



Ministry
of Defence

Air Command Secretariat
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Ref: FOI2020/06693

Martin Newmore [by e-mail]
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28 October 2020

Dear Mr Newmore

Thank you for your e-mail of 12 June 2020 in which you requested the following information:

"Please provide an update on progress made by Commandant ACO in relation to each of its priorities stated in FOI2019/02242 dated 14 March 2019. Please also specify how each of these priorities have been measured and whether they are deemed to have been met."

FOI2019/02242 states:

"... the priorities for Commandant RAF Air Cadets are to:

- 1. Develop strategies to identify and then address the factors that impact on our ability to recruit sufficient qualified and motivated CFAV to support effective delivery of the air cadet experience.*
- 2. Develop strategies to identify and then address the factors that impact on our ability to retain those volunteers we recruit, recognising that a team of volunteers that feels collectively and individually valued is more likely to stay.*
- 3. Build on existing work to Value our Volunteers and reduce the administrative burden where we can. In addition, renew our focus on recruitment at local, regional and national level and the resources required to get our key messages across to target audiences.*
- 4. Continue to recover the 2 Flying Training School glider capability and work to shape the Cadet Aviation Offer.*
- 5. Continue to support Cadet Expansion Programme 500.*
- 6. Take forward the strategic Parenting Review.*
- 7. Support development of the Cadet Force 2025 Strategy.*
- 8. Take forward the Air Training Corps Strategic Footprint review.*
- 9. Deliver a minimum cadet offer at every unit.*
- 10. Deliver against core objectives to ensure resources (staff, CFAV and funding) are targeted to best effect."*

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed, and I can confirm that information in scope of your request is held.

Please find information in relation to your request at Annex A.

However, some of the information contained within Annex A falls within scope of the absolute exemption Section 40 (Personal Data) and the qualified exemptions: Section 26 (Security) and Section 43 (Commercial).

Sections 26 and 43 are qualified exemptions and are therefore subject to a public interest test. This means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure.

Therefore, a Public Interest Test has been conducted to determine whether, in all circumstances of the case, the public interest in maintaining the exemptions outweighs the public interest in disclosure. I have found that whilst releasing the information would promote a greater understanding of the Royal Air Force Air Cadets (RAFAC) organisation and the priorities and strategies they wish to undertake, the following exemptions have been applied:

- Under Section 26 (1)(b), the balance lies in favour of withholding the information as releasing it could prejudice the security of RAFAC.
- Under Section 43(2), the balance lies in favour of withholding the information, this is because sensitive information regarding current and future contracts, which may prejudice the commercial activities of both RAFAC and third parties, are included within Annex A.

Consequently, information which falls within the scope of the aforementioned exemptions has been withheld.

Under Section 16 of the FOIA (the duty to provide advice and assistance), you may find it helpful to note that your request covers a variety of strategic plans that cover a range of overlapping policies and plans. However, fundamentally, the priorities are part of broader areas of work as stipulated in the Royal Air Force Air Cadets (RAFAC) Strategy 2019 - 2025. The Strategy will be reviewed annually.

Please accept my apologies for the lateness of this response. This was due to remote working and limited access to redaction software and scanners while working under the current Covid-19 restrictions. Thank you for your patience and understanding.

If you have any queries regarding the content of this letter, please contact this office in the first instance.

If you are not satisfied with this response or wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance Team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

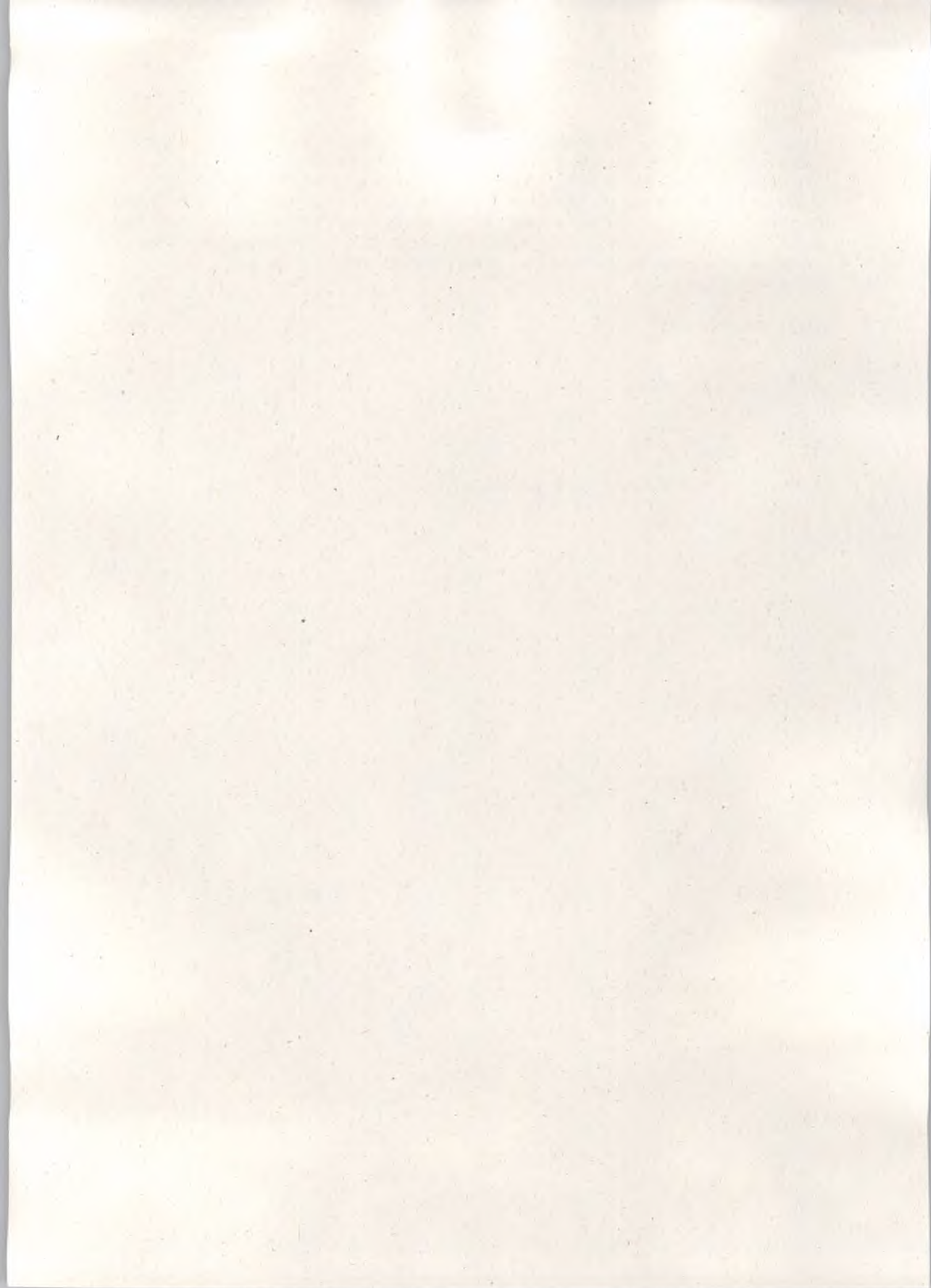
If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal process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

