadet trg iaw the No 22 (Trg) Gp mgt plan and air cadet syllabus.
- Deliver core cadet output efficiently, within allocated resources and iaw the stated aims of the ATC and CCF (RAF), and produce a report to CAS through the AOC to inform the annual Air Cadet Council meeting.
- Hold the ACO BLB, responsible for delivery of outputs within the Resource Control Total.
- Optimise internal and external engagement opportunities, including the provision of a 'light blue' footprint for the RAF.
- Support to the Glider DDH to enable safe delivery of cadet gliding.
- Produce Annual Report to inform the Air Cadet Council.

### 2014/2015 Change Objectives

<table>
<thead>
<tr>
<th>OBJECTIVE AREA</th>
<th>No</th>
<th>CHANGE OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliver</strong></td>
<td>1</td>
<td>Establish interim HQ 2 FTS at RAF Syerston, ensuring key staffs are collated within the DDH by 31 Jan 14.</td>
</tr>
<tr>
<td>2</td>
<td>Establish permanent RAF Syerston HQ 2 FTS subject to infra and funding requirements by 30 Sep 14.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Complete the review of ACO parenting requirements and ensure cohesion with the wider RAF Parenting Review by 30 Dec 14.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Complete the ACO Camps Review, including support offered to the ACLO community by 30 Dec 14.</td>
<td></td>
</tr>
<tr>
<td><strong>Enable</strong></td>
<td>5</td>
<td>Implement revised Civ Comm governance, subject to Charity Commission endorsement by 30 Jun 14.</td>
</tr>
<tr>
<td>6</td>
<td>Support the DYER Implementation team as they prepare for the Jul 14 Youth &amp; Cadet Council meeting, whilst representing and protecting the interests of the single-Service cadet force.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Support the CEP, responding as necessary to any acceleration of the project in 2014 by Dec 14.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Support the Centre’s work throughout 2014 to redefine CCF funding models.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Contribute and support the DIO Airfields Review by Jul 14 (OC 2FTS to work with RAFC to ensure that the cadet AEF interests are represented).</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Implement a Just Culture within a Total Safety construct by Sep 14.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Deliver a Trg &amp; Development plan and DSAT-compliant Mgt Trg system for the ACO by Dec 14.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Implement the agreed recommendations by the ACO Internal Communications Review by 30 Sep 14.</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Complete the review of ACO infrastructure, particularly in the VGSs, and further develop the prioritized plan for future work to ensure safe operations by 30 Sep 14.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Develop further relations with the 4 main RAF charities, with a particular focus on engaging with the RAF Museums by Dec 14.</td>
<td></td>
</tr>
</tbody>
</table>
DEFENCE COLLEGE OF TECHNICAL TRAINING

Mission Analysis

The efficient delivery of the right training and education to the technicians and engineers of the country’s Armed Forces is vital for the safe and effective conduct of UK military operations around the world. At the same time, it is important to ensure that the training methods employed are continuously developed so that they: capitalise upon modern technology; are tailored to build on the educational and other life experiences of the trainees; and are sufficiently flexible to cope with the changing requirements of the Front Line Commands (FLCs). Finally, particularly in the current economic environment, it is imperative that the nation is able to achieve the very best value for its taxpayers’ money.

The imperative for a large and complex organisation to deliver affordable services whilst simultaneously developing and improving is not at all unique. DCTT must be more agile in its ability to meet the training needs of the Front Line Commands, both in terms of what training is required and how much. Additionally, proper account has to be taken of the changing environment; for example, the MOD’s New Employment Model (NEM) and FF2020 structures (including the initiatives on the Reserves). Whilst it is likely that current approaches to technical training are unaffordable, the precise affordability challenge must be determined with far better confidence.

With approval secured and redevelopment work underway at Lyneham, preparations for the relocation of REME training to Lyneham are well in hand. Further opportunities to gain efficiencies through inter-estate rationalisation are being pursued but, while the feasibility is being established, best use should be made of the high quality estate that does exist through rationalisation within the existing DCTT establishments.

In parallel with estates rationalisation, technical training itself must be transformed through: rationalisation of the underlying requirements; modernisation of the delivery methods and media by capitalising on new technology; and assessments of the optimum mix of military, Civil Service and contractors for both delivery and support solutions.

Mission

• The DCTT’s mission is to deliver flexible, affordable, modern and effective technical training that meets the requirements of the nation’s Armed Forces and the needs of their trainees now and into the future.

DCTT Objectives

To achieve its Mission, DCTT must deliver to its various customers within its allocated resources and this requires both effective enablers and continuous improvement. Additionally, the DCTT must transform its business in order to adapt to the changing environment and to sustain its ability to meet future demands.