Yours sincerely,

Air Command Secretariat

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Annex A - Strategies and Air Cadet Council Reports



2019 REFRESH

ROYAL AIR FORCE AIR CADETS STRATEGY 2019-2025

This document sets out our Vision for the Royal Air Force Air Cadets (RAFAC) and identifies the broad areas of work that will need to be resourced and delivered to achieve that Vision. It describes the likely strategic context within which the RAFAC will need to work in order to maintain and enhance, where possible, the cadet experience out to 2025. The Strategy is a living, flexible document and is reviewed annually in order to adapt in response to internal and external pressures.

OUR VISION FOR THE RAFAC

"To be a modern, dynamic, sustainable 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".

We will achieve this by:

Cadets:

Offering an exciting and challenging cadet experience, based around flying and aviation, to as many young people as our resources, financial and human, can sustain, inspiring them to learn and develop new skills and achieve their full potential.

Volunteers:

Investing in our volunteers in order to ensure they are high quality, trained, motivated and able to contribute at all levels to the cadet experience.

Organisation:

Sustaining and improving the RAFAC in order to provide the best possible support to our staff and volunteers so as to minimise administrative processes, manage risk, and deliver safe activity to cadets.

Engagement:

Retain and enhance the positive reputation of the RAFAC and its parent Service within wider UK society through "light blue" cadet engagement with, and on behalf of, the RAF.

STRATEGIC CONTEXT

Society

The RAFAC exists within and with the support of wider UK society. Changes within society, particularly in relation to young people, impact upon the RAFAC. Significant issues now and out to 2025 include: childhood obesity; discipline in the home and in schools; changes in education; youth unemployment levels; youth crime; the role of volunteering in society; the growing role of IT and social media; and the rising incidence of mental health issues.

Volunteers

Given the economic pressures that many UK citizens continue to experience, there is significant risk of volunteer organisations failing to recruit and retain the volunteers that make their work possible. The RAFAC Cadet Force Adult Volunteers (CFAV), comprising Civilian Committee members, Civilian Instructors (CI), RAFAC officers, warrant officers and SNCOs, Service

Instructors and volunteer chaplains, are viewed as our Centre of Gravity. The growth in legislation in areas such as child protection, Health & Safety and data protection increases the administrative burden on all and makes CFAV service less attractive, whilst at the same time societal changes continue to limit the time available for volunteering activity. Improving the experience of our CFAV and ensuring they feel valued is critical to the continuing success of the RAFAC.

Government

The MoD's Cadet Forces have been recognised by successive governments as a "Force for Good" within society. Cadet activities closely match those identified by the Government as being positive for young people and recent research has identified significant academic benefit to young people derived from their membership of the RAFAC. Initiatives such as the National Citizenship Service, the Cadet Expansion Programme (CEP500), CCF growth to 60,000 cadets and proposals for a National Cadet Week are evidence to support the Government's stance on the importance of citizenship and the Cadet Forces' contribution to that within the youth cohort. These initiatives, however, are not necessarily backed by new public funding and are consequently vulnerable to both resource constraints and potential changes in government. The Devolved Administrations in Wales, Scotland and Northern Ireland are also supportive of the Cadet Forces and other youth initiatives but as education and community are devolved responsibilities, approaches and funding differ.

MoD

We will seek to continue to influence future MoD policy in order to secure the best Terms & Conditions of volunteering for our CFAV and we will continue to support CEP500 and any further growth aspirations placed upon us by Ministers. The RAFAC is firmly committed to exploit partnering with sister Cadet Forces where real benefit can be shown to result. Whilst supporting efforts to deliver cadet activity in a more cost-effective and efficient way, the MoD's Cadet Forces are primarily single-Service organisations and rely on the financial and practical support of their parent Service. Additionally, we will seek to minimise the tensions caused by the differences in our authority and management of ATC sqns when compared to the Combined Cadet Force (CCF) (RAF) sections which are necessarily more tri-Service in structure and support, and where the role of the Head Teacher is pivotal to a Contingent's success. We will continue to support the 2025 Cadet Forces Strategy and ensure that our efforts are aligned with the wider MoD's direction on delivery of the cadet experience. We will also work with the Youth United Foundation, where appropriate, to share best practice in the delivery of uniformed youth organisations.

RAF

This Strategy has been developed to support and be coherent with the RAF Strategy. As such it reinforces the key aim of focusing on people. The RAFAC is a potential source of high-quality part-trained recruits for the RAF. Indeed, cadets have been shown to pose less of a training risk and offer a longer return of service than non-cadets. Although not a recruiting organisation, the RAFAC inevitably attracts young people with an interest in aviation and the military and RAFAC is developing an Aviation Strategy to satisfy this interest. Further, we are committed to supporting the RAF's recruiting staffs by making cadets aware of the careers available within the Service. The Bennett Review highlighted the recruitment benefits accrued from the Cadet Forces and, following Ministerial direction, all Cadet Forces are committed to appropriate engagement with Armed Forces (AF) recruitment staffs to ensure that cadets who show an interest in pursuing a military career are provided with accurate and timely advice by careers specialists. As we have no recruiting remit, this activity remains entirely voluntary and no cadet is mandated to attend any form of AF careers presentation.