Standing Objectives

Deliver

• **Training output.** Meet the TRAs’ training scale and content requirements as specified in OPSs and in each agreed SOTR, including the design and development of new training courses or maintenance of existing courses which have been endorsed by the DCTT CEB\(^{47}\). Deliver against planned training outputs listed in Annex B.

---

\(^{47}\) Customer Executive Board in accordance with JSP 822, DSAT QS.
**Duty of care.** Discharge the required duty of care to all trainees and staff in order to meet or exceed Defence policy standards (as assured by external agencies) and deliver improvements to ‘quality of life’ as resource allows.

**Parenting and community support.** Deliver support including the provision of parenting in accordance with parenting statements, support to cadet organisations and appropriate support to the community.

**International Defence Training (IDT).** Deliver endorsed IDT without unduly affecting core Defence technical training.

**Improve**

**Rationalisation.** Meet or exceed agreed training compression targets though internal ‘housekeeping’ and reductions in training excesses.

**Continuous Improvement (CI).** Improve business processes and activities through CI, including optimising organisational structures, in order to deliver change and Business-as-Usual (BaU) more efficiently and effectively.

**Intra-estate Rationalisation.** Improve infrastructure utilisation though intra-estate rationalisation of the existing DCTT estate.

**Enable**

**Personnel.** Ensure the efficient and effective employment of Suitably Qualified and Experienced Personnel through personnel development (including promotion of health, fitness and well-being) and resource balancing (including identification of efficiencies, where appropriate).

**Infrastructure.** As an intelligent customer of the DIO, ensure the efficient management of infrastructure and associated facilities management.

**Finance.** Ensure DCTT outputs are delivered within Resource Control Totals through the effective management of finance.

**Communications.** Communicate effectively within the College and with the wider stakeholder community.

**Information Management (IM).** Manage information through effective use of DII, MOSS, TAFMIS (and its successor) and other Management Information Systems.

**Governance.** Ensure effective governance of the business including: strategic planning; performance, benefits and risk management; assurance; and identification of best practice.

**Transform**

**Harmonisation.** Transform training through harmonisation, identifying common subjects which can be delivered with the same course material resulting in the most efficient use of training resource.

**Modernisation.** Transform training through modernisation, exploiting the best blend of technologies and techniques, methods and media, enabled by new ICS solutions.
- **Contractorisation.** Investigate the potential for the transformation of training delivery, support and site support through further contractorisation where it is appropriate and VfM has been demonstrated.

- **Distribution.** Transform Phase 3 training through distribution, delivering instructor-led or instructor-facilitated training that is conducted away from the principal DCTT establishments.

- **Inter-estate Rationalisation.** Explore the scope for inter-estate rationalisation, beyond delivering REME training at Lyneham by end of 2015 with the aim of delivering all Defence technical training from fewer sites where affordability and VfM can be demonstrated.
## 2014/2015 Change Objectives