In addition to recruitment benefits, there is increased understanding across the RAF of the value of the cadets to wider society and RAFAC's contribution to developing air-minded, self-confident and capable citizens of the future. The RAFAC and the RAF have a close, almost symbiotic relationship: cadet units rely on the RAF for a wide range of support functions and the RAF uses

cadet support for engagement and PR purposes at air shows and parades. The 'force-multiplier' effect that cadets have on the "light blue" engagement front is becoming ever more important as the RAF's Regular footprint shrinks; some areas of the UK have no visibility of the Service other than through cadets or veterans. However, with reducing numbers of MoD Civil Servants and RAF personnel, fewer stations and tightening resources, the RAFAC's ability to grow and to deliver its core activities is under threat, with a notable decline in the ability of hard-pressed unit staffs to support cadet camps and visits on RAF stations, or provide Service Instructors to support local ATC and CCF (RAF) units. With the move to fewer and larger RAF units, the parenting burden for many units is also becoming a significant challenge.

Governance

Comdt RAFAC maintains overall C2 of the ATC including all Regular and Reservist personnel, Civil Servants, and CFAV and, in turn, reports to AOC No 22 Gp. The Comdt is also responsible for the C2 of all VGS personnel, with S40 2 FTS, as the Delivery Duty Holder (DDH) for cadet gliding, responsible to the AOC for operational matters, flight safety and fleet airworthiness assurance. The Comdt has no C2 authority over the regional, wg and sqn Civilian Committees who work alongside, and in support of, the RAFAC: they are independent, excepted charities responsible to the Air Cadet Council (ACC). Following a Transfer of Authority in 2014 from MoD's Directorate of Reserve Forces & Cadets, the Army has Lead Command status for all CCF Contingents, albeit Full Command of CCF (RAF) cadets remains with CAS. The RAFAC has a safety, care and welfare responsibility for CCF (RAF) personnel whenever training is conducted outside of the school environs. The C2 of the RAF elements of the CCF reside with the Head Teachers of the respective schools.

The ACC meets once a year, whilst the Air Cadet Management Board (ACMB) meets twice a year, interspersed by 2 Customer Executive Boards (Aviation and Ground) established to focus on delivery of training. The AOC's Command Circulation/Annual Formal Inspection of the RAFAC also informs the ACC of in-year performance and achievement. The Comdt also chairs meetings of her senior commanders every month and a new Comd Board structure introduced in 2018 provides a filter for policy matters that need to be referred to the ACMB or ACC. These governing bodies provide visibility of key issues impacting on the RAFAC and inform progress reports against the 2025 Strategy.

Resource

The RAFAC is primarily (85%) resourced through HQ 22 Gp with the remainder (15%) coming from non-public fundraising. The major cost drivers are: manpower, including Volunteer Allowance for CFAV; T&S; funding flying and gliding, and infrastructure. Infrastructure is seen as a critical enabler for cadet activity and the impact of years of underinvestment is accelerating. The RAFAC is contributing to the development of the Defence Infrastructure Organisation (DIO) Defence Footprint and is also monitoring the Defence Basing Review to ensure any impact on RAFAC facilities or estate is understood and mitigated where possible.

In terms of manpower, the RAFAC's Regular, Reserve and Civil Service manpower is very small in comparison to the circa 55,000 cadets and CFAV they support. Consequently, cuts to Civil Service posts have a disproportionate impact on HQ RAFAC, HQ 2FTS and the Reg and Wg HQs where there is a reliance on CFAV to fill delivery critical roles.

Young People

Despite minor demographic changes, the size of the pool of young people from which cadets are drawn is consistent; there are around 650,000 young people in each year group. To maintain the RAFAC at current levels we would need to recruit around 2% of these, but we must balance the number of cadets with the resources available to avoid excessive dilution of the cadet experience and the consequent risk that doing so compromises the experience of all. There are no indications that the interest in and enthusiasm for the military and aviation will diminish amongst young

people. Further, there is a view that uniformed youth organisations will continue to attract young people out to 2025, since many appear to seek the discipline, teamwork and adventure available via the Cadet Forces. That said, the RAFAC will need to keep the core cadet activities under constant review to ensure they remain relevant to the next generation. The inherent attraction of aviation and flight for many young people remains a key attractor to the RAFAC and we will need to ensure a strong focus on delivering a meaningful air experience to recruit and retain cadets. The fall in cadet numbers that lagged 12-18 months behind the extended pause in cadet gliding supports this. There is increasing empirical evidence of the wider benefit of involvement in cadet activities to the life chances of young people. In 2018, two major independent, academic led studies identified the benefits of involvement in air cadets to both schools and the wider community. By exploiting our work with the Business & Industry Forum and the Cadet Development Trust, we seek to support transition of cadets into full-time employment via tertiary education and apprenticeships, thereby helping each cadet achieve their potential.

Safety

The safety of cadets and the staff and CFAV who support them is our top priority. This applies to the safety of the activities they undertake and the protection of cadets from abuse or harm. The potential reputational damage from any incident, particularly with cadets under 18 years of age, is significant and all aspects of safety are kept under constant review with the aim of implementing a Just Culture¹ across the Organisation and mapping our processes against the RAF's Total Safety regime. The 6 Reg Comdts are DDHs for Functional Safety across their Regions and provide a focus on safety policy, procedures and resources. S40 RAFAC is DDH for Functional Safety for centrally controlled activity at the 2 AT Centres and also for generic HQ RAFAC training such as Junior Leaders. S40 2FTS is DDH for Total Safety across his area of responsibility and also advises AOC 22 Gp in his role as Operational Duty Holder (ODH) on wider cadet aviation matters, such as requests for cadets to fly in non-military assets. .

Risks and Dependencies

The RAFAC has little or no control over many of the factors that will impact on the delivery of this Strategy. For much of our activity we utilise spare capacity from resources established for other military tasks, for example, ranges and training areas. The closure of RAF units and the relocation of assets has an adverse, albeit unintended, impact on the RAFAC. Our few RAF Regular Service posts are in the lowest priority category and, consequently, most vulnerable to manpower gaps or cuts. This vulnerability to externally-driven change is unlikely to reduce. Against this background, a key element of our Strategy is to be flexible and agile, making the best of what we have and seeking to improve our resilience and self-reliance by exploiting all available opportunities as they arise.

The top risks for RAFAC activity are (at Jun 19):

1. Mid-air collision causing death or serious injury to a cadet.
2. Major Child Protection or safeguarding incident to a cadet.
3. Major (non-flying) accident to a cadet.
4. Infrastructure – lack of funding preventing maintenance and replacement of cadet estate.
5. Provision of gliding – inability to provide effective replacement of the VGS glider fleet.

Risks are managed via the RAF SAPPHIRE system and are reviewed regularly by the Comdt and AOC 22 (Trg) Gp.

ACHIEVING OUR VISION

¹ A Just Culture is based on a set of values and processes that encourage free and open reporting of safety related issues.

The following table sets out an aim, with associated objectives against 4 key areas: Cadets, Volunteers, Organisation and Engagement. There is overlap between each area for some objectives. We do not have the staff resource to target all the objectives simultaneously and some are subject to tri-Service work or other external factors. After refreshing the Strategy at an Away Day event in Feb 18, we have agreed the priority order under each of the 4 headings and work has already commenced in some areas. The prioritisation of the 2025 Strategy's work strands will be reviewed annually. Additionally, each objective has been mapped against the Cadet Forces 2025 Strategy Lines of Effort² (LoE). The LoE is shown in bold at the end of each objective.

CADETS

AIM:

To offer an exciting and challenging cadet experience, based around flying and aviation, to as many young people as our resources can sustain, and so inspire young people to learn and develop new skills and achieve their full potential.

- **Objective:** Making the cadet experience more attractive, accessible and consistent regardless of location or unit attended. **(LoE 1)**
 - Define the minimum offer of activities that should be made available to every cadet on each unit and make available resources and setup processes to ensure delivery of the offer.
 - Develop a Cadet Portal to enable cadets to access their own data, find information about cadet activities and track their own achievements
 - Develop an Aviation Strategy to bring coherence to all elements of aviation offered to cadets through RAFAC.
 - Subject to 2FTS resources, and mindful of the need to mitigate safety and reputational risks, continue the provision of cadet gliding and flying opportunities via approved civilian providers in as many locations as possible.
 - Maximise the quantity of flying and gliding opportunities being offered by AEF and VGS.
 - Continue to modernise the cadet syllabus to focus on aviation, including space and STEM, and exploit Technology Enhanced Learning and the use of synthetics in training.
 - Develop the 'Hub and Spoke' model for routine cadet camps to increase the availability of cadet places at national "Blue" camps and minimise the impact on the parent Service.
 - Expand the Wing Muster concept at RAF flying stations to increase access to air experience flights for cadets on a range of RAF aircraft.
 - Where possible, and without diluting the existing cadet experience, explore opportunities for more young people from diverse and disadvantaged backgrounds to experience cadet activities.
 - Review options to maintain cadet aviation beyond 2025.
- **Objective:** Seeking to give the best possible head start in life through the development of life skills and the gaining of qualifications. **(LoE 1+3)**
 - Increase the percentage of cadets that complete externally accredited qualifications at all levels including ILM, BTEC and DoFE.
 - Provide all cadets with a clear record of their achievement (Cadet CV) that will be relevant to potential employers, universities and others.
 - Develop a STEM Strategy for the RAFAC.

² The Cadet Force 2025 Strategy Lines of Effort (LoE) are: LoE 1 Cadet Development, LoE 2 Safety and Safeguarding, LoE 3 Career Opportunities, LoE 4 Awareness and Engagement, LoE 5 CFAV, LoE 6 Coherence, LoE 7 Performance Management and Governance, LoE 8 Cadet Expansion, LoE 9 Infrastructure

- Deliver a programme to develop awareness of healthy living, exercise and nutrition.
- Develop the RAF Air Cadets Development Trust to provide bursaries for cadets undertaking tertiary education and other development training, and create links with employers, apprenticeship and university bursary providers in order to promote cadets as potential recruits.
- Work with the RAF recruiting organisation to ensure that accurate and comprehensive careers information is available to cadets who express an interest.
- Investigate the potential for higher level cadet qualifications to attract UCAS accreditation.

VOLUNTEERS

AIM:

To invest in our volunteers whose contribution at all levels is vital to delivering the cadet experience and so ensure we have sufficient high quality, trained people to deliver the cadet experience.

- **Objective:** Within the TORs of the Valuing our Volunteers Team, improve the CFAV experience by reducing the administrative burden of volunteering. (LoE 5)
 - Remove all unnecessary admin processes and standardise and minimise all necessary processes.
 - Invest in and develop improved Electronic Ways of Working and exploit the use of technology wherever practicable.
 - Develop standardised, generic TORs for all key CFAV roles.
 - Manage a Complaints Process that is transparent and clearly understood by all CFAV and permanent staff, focussing on resolution at the lowest level possible, use of mediation where possible, and prompt disposal of investigations. To include a web-based complaints and "whistle-blowing" facility.
- **Objective:** Within the TORs of the Valuing our Volunteers team, have the right number of capable and motivated volunteers with the correct competencies to deliver the cadet experience. (LoE 5)
 - Review and revise SNCO and CI TCoS, without demotivating our volunteers, to enhance recruitment and retention and the quality of the CFAV across the RAFAC.
 - Deliver a remuneration policy that targets our limited resource to underpin recruitment and retention of CFAV.
 - Implement an Inclusivity Policy to ensure fair and equal access to volunteering for all, including those with disability, where possible and practicable.
 - Deliver a Through-Life Training/Personal Development policy that provides opportunities for CFAV to gain qualifications and skills to better prepare them for their roles within the RAFAC, with the benefits reading across to their primary employment.
 - Ensure flexibility and accessibility of appropriate learning to equip CFAV to deliver the cadet experience utilising e-learning and BADER where possible.
 - Promote the benefits and skills CFAV develop to the employers of potential and current volunteers, especially those within the Aviation and Defence industries, including the development of a CFAV CV.
 - Improve the retention of CFAV through better communication and consultation, involving them as much as possible in strategic work strands, whilst simultaneously managing expectations.
 - Develop the RAF Air Cadets Development Trust to provide bursaries for junior adult volunteers undertaking tertiary education and other development training, and create links with employers, apprenticeship and university bursary providers in order to promote junior CFAV as potential recruits

- Continue 6-monthly CFAV exit surveys to better understand the reasons why CFAV leave RAFAC.
- Introduce a major Continuous Attitude Survey of all CFAVs and act upon trends and themes identified as retention-negative.