<table>
<thead>
<tr>
<th>OBJECTIVE AREA</th>
<th>No</th>
<th>CHANGE OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver</td>
<td>1</td>
<td>Deliver new Electro-Mechanical (EM) Training Contract to replace the legacy DSEME and DSMarE contracts including a commitment for the contractor to move to Lyneham. Contract Award by Jul 14.</td>
</tr>
<tr>
<td>Improve</td>
<td>2</td>
<td>Rationalise courses in accordance with the DCTT training rationalisation plan to contribute to course compression (target 15% by 31 Mar 15).</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Develop TAFMIS towards maturity level 4 across DCTT iaw Trg WG endorsed plan.</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Develop and deliver DCTT Intra-estate rationalisation plan iaw agreed individual site IEMPs.</td>
</tr>
<tr>
<td>Enable</td>
<td>5</td>
<td>Implement personnel changes to deliver new DCTT organisational structures. IOC 1 Apr 14, FOC 1 Apr 15.</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Develop strategic engagement and communication plan for DCTT by end Q1 14/15.</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Develop governance, processes and procedures of the DCTT which underpin the new DCTT organisation by end of Mar 15 (iaw implementation plan).</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Review DCTT Programme assumptions by 1 Jul 14.</td>
</tr>
<tr>
<td>Transform</td>
<td>9</td>
<td>Harmonisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify common course modules in applicable DCTT courses by Q3 14/15.</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Pending Defence Learning Management Capability (DLMC) delivery:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a single interim course-ware repository containing harmonised course content by end Q2 FY14/15.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Develop a plan for the management of the interim courseware repository, for training material in the unclassified and restricted domains which is accessed through a Virtual Learning Environment (VLE) by end Apr 14.</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Modernisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct analysis of Recovery Mechanic, Armourer, Metalsmith, TG5 and Signal Operator courses iaw TBC plan by end of Mar 15.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Deliver pilot converted Vehicle Mechanic Course by Sep 15.</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Learning Organisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide evidence based learning training for 80 % of non-contractor DCTT instructors by Apr 14.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Contractorisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct a VfM analysis (iaw JSP 507) of the non-contracted schools and sites (DSAE&amp;DSCIS) by Mar 15.</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Distribution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Produce the Training Business Change Project Training &amp; Education requirements by end of Q1 14/15.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>EMTC Contact Award – 19 Jun 14</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>LISP LEARN Cabinet Officer Approval – 12 Aug 14.</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Official Notice of EMTC Contractor Warned wrt cease training / relocation date – 25 Sep 14.</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>ITESP Services on contract – 2 Oct 14.</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Arborfield and Bordon removals contract award – 5 Jan 15.</td>
<td></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Conduct VfM study (iaw with JSP507) in conjunction with DIO leading to Initial Gate by Sep 14.</td>
</tr>
<tr>
<td>27</td>
<td>Develop Main Gate Business Case for delivery of Tr1+, including non-infrastructure elements, by Aug 15.</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>Develop T2 Business Case.</td>
</tr>
<tr>
<td>29</td>
<td>Develop Initial Gate Business Case with DIO support by 31 Oct 14.</td>
</tr>
<tr>
<td>30</td>
<td>Develop draft CONOPS for single DCTT at MOD Lyneham by 1 May 14.</td>
</tr>
</tbody>
</table>

**AOC No 22 (Trg) Gp**

Annexes:
A. No 22 (Trg) Gp Engagement Strategy.
NO 22 (TRG) GP ENGAGEMENT STRATEGY

Introduction

1. The desired end-state of effective engagement is to promote support for our organisation. In order to achieve support, our target audiences must have some understanding of our aims and activities, and to gain this understanding we must first increase awareness of who we are and what we do. Thus effective engagement is a 3-step process of awareness – understanding – support. To deliver this process, engagement embraces corporate communication (both internal and external), brand profile and public relations, all aiming to build the professional reputation of our organisation.

2. At the same time as promoting the Gp’s reputation, we should also support the wider Defence aims for engagement, which are generally laid out along single-Service (sS) lines. Given the inherently tri-Service nature of No 22 (Trg) Gp, and our widely dispersed geographical footprint, our engagement activities present a great opportunity to support a wide range of Defence and sS engagement aims. However, with limited manpower, funds and facilities available, this engagement activity needs to be carefully planned and targeted.

Audiences

3. Our target engagement audiences fall into 3 distinct categories:

a. External Audiences. Support from our external audiences is vital in enabling a range of Defence and sS objectives, as well as specific No 22 (Trg) Gp outputs (including recruiting, resettlement, etc.). Locally, external support is required for unit-level activities (as a key business-enabling function), while enhancing the profile and reputation of sS/Defence activities supports national Defence objectives. The international audience is also important in promoting the work of IDT and, in this case, specific ‘brands’ (such as the RAF’s Central Flying School) contribute strongly to our reputation and should be exploited where appropriate.

b. Internal Audience – Defence. In stark contrast to the external audience case, understanding the sum of the Gp’s activities and outputs is highly relevant to the internal Defence audience as 22 (Trg) Gp’s principal ‘customer’. Ensuring that Defence understands these vital outputs will encourage wider support for our work.

c. Internal Audience – No 22 (Trg) Gp. Ensuring that our people understand their vital outputs to Defence will encourage them to feel motivated and valued, and will in turn enable them to act as advocates for our organisation.

4. Our engagement messages to external audiences will look very different to those aimed at the internal audiences. Externally, we should aim to enhance local unit and sS/Defence profiles and reputations. Internally, we must educate a wider Defence audience about the vital No 22 (Trg) Gp contribution to Defence, as well as inspiring our people with their key part in this contribution.

5. This strategy aims to provide a common approach to our engagement tasks, and my expectations for delivery across No 22 (Trg) Gp. While the Gp is a hugely diverse organisation,

---

48 RAF Engagement Strategy, RN Engagement Strategy, Army Firm Base Policy, etc.
and there are few one-size-fits-all solutions, there are some common principles that we can employ. My intent is not to allocate extra engagement tasks without resource, but rather to ensure that we are actively identifying our tasks and opportunities clearly, and allocating existing resources to best effect. For clarity, the Engagement Strategy is broken down into Ends (desired effects), Ways (responsibilities and tasks) and Means (key messages and themes).