ORGANISATION

AIM:

To sustain and improve the Organisation and so provide the best possible support to our adult volunteers and permanent staff to minimise risk and deliver safe activity to cadets.

- **Objective:** Continuing to ensure the safety of our cadets, volunteers and staff is paramount and underpins everything we do. (LoE 2)
 - Deliver Total Safety throughout the RAFAC.
 - Embed the concept of a 'Just Culture' through all levels of the RAFAC.
 - Conduct an audit of the effectiveness of the new TSA, SSA and Safeguarding posts.
 - Implement the recommendations of the S40 (RAF) Audit.
 - Establish a FTRS WO post to review and develop RAFAC road safety policy
 - Host biennial Safety Conferences to share best practice, identify Lessons Learned and enhance awareness of safety management across the RAFAC.
- **Objective:** Ensure sufficient funding and infrastructure and parenting support to deliver cadet activities. (LoE 7+9)
 - Maintain, as far as possible, public funding of air cadet activity, subject to SDSR, CSR and other TLB priorities.
 - Explore ways of enhancing non-public fundraising via partnerships and Industry sponsorships, e.g. through the Business & Industry Forum.
 - Explore ways of enhancing fundraising through the lead RAF charities RAF Ben Fund, RAF Assoc, RAF Museum and RAF Charitable Trust and other charities.
 - Continue to implement the critical review of all RAFAC footprint and infrastructure, including ATC Sqn footprint, and create a prioritised plan for replacement, upgrade or consolidation to deliver a footprint that matches both resources and need, to ensure cadet accommodation and facilities are available to 2025 and beyond.
 - Enhance and support fundraising activities of Civilian Committees at wg and sqn level.
 - Deliver 10 functional VGS and dispose appropriately of surplus VGS facilities and ac as a result of the restructure of 2FTS.
 - Utilising CEP500 funding, deliver cadet training accommodation at RAF Wittering and explore options for additional cadet training facilities in the SW.
 - Deliver, where possible, dedicated cadet accommodation at all RAF MOBs.
 - Implement the findings of the RAFAC Parenting Review.
 - Ensure that the RAFAC provision of IT support tools for volunteers and staff is effective, efficient and tailored to the customers' needs.
- **Objective:** Review and restructure RAFAC HQs to better support the Organisation, delivery and assurance of core cadet activity, with a focus on aviation. (LoE 7+8)
 - Review and, where required, restructure the support to cadet and CFAV training within HQ RAFAC.
 - Review and, where required, restructure the ATC at Region and Wing HQ level.
 - Subject to funding, delivery of Aaron Aerospace Academy and requirements of Proj Portal, consider relocation of HQ RAFAC from RAF Cranwell to RAF Syerston or an alternative site.

- Review, and where required restructure, the CCF Areas and TEST support to maximise support to CCF (RAF) CFAV and cadets.
- Enhance internal and external communication across the RAFAC, making best use of Dii, MoDNET and BADER to minimise duplication to deliver better targeting of essential messages.
- Deliver the RAFAC element of CEP500.
- Improve cooperative working between ATC and CCF (RAF) to mutual benefit.
- Support the CCF modernisation program.
- Ensure that, when Universe is declared obsolete in 2021, a COTs package combined with enhanced BADER support is available to deliver pay roll functions to CFAV.

ENGAGEMENT

AIM:

To raise and sustain the profile of the RAFAC within the RAF and wider society and enhance the reputation of RAFAC and its parent Service through “light blue” cadet engagement with and on behalf of the RAF.

- **Objective:** Continue to promote RAFAC, its role and benefits for cadets and volunteers alike. **(LoE 4) How:**
 - Identify internal engagement platforms and use these consistently across RAFAC to highlight opportunities for activities and qualifications to cadets and volunteer staff.
 - Define parallel opportunities and engagement mechanisms with our sister cadet forces to promote the benefits.
 - Develop a Recruitment Strategy and act upon recruitment opportunities for new CFAV, with RFCAs, parent Services, Reserves units, local and national industry.
 - Establish and broaden links with RAF Regular and Reserve Forces and their recruiters, whilst recognising the sensitivities of working with u18s and protecting them.
- **Objective:** To promote the RAFAC, its role and wider societal benefits to the RAF and MOD. **(LoE 4) How:**
 - Identify engagement channels and establish key Lines to Take and prioritised statements for RAFAC seniors when engaged with RAF and MOD committees.
 - Continue to engage our Royal Patron and Honorary Ambassador to promote the RAFAC, and consider identifying a high profile male Honorary Ambassador to broaden our reach.
 - Seek to secure at least 2 events per year when our Royal Patron, HRH The Duchess of Cambridge, can engage with cadets and CFAV and, by so doing, achieve global recognition of the RAFAC.
 - Utilise RAF News and unit magazines to promote the RAFAC and support the recruitment of ACLOs and Service Instructors.
 - Promote the RAFAC through participation in events by national bands, drill display teams and other cadet activity.
 - Promote the UK, the RAF and the RAFAC through the IACE and overseas visits.
 - Continue to work with organisations such as The Air League, Hon Co of Air Pilots, Royal Air Sqn, etc, to share best practice in the delivery of youth aviation and encourage cadets to seek sponsorship and scholarship opportunities provided.
 - Establish an Air Cadet Alumni to identify and connect with as many former air cadets as possible to inspire the Next Generation.
- **Objective:** To promote the RAFAC, its role, any funding requirements and promotional opportunities to prospective supporters. **(LoE 4) How:**

- Establish and maintain strong links with the RAF's 4 key charities – RAFA, RAFBF, the RAFCT and the RAF Museums.
- Continue to work with potential industry partners (such as the Aviation Skills Partnership) for the promotion of RAFAC and career opportunities beyond cadets.

To: ACC Members

From: Commandant RAF Air Cadets

20200610-ACC_Comdt Report

10 Jun 20

AIR CADET COUNCIL COMMANDANT RAF AIR CADETS' REPORT

1. In line with ASTRA guidance on targeted briefs, this report provides headline updates only; discussion is welcome at the Air Cadet Council (ACC) meeting.

Impact of COVID-19

2. On 17 Mar 20, all face-to-face (F2F) cadet activity ceased in line with Govt direction; staff worked from home (WFH) where possible and the organisation's focus switched to development and delivery of online training activity. Impressive work by the BADER staffs and the Volunteer Software Development Team (the VSDT, a volunteer group of IT professionals) optimised a (6-month) offer of 12k free Microsoft licenses to enable all ATC units to link via Microsoft Teams. Building on earlier success of the Cadet Portal, Trg and IT staff and volunteers delivered an impressive suite of on-line resources and, within weeks, 70%+ of units were engaged online.

3. In order to prevent nugatory planning, take pressure off the parent Service and manage expectations, all national activity scheduled for Apr-Aug 20 was cancelled, which included all national camps, the International Air Cadet Exchange (IACE), overseas expeditions and attendance at air shows, etc. Innovation and imagination were demonstrated by all levels of RAFAC, with the national musicians stealing the headlines with on-line concerts. A plethora of quizzes, competitions and other activity was launched to keep personnel connected.

People

4. Out of scope

Permanent Staff – Civil Service

5. A Climate Survey conducted in Oct 19, and evidence presented to the AOC in Dec 19, confirmed that Civil Service (CS) staffs were showing increasing signs of over-stretch as mandated governance requirements added to their workloads. The AOC therefore authorised a Strategic Review of RAFAC, aligned with ASTRA, to ensure it could endure and thrive to 2030 and beyond. This will be conducted by a 1* on Volunteer Ex Regular Reservist (VERRs) terms and conditions of service. The Terms of Reference for the Review are included with the papers for the ACC meeting.

Permanent Staff – RAF/FTRS/VERRs

6. The morale of my small Regular and FTRS/VERRs cadre is generally good, but it is impacted negatively by their concern for the Cadet Force Adult Volunteers (CFAV) and CS who work for and alongside them.

CFAV

7. Our first Continuous Attitude Survey of CFAV was launched in early 20 and, whilst results are still being analysed, morale, capacity and availability of our CFAV is of concern and will be a key factor in the Strategic Review mentioned above. We do not yet know what impact the COVID-19 pause to F2F activity will have on recruitment and retention of CFAV. On a positive note, Comdt 2FTS reports strong motivation amongst his cadre to return to gliding as soon as permitted.

Cadets

8. Morale in the cadet cadre has also been impacted by the loss of 4-5 months of F2F activity and we do not know how many cadets will choose not to return. The loss of hugely popular camps, courses and activities has had a direct impact on some of our very best cadets. Prior to COVID-19, cadet numbers were increasing, with particular growth in the CCF (RAF), reflecting a welcome return to gliding and increasing opportunities in the STEM arena such as space and cyber. Next year's statistics will reveal if our offer remains strong enough to retain cadets during this unprecedented pause.

Safety

9. Safety continues to underpin all RAFAC activity and was central to consideration of on-line delivery, where safeguarding risk was highlighted as of particular concern. Balanced judgements regarding activities undertaken in the home were made at weekly COVID-19 management mtgs and this focus ensured safe delivery of an alternative cadet experience. Road Safety continues to be an area of focus and we have submitted a case to establish a fulltime Subject Matter Expert (SME) to guide our work in this key area.

Risk

10. An emerging risk is the potential inability to retain CFAV and cadets as and when we return to normal activity. To mitigate this, all commanders have been reaching out via Microsoft Teams to engage with CFAV and cadets and keep them connected. We have also identified the criticality of IT connectivity to our new ways of working; an inability to maintain access to the Microsoft Teams licenses is a key risk to future delivery. A case to fund these licenses and ensure compliance with IT security is being staffed

Security

11. Section 26(1)(b)

Resource

12. Throughout FY19/20 the RAFAC BFM team concentrated on delivering value for money (VFM) in financial decision making, exercising additional control measures against proposed expenditure levels to mitigate against cost growth. The impact of VFM initiatives coupled with the effect of poor weather conditions (adversely affecting outdoor activity) towards the end of the year provided scope for the generation of additional funding headroom which gave an opportunity to bring forward expenditure plans to de-risk the coming FY. Some significant expenditure was achieved, particularly to provide IT consumables, replace outdated equipment (printers, projectors etc), procure leadership training equipment, and to obtain Virtual Reality (VR) equipment for assessment through field trials. Towards year-end, the impact of the COVID-19 lockdown gave a further opportunity to exploit windfall headroom to procure additional VR and leadership equipment.

13. From the outset FY 20/21 has been severely affected by the COVID-19 situation. Annual Budget Cycle (ABC) and Control Total (CT) setting will be affected by Government directives related to wider Public Finance pressures. It is inevitable that Air Command will seek to draw funding back centrally to offset higher priorities and a TLB directive has already been issued to clarify that Units are not to consider COVID-19 underspends as available windfalls. There are however some significant financial challenges requiring attention this FY and into ABC 21. The two most significant are:

a. **Office 365 Licencing Enhancement.** Section 26(1)(b)

Section 43(2)

b. **Replacement payroll system.** Section 43(2)

Non-Public Finance

14. Our General Purposes Fund (GPF) has been impacted by a pragmatic Trustee decision to cease charging the central element of cadet subs during the pause in F2F activity (£250k over 3 months). We also received far less from the RAF Charitable Trust than anticipated (£8k v £150k) due to their decision to cancel RIAT 20. That said, costs to the GPF will be much lower this year due to the lack of activity and we are hopeful that the Fund will recover over the next year or so albeit investments will clearly be impacted by the wider economic recovery post COVID-19.