Ends

6. The intended effects for this Engagement Strategy are:

a. To enhance the profile and reputation of our units and Service(s) at a local level, in order to promote local support for the Gp’s outputs and activities, and to contribute to wider Defence engagement objectives. This audience includes key local leadership engagement, as well as national representatives such as local MPs.

b. To inform a Defence-wide audience about No 22 (Trg) Gp’s relevance to Defence and its key contributions to the UK Defence mission.

c. To inform all Gp personnel (Service, Civil Service and contractors) of the key outputs of the Gp to Defence, and their role within those outputs, aiming to make them feel informed, valued and motivated, and enabling them to act as advocates and ambassadors for the Gp and for their Service.

Ways

7. In the Public Eye. In the quest to promote ‘awareness and understanding’ of who we are and what we do, we should take the opportunity to participate in public events wherever possible. While public Open Days can be a significant resource challenge, a considerable effect can be achieved relatively cheaply by inviting targeted engagement audiences (Local Authorities (LAs), schools (particularly the teachers/heads), local business leaders, selected media, etc.) to internal events such as Families Days. Public parades likewise consume large amounts of time and people, but we can achieve a formal public presence by holding ‘routine’ events in public, at little or no extra cost. For example, staging a Medal Presentation or Graduation in the Town Hall with local dignitaries in support and local media in attendance, rather than on base in private, raises the profile for those taking part and generates valuable public exposure. Alternatively, inviting local leaders to attend on-base Graduations, medal ceremonies, etc., will expose them to the remarkable achievements of our people. We should continue to encourage our Service personnel to wear uniform in public, smartly and proudly, wherever possible.

8. The Media. Local media is an effective and well-trodden path for engagement, and is well-used across the Gp. In addition to routine Gp activity, there is a Defence focus on operations and a significant number of individuals from the Gp are serving OOA at any one time. To that end, we should aim to capture their OOA experiences and highlight their contributions, including media coverage where possible. For internal audiences, the sS newspapers also have an important role to play, as these can effectively target both Gp and Defence-wide internal audiences.

9. Youth Engagement. Youth engagement continues to be a vital part of creating awareness and understanding of the military. Our well-established network of Youth Activity Liaison Officers, Cadet Liaison Officers, Community Careers Liaison Officers, etc., are invaluable in this process. Units should foster a culture of support and access for youth activities, including enabling the use of station facilities such as high ropes courses, SAT ranges, etc. where practical and appropriate. The increasing burden of legislation is making on-station work experience and on-station visits ever more challenging to arrange, which in turn places greater emphasis on reaching out to local youth groups and schools. Existing Government initiatives (such as
STEMNET\textsuperscript{49} offer an established, non-controversial route for putting our (technology-based) message over in schools\textsuperscript{50}.

10. **Cadet Organisations.** Cadet organisations offer a unique opportunity for engagement, providing a wide Service footprint across the UK and an ability to reinforce a strong link to its parent Service. This is very much the case for the Air Cadet Organisation (ACO) within No 22 (Trg) Gp. The ACO, and the other Service cadet organisations, should be afforded support as appropriate by all members of No 22 (Trg) Gp, in order to maximise their engagement potential.

11. **Support to Recruiting.** In undertaking engagement activity, all units should be cognisant of the opportunities to support recruiting. We should be confident in promoting the wide range of careers that we offer, highlighting that selection is by merit, that we are an equal opportunities employer that offers fulfilling careers, and that the quality and breadth of our trg provides our people with life-long skills. Units should foster a strong liaison with their local AFCO and aim to support recruiting activity where possible. Moreover, when conducting youth engagement (as outlined above) the opportunity to promote Service careers should be taken when appropriate.

12. **Professional Trg.** No. No 22 (Trg) Gp carries out a wide range of professional trg, much of which is recognised (accredited) by the outside world, and we need to publicise the range and quality of the life-long skills that are on offer. Internally, this civilian accreditation of military qualifications helps to make our people feel valued and enhances their future career options. Externally, we should develop close links with other recognised trg bodies, including vocational and academic centres of excellence, in order to promote the range and quality of our trg outputs. In addition, where the opportunity presents, participation in civilian events and competitions offers the chance for our people to broaden their experience while show-casing the high quality of both our trg and our people. To that end, we should take the chance to participate in external trg/development events wherever possible.

13. **Engagement Activities as Trg.** A number of trg courses include team leadership activities. Where appropriate, we should aim to use engagement activities (e.g. community-based projects or charity events) to provide the leadership and organisational challenge that our trainees require. This can also provide a strong (and media-friendly) public engagement story.

14. **Local Opportunities.** In the current public climate of ‘support for our troops’, a number of opportunities are presented. For example, whilst Servicemen have (in theory) had priority within the NHS for some time, local engagement with NHS Trusts can help to realise this more effectively, as well as optimising access for Service families. Direct participation in Local Authority (LA) governance, such as encouraging Service personnel to serve on local councils, school boards of governors, NHS trusts, etc., also enables us to influence these organisations to our benefit. In addition, sharing Service facilities (where practical) not only provides a useful boost to our reputation, but may also give access to an element of LA funding for joint-use facilities.

15. **Informing a Defence Audience.** As an organisation, we need to explain the quality and breadth of our outputs to the internal Defence audience at every opportunity, in order to build understanding and support for our activities. We need to explain No 22 (Trg) Gp’s underpinning role for Defence and, in particular, for the UK’s future military capability.

16. **The Cdr’s Role.** Unit commanders provide a pivotal role in many areas of engagement and, accordingly, may wish to include their own ‘engagement tempo’ within a unit engagement plan. For example, the US Army’s ‘3+2+1 Rule’ provides a highly effective framework for their senior officers’ engagement tempo (in the US Army’s case, for its 1\textsuperscript{st} officers and above). Under this

\textsuperscript{49} Science, Technology, Engineering and Maths Network, a Government-funded national network to promote these key technology subjects.

\textsuperscript{50} For RAF personnel, GAI 1027 refers.
rule, officers are expected every quarter to conduct at least 3 public engagements with civilian organisations, at least 2 contacts with national or local media, and at least one internal presentation to subordinates. While this prescriptive approach may not be to everyone’s taste (and MOD policy does not allow us this level of discretion in national media engagement), the approach illustrates the use of a formal engagement tempo as a planning tool. The RAF’s Senior Leadership Team has been invited to adopt a similar approach (in this case, a lower tempo of ‘1+1+1’ every 6 months). Unit commanders should consider a similar approach.

17. **Individual Responsibility**. Our people are ‘our strongest and most persuasive spokespersons, and we need to give them the skills, confidence and opportunities to talk clearly and articulately about the Service and what we deliver’. This quote (from CAS51) is equally valid for all 3 Services and particularly applies to No 22 (Trg) Gp. If we are to use our people as our best ambassadors, then they need to understand how they contribute (as part of No 22 (Trg) Gp) to the Defence task. As part of our internal engagement plan, we need to imbue our personnel with this wider view of the Gp and its role. Thereafter, all of our personnel have a responsibility to promote and enhance our reputation at every turn: Engagement at the personal level is about creating influence (and thus support) through reputation. This simple message is one that we should repeat to our personnel at all levels and encourage them to implement at every opportunity.

**Means**

18. **Unit Planning**. External engagement will require some form of ‘stakeholder analysis’ to identify and deliver the required influence, while internal engagement should leave our personnel (plus their families, and our contractors) feeling valued and informed. Opportunities for key leadership engagement with the wider Defence audience (including desk officers, potential promotion board members, resource controllers, personnel policy, etc.) should also be generated wherever possible. In order to realise this range of effects, each unit should have an annual Engagement Plan to enable efficient and effective delivery. While engagement activity will vary widely according to local environment and need, planning should include consideration of the local engagement objectives, target audiences, key messages, delivery mechanisms and, where practical, measures of effectiveness. Put simply, this is a business development activity, to enable us to conduct the business of Defence at a local level, and should be approached as such.

19. **Messages and Themes**. Our key messages should be woven into all of our engagement activities:
   
   a. No 22 (Trg) Gp provides world-class trg across Defence.
   
   b. Our People are at the heart of our output and are valued as such.

These key messages are supported by additional themes:

   c. No 22 (Trg) Gp underpins the military effectiveness of Defence through the safe, efficient and timely delivery of:
      
      (i) Recruitment, trg, education and development of personnel for the RAF.
      
      (ii) Technical trg for all 3 Services.
      
      (iii) Youth Engagement.

---

51 RAF Engagement Strategy 2007
d. No 22 (Trg) Gp delivers mentally and physically robust individuals with a war-fighting mentality and key specialist skills, ready to integrate into front-line units.

e. We strive for the highest standards of safety, both in the air and on the ground, in all of our activities.

f. Our organisation is guided by the values of Respect, Integrity, Service, Excellence, Trust and Sense of Humour.

g. No 22 (Trg) Gp underpins the public face of the RAF through its Aerobatic Team, the Red Arrows.