Training and Continuous Improvement

15. COVID-19 forced a swift transition to online training and different ways of communicating. The organisation is committed to exploiting the technology demonstrated so effectively during the pause and will seek to embed new working practices where practicable. The pause also provided an unprecedented opportunity for key policies to be reviewed and updated, away from the pressure of fast-paced routine business, with staffs WFH able to focus and make relatively quick progress on key work that would ordinarily take months.

16. **S40** 2FTS leads an Aerospace Strategy Group and is shaping future delivery of gliding and flying, keeping a close eye on future contract arrangements and ensuring due consideration of alternative delivery to maximise cadet aviation opportunities. He will provide a separate brief to Council.

Governance

17. During COVID-19, the Comd Board was enhanced to a Comd Board Plus to include key specialists and met weekly to provide D&G to the organisation. An ACMB and a Comdt's Senior Staff and Volunteer Forum were held via Microsoft Teams, saving much in T&S, travel and personal time; we will seek to reflect this enhanced way of working in future meetings although there will always be a time when F2F engagement is the preferred option. The power of Teams enables live events to reach across RAFAC in ways we could not afford or manage via old-style Conferences and this will, we believe, transform our ability to communicate, providing greater access for all and greater transparency.

Strategic Work Strands

18. The 2025 Strategy flier produced in Jul 19 refreshed the RAFAC Strategy in advance of the new Comdt taking post in Sep 20.
19. The launch of ASTRA in Dec 19 and the decision to initiate a 1* Strategic Review of the RAFAC will enable the Board to focus on shaping the future HQ support construct, staff resource and confirmed cadet offer to ensure we can meet CAS' ASTRA aspirations.
20. Development of the Cadet, Volunteer Staff and Admin Portals, embedding of Teams technology, trials of the new space syllabus, and further development of STEM will no doubt keep the new Comdt busy for his first few months in post.

Engagement and Reputation

21. COVID-19 scuppered plans to engage with our Royal Patron this year but we hope to secure her presence once restrictions are lifted. Our Ambassador, Hon Gp Capt Carol Vorderman RAFAC, has supported cadets via social media and joined virtual parades during the pause (latter TBC). We were delighted that, just before COVID-19 hit, she agreed to remain our Ambassador for a further 3 years.
22. Cadets featured regularly throughout the COVID-19 pause, with national musicians performing via social media and many cadets and staff supporting the weekly "Clap for the NHS" initiative and the "Salute for VE Day" in uniform. In Sep 19, the Air Cadet Choir auditioned for Britain's Got Talent at the London Palladium, which was aired on ITV during the pause; sadly, they did not get selected for the semifinals but the cadets did us proud and their performance reached millions.

CCF (RAF)

23. **S40** CCF will provide a brief to the mtg. Of note, few CCF (RAF) cadets engaged during the COVID-19 pause given the diversion of most school staff to deliver on-line education to students. Moreover, most CCF (RAF) activity takes place within the school term; once schools closed, most cadets accepted the pause and we hope they will re-engage once schools start again.

Conclusion

24. As I come to the end of my 8 years as Comdt, this report reflects a very different RAFAC to the one I joined in Aug 12. No one could have predicted the seismic changes enforced upon us by the COVID-19 pandemic but I could not be prouder of the way staff, volunteers and cadets responded to this unprecedented situation. We face significant challenges ahead but I am confident of the organisation's ability to adapt to whatever comes its way.
25. I thank the ACC for their support to RAFAC throughout my tenure and wish all members of RAFAC every success in the future. My team and I look forward to discussing this report and supporting papers at the Council mtg.

D A McCafferty
Air Cdre
Comdt RAFAC

To: ACC Members

From: S40 Chairman

20200610-ACC_Civilian Committee

10 Jun 20

AIR CADET COUNCIL CIVILIAN COMMITTEE REPORT

Background

1. The Air Training Corps' squadrons are based in their local communities and are part of their own cities, towns and villages. Some of the activities are sponsored and financed by MOD but others are not, and it is in connection with the latter that squadrons need the help of their civilian committees (civcom).
2. The civilian structure of the ATC is based on Councils and Committees in support of each Region, Wing, Squadron and Detached Flight. These are:
 - a. The Air Cadet Council, under the Presidency of the Under Secretary of State for the Armed Forces, composed of representatives from MOD, the Commandant RAFAC and the Chairmen or representatives of Regional Councils;
 - b. The Regional Council composed of the chairmen or their representatives of all Wings in the Region;
 - c. The Wing Committee composed of the chairmen or their representatives of all squadrons in the Wing;
 - d. The Squadron Committee.
3. The purpose of these Councils and Committees is to support cadet activities by:
 - a. Giving direct help and advice to formations in performance of their tasks;
 - b. Providing a means of ensuring that squadrons' views are properly represented at Air Cadet Council, Regional and Wing levels;
 - c. Fostering association between ATC formations and their associated communities;
 - d. Raising, controlling and accounting for non-public funds in support of squadron training programmes and approved activities.

Volunteer Engagement

4. Overall the Civilian Welfare Committees (CWC or civcom) across the Corps are in good health with funds that are adequate for purpose. As usual, a number of sqns have civcom that are short of volunteer members. Recruitment of civcom volunteers is primarily a local 'word-of-mouth' activity. Turnover of personnel is invariably high as volunteers tend to be parents of cadets, who often serve only for the period that their child is enrolled, or retirees living locally; ill health often reduces their length of commitment. Advertising nationally is promoted by a leaflet "Seeking a New Challenge" (April 18) which is held and distributed at sqn level. It explains the RAF Air Cadet organisation, its activities and the role that a civilian committee and its members have in support of the cadets, but it is difficult to assess its effectiveness.