Summary

20. We face a continuing challenge to explain who we are and what we do, to the nation (as Defence), to the local community (as individual units), to the rest of Defence and to our own people, both Service and civilian. In pursuing our aim of 'influence through reputation', and delivering the process of awareness – understanding – support, we must employ a planned approach to maximise the use of our limited resources. All No 22 (Trg) Gp units need to be alert to our engagement needs, and our opportunities, for both our internal and external audiences. By discharging these engagements tasks effectively, we will reap considerable benefit for our outputs to Defence, and will leave our people feeling informed, valued and motivated.

AOC No 22 (Trg) Gp
### NO 22 (TRG) GP CEB CONSTRUCT AND PLANNED TRG OUTPUT 2014-2017

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Phase</th>
<th>School / Trg Unit</th>
<th>CEB (Chair)</th>
<th>FY14/15 Planned Output</th>
<th>MTDs</th>
<th>FY15/16 Planned Output</th>
<th>15/16 MTDs</th>
<th>FY16/17 Planned Output</th>
<th>16/17 MTDs</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCTT</td>
<td>2</td>
<td>DSAE</td>
<td></td>
<td>1,011</td>
<td>1,503</td>
<td>1,503</td>
<td>212,225</td>
<td>1,463</td>
<td>223,278</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>DSAE (Cmdt DCTT)</td>
<td></td>
<td>4,262</td>
<td>4,841</td>
<td>4,841</td>
<td>149,684</td>
<td>4,705</td>
<td>144,985</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>DSAE TOTAL</strong></td>
<td></td>
<td><strong>5,273</strong></td>
<td><strong>306,606</strong></td>
<td><strong>361,909</strong></td>
<td>6,168</td>
<td><strong>368,263</strong></td>
<td></td>
</tr>
<tr>
<td>DCTT</td>
<td>2</td>
<td>DSCIS</td>
<td></td>
<td>4,769</td>
<td>4,214</td>
<td>4,214</td>
<td>177,686</td>
<td>4,221</td>
<td>180,516</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>DSCIS (Cmdt DCTT)</td>
<td></td>
<td>11,499</td>
<td>9,726</td>
<td>9,726</td>
<td>160,378</td>
<td>9,686</td>
<td>167,756</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>DSCIS TOTAL</strong></td>
<td></td>
<td><strong>16,268</strong></td>
<td><strong>270,824</strong></td>
<td><strong>338,064</strong></td>
<td>13,907</td>
<td><strong>348,272</strong></td>
<td></td>
</tr>
<tr>
<td>DCTT</td>
<td>2</td>
<td>DSEME</td>
<td></td>
<td>3,366</td>
<td>4662</td>
<td>4662</td>
<td>154,159</td>
<td>4,712</td>
<td>159,721</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>DSEME (Cmdt DCTT)</td>
<td></td>
<td>7,701</td>
<td>7,338</td>
<td>7,338</td>
<td>143,244</td>
<td>7,172</td>
<td>142,478</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>DSEME TOTAL</strong></td>
<td></td>
<td><strong>11,067</strong></td>
<td><strong>256,255</strong></td>
<td><strong>297,403</strong></td>
<td>11,884</td>
<td><strong>302,199</strong></td>
<td></td>
</tr>
<tr>
<td>DCTT</td>
<td>2</td>
<td>DSMarE</td>
<td></td>
<td>700</td>
<td>692</td>
<td>692</td>
<td>63,943</td>
<td>692</td>
<td>63,943</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>DSMarE (Cmdt DCTT)</td>
<td></td>
<td>5,860</td>
<td>5,825</td>
<td>5,825</td>
<td>80,056</td>
<td>5,825</td>
<td>80,056</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>DSMarE TOTAL</strong></td>
<td></td>
<td><strong>6,560</strong></td>
<td><strong>172,446</strong></td>
<td><strong>143,999</strong></td>
<td>6,517</td>
<td><strong>143,999</strong></td>
<td></td>
</tr>
<tr>
<td><strong>DCTT TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>39,168</strong></td>
<td><strong>1,006,131</strong></td>
<td><strong>1,141,375</strong></td>
<td>38,476</td>
<td><strong>1,162,733</strong></td>
<td></td>
</tr>
<tr>
<td>DFT</td>
<td>2</td>
<td>CATCS, Shawbury</td>
<td>CATCS (DFT)</td>
<td>148</td>
<td>192</td>
<td>17,896</td>
<td>187</td>
<td>162</td>
<td>16,696</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>CATCS, Shawbury</td>
<td>CATCS (DFT)</td>
<td>447</td>
<td>447</td>
<td>4,757</td>
<td>447</td>
<td>4,757</td>
<td>4,757</td>
</tr>
<tr>
<td>DFT</td>
<td>2</td>
<td>3 FTS, EFT</td>
<td></td>
<td>187</td>
<td>200</td>
<td>31,200</td>
<td>200</td>
<td>31,200</td>
<td>31,200</td>
</tr>
<tr>
<td>DFT</td>
<td>2</td>
<td>3 FTS, ME</td>
<td>3 FTS (DFT)</td>
<td>86</td>
<td>72</td>
<td>6,320</td>
<td>72</td>
<td>6,320</td>
<td>6,320</td>
</tr>
<tr>
<td>DFT</td>
<td>2</td>
<td>1 FTS, BFJT</td>
<td>1 FTS (DFT)</td>
<td>77</td>
<td>64</td>
<td>7,860</td>
<td>64</td>
<td>7,860</td>
<td>7,860</td>
</tr>
</tbody>
</table>

---

52 Includes IDT 14/15 (465/46,718); 15/16 (808/103,093); 16/17 (808/103,093).
53 Includes IDT 14/15 (66/2,092); 15/16 (76/4,148); 16/17 (76/4,148).
54 Includes IDT 14/15 (27/576); 15/16 (45/1,205); 16/17 (45/1,205).
55 Includes IDT 14/15 (229/7,640); 15/16 (111/5194); 16/17 (111/5194).
56 Includes 20 IDT for FY 14/15 and FY 15/16. 20 RPAS not included trg length in MTDs still TBC.
57 Nil IDT.
58 Includes 18 IDT for 14/15 and 15/16.
<table>
<thead>
<tr>
<th>Pillar</th>
<th>Phase</th>
<th>School / Trg Unit</th>
<th>CEB (Chair)</th>
<th>FY14/15 Planned Output</th>
<th>MTDs</th>
<th>FY15/16 Planned Output</th>
<th>15/16 MTDs</th>
<th>FY16/17 Planned Output</th>
<th>16/17 MTDs</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFT</td>
<td>2</td>
<td>4 FTS, AFJT&lt;sup&gt;59&lt;/sup&gt;</td>
<td>4 FTS (DFT)</td>
<td>50</td>
<td>4,640</td>
<td>34</td>
<td>4,020</td>
<td>38</td>
<td>4,900</td>
</tr>
<tr>
<td>DFT</td>
<td>2</td>
<td>DHFS, SERW</td>
<td>DHFS (DFT)</td>
<td>89</td>
<td>12,816</td>
<td>84</td>
<td>12,096</td>
<td>88</td>
<td>12,672</td>
</tr>
<tr>
<td>DFT</td>
<td>2</td>
<td>DHFS, MERW</td>
<td>DHFS (DFT)</td>
<td>18</td>
<td>2,916</td>
<td>16</td>
<td>2,592</td>
<td>18</td>
<td>2,916</td>
</tr>
<tr>
<td><strong>DFT TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1,021</strong></td>
<td><strong>89,833</strong></td>
<td><strong>1,109</strong></td>
<td><strong>86,741</strong></td>
<td><strong>1,089</strong></td>
</tr>
<tr>
<td>DRIT</td>
<td>1</td>
<td>Halton, RTS</td>
<td></td>
<td>1,707</td>
<td>119,490</td>
<td>2,099</td>
<td>146,930</td>
<td>2,088</td>
<td>146,160</td>
</tr>
<tr>
<td>DRIT</td>
<td>1</td>
<td>Cranwell, OACTU&lt;sup&gt;60&lt;/sup&gt;</td>
<td>Phase 1 CEB (OC GETC)</td>
<td>503</td>
<td>69,950</td>
<td>484</td>
<td>69,850</td>
<td>485</td>
<td>70,010</td>
</tr>
<tr>
<td><strong>PHASE 1 TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>2,210</strong></td>
<td><strong>189,440</strong></td>
<td><strong>2,583</strong></td>
<td><strong>216,780</strong></td>
<td><strong>2,573</strong></td>
</tr>
<tr>
<td>DRIT</td>
<td>2</td>
<td>Cranwell, NCAITC</td>
<td>Phase 1 CEB (OC GETC)</td>
<td>45</td>
<td>2,520</td>
<td>60</td>
<td>3,360</td>
<td>72</td>
<td>4,032</td>
</tr>
<tr>
<td><strong>PHASE 2 TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>45</strong></td>
<td><strong>2,520</strong></td>
<td><strong>60</strong></td>
<td><strong>3,360</strong></td>
<td><strong>72</strong></td>
</tr>
<tr>
<td>DRIT</td>
<td>3</td>
<td>Halton, ACS</td>
<td>Phase 3 CEB (OC GETC)</td>
<td>2,034</td>
<td>20,205</td>
<td>1,833</td>
<td>18,051</td>
<td>1,835</td>
<td>16,315</td>
</tr>
<tr>
<td>DRIT</td>
<td>3</td>
<td>Halton, STS&lt;sup&gt;61&lt;/sup&gt;</td>
<td>STS CEB (SO1 TPAS)</td>
<td>5,356</td>
<td>16,535</td>
<td>5,356</td>
<td>16,535</td>
<td>5,356</td>
<td>16,535</td>
</tr>
<tr>
<td>DRIT</td>
<td>3</td>
<td>Cranwell, OACTU&lt;sup&gt;62&lt;/sup&gt;</td>
<td>Phase 1 CEB (OC GETC)</td>
<td>18</td>
<td>90</td>
<td>16</td>
<td>80</td>
<td>16</td>
<td>80</td>
</tr>
<tr>
<td><strong>PHASE 3 TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>7,408</strong></td>
<td><strong>36,830</strong></td>
<td><strong>7,205</strong></td>
<td><strong>34,666</strong></td>
<td><strong>7,729</strong></td>
</tr>
<tr>
<td><strong>DRIT TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>9,663</strong></td>
<td><strong>228,790</strong></td>
<td><strong>9,848</strong></td>
<td><strong>254,806</strong></td>
<td><strong>10,374</strong></td>
</tr>
<tr>
<td>ACOS Trg</td>
<td>2 (PTIs)</td>
<td>SofPT, Cosford</td>
<td>SoPT CEB (CO RAF Cosford)</td>
<td>12</td>
<td>1,740</td>
<td>26</td>
<td>3,770</td>
<td>25</td>
<td>3,625</td>
</tr>
<tr>
<td>ACOS Trg</td>
<td>Other 2/3</td>
<td>SofPT, Cosford</td>
<td></td>
<td>341</td>
<td>1,989</td>
<td>425</td>
<td>2,295</td>
<td>417</td>
<td>2,343</td>
</tr>
<tr>
<td><strong>SoPT TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>353</strong></td>
<td><strong>3,729</strong></td>
<td><strong>451</strong></td>
<td><strong>6,065</strong></td>
<td><strong>442</strong></td>
</tr>
<tr>
<td>ACOS Trg</td>
<td>All</td>
<td>FDTCS&lt;sup&gt;63&lt;/sup&gt;</td>
<td>No CEB</td>
<td>11,044</td>
<td>60,272</td>
<td>11,044</td>
<td>60,272</td>
<td>11,044</td>
<td>64,272</td>
</tr>
<tr>
<td>ACOS Trg</td>
<td>3</td>
<td>Human Factors Trg</td>
<td>DAHF CEB (SO1 HF MAA)</td>
<td>260</td>
<td>16,500</td>
<td>260</td>
<td>16,500</td>
<td>260</td>
<td>16,500</td>
</tr>
</tbody>
</table>