Out of scope

Asset Control

6. The proper management and control of assets procured from non-public funds at all levels is a priority. Asset registers must be held by all specialist groups across all levels of the Corps, both uniformed and civilian, and a record kept of usage. It has been noted that the cleaning, maintenance and environmental storage of equipment in some cases still falls short of what should be expected; this often leads to a much shorter service life. All regional chairs have reminded their civcoms of the requirement for a periodic condition and security report to be completed and made available for scrutiny at regular intervals, Regional Council, wing and sqn meetings being the most appropriate.

Annual Assurance Review (AAR)

7. The wg chairs conduct an AAR of all sqns for which they are responsible; this exercise is invaluable in establishing the overall 'health' of a sqn civcom. It aims to highlight areas of excellence, but also where action is needed to improve procedures. A review of the AAR content was undertaken recently and the number of questions has been reduced, validity checked and a shorter proforma has been distributed across the Corps; the main focus remains strong financial management.

Form 60 Submission

8. The Form 60 is an approved abbreviated version of civcom annual accounts submitted to wing which alleviates the need for each unit to submit full accounts directly to the Charity Commission. A 'bonus payment' of £75 per sqn to encourage early completion has been removed and this considerable sum (approx £70k+) will now be utilised for activities and projects for the benefit of all cadets. across

Wing Chairs' Conference 2020

9. The biennial Wing Chairs' conference is a well-attended event that has proved hugely successful in both briefing and obtaining feedback from wg chairs from the Corps. The face-to-face format over 24 hours is particularly valuable in networking and establishing common practice, as well as appreciating regional and geographical requirements. It is planned for Oct 20 if COVID-19 allows.

S40

Annex:

A. Air Cadet Council - Civilian Committee Out of scope

Annex A to
20200610-ACC_Civilian Committee

10 Jun 20

Air Cadet Council - Civilian Committee Out of scope

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Out of scope

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

To: ACC Members

From: S40 2 FTS

2 Jul 2020

20100610-ACC_Aviation 2FTS

AIR CADET COUNCIL 2 FLYING TRAINING SCHOOL REPORT ON RAF GLIDING

This is my second report as S40 2 Flying Training School (2 FTS). My three key goals remain:

- a. To focus on the delivery of RAF Air Cadet Gliding.
- b. To safely launch air cadets skywards.
- c. To deliver outstanding youth-focused aerospace training.

Focus on the Delivery of RAF Air Cadet Gliding.

- Clearly COVID-19 has impacted gliding and engineering on 2 FTS. All face-to-face (FTF) activity was suspended from Mid-March. The Approved Maintenance Organisation returned 1 Jun 20
- Improvement on Glider Fleet Numbers over the past year, doubling from 15 to 30 Gliders in the Forward Available Fleet (FAF). Strategic Plan is to build towards 52 Gliders total, by the end of 2021, with c.45 in the FAF. Youth Aviation Programme (YAP) Mandate -weaved in the genesis of a plan to recover 25 of the remaining 29 Vikings over time (total 77 gliders).
- 7 out of the 10 Volunteer Gliding Squadrons (VGSs) have completed the Return to Flying (RtF) programme, albeit 645 (RAF Topcliffe) only flying aerotow at the moment. Regular ops at RAF Syerston (644 VGS); RAF Little Rissington (621/637 VGSs); RAF Ternhill (632 VGS); RAF Kirknewton (661 VGS); and Upavon Station (622 VGS).
- Plan for remaining 3 VGSs: 615 VGS at RAF Kenley - ASAP; 626 VGS at RNAS Predannack - end of this year; and 614 VGS at Swanton Morley Station - in 2021; Enclosure 1.
- We have almost doubled the number of glider flights and awards in 2019; Enclosure 2.
- Our Type Airworthiness Authority and S40 for Viking has gained permission to fly the platform to 100% of Cleared Service Life. The next step is to transition from launches to Flying Hours as the lifing discriminator. This will extend the Viking beyond 2025.
- Expecting a new Design Organisation to take over from Marshall Aviation and Defence Group in mid-July, which should see an improvement in service. Aim is for a single 'Prime Contractor' to deliver all aspects in a single Glider Availability Contract from Apr 22.
- Progressing the build of a spray bay facility this year, which should release pressure on the Air Maintenance Organization's Glass Reinforced Plastic Bay, and improve output.
- Infrastructure remains a huge challenge (and cost) to the organization. Suitable overnight accommodation is required at all locations, including RAF Syerston, given the greater distances that many RAF Air Cadet units now travel to reach the nearest VGS.

Safely Launch RAF Air Cadets Skywards.

- Youth Aviation Programme (YAP) is progressing; comprises Project TELUM – replacement for Tutor – and Project VENTURE – replacement Glider. YAP Mandate outlines the importance of an actual aviation experience, augmented by VR/Simulation experiences.
- 2 FTS Gliding offers a practical, safe and wide-ranging flying experience and training not offered by other forms of AEF, eg a solo flying option. Necessary for the older cadets (16+) to have a Progressive Training Syllabus for aviation which gives goals to aspire to.

- Putting the 'air' into RAF Air Cadets must remain a key feature, and 2 FTS remains well placed to safely achieve this aim. Gliding allows RAF air cadets to develop 'team' aviation skills, and provides a broader aviation experience – not just for those actually flying.
- While the bulk of Air Experience Flying (AEF) will always need to be done by 6 FTS, currently with the Tutor aircraft, and large aviation musters will be able to provide exciting additional opportunities, the conventional Viking glider provides a unique environment for applying the practical lessons of ground and airborne operations.
- We amended the gliding syllabus to increase the number of awards available, with a change of emphasis and streamlining of the Bronze/Silver flying courses (now the GS). We are also introducing new 'wings' to streamline the number of awards (combining powered and gliding experiences) and to better mirror our parent Service (and the new Reserve Pilot (Glider) badge) for solo flying awards. Annex C provides more details of the cadet badges.
- 2 FTS also administers the RAFAC Pilot Scholarship (ACPS), currently partnered with Tayside Aviation. This is being adapted to reflect the reality that most attending will not have undertaken a Gliding Scholarship, which was previously a requirement; the new system should provide an opportunity to offer more Scholarships in the first instance.
- Other Flying Opportunities: good progress is being made to provide additional AEF