<sup>59</sup> Includes 8 IDT for 13/14 and 14/15 and 20 IDT for 15/16.

<sup>60</sup> This is the total officer input which includes IDT (44/7,040 per year), SERE and Reserves.

<sup>61</sup> Includes IDT (59/129 per year).

<sup>62</sup> This is the Commissioned Warrant Officers’ course.

<sup>63</sup> This figure is the combined maximum potential output of the FDTCS. It includes FTE students, JSAT students, FD delivery and the Eagles Scheme at FDTC Bavaria. It does not take into account FTE students being recorded against the primary Trg Unit figure above or students returning twice in the same year i.e. IOT students.
<table>
<thead>
<tr>
<th>Pillar</th>
<th>Phase</th>
<th>School / Trg Unit</th>
<th>CEB (Chair)</th>
<th>FY14/15 Planned Output</th>
<th>FY15/16 Planned Output</th>
<th>FY16/17 Planned Output</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MTDs</td>
<td>15/16 MTDs</td>
<td>16/17 MTDs</td>
</tr>
<tr>
<td>GETC TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>11,304</td>
<td>11,304</td>
<td>11,304</td>
</tr>
<tr>
<td>ACOS TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>11,657</td>
<td>11,755</td>
<td>11,746</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>61,509</td>
<td>61,513</td>
<td>61,685</td>
</tr>
</tbody>
</table>

‘Planned Input’ is the number of students that a school is expected to start trg in a particular year.

Man Trg Days are the number of days’ trg delivered each year by that school (planned input x course instances x length of courses in days).

Note: This Annex does not include DSTO trg figures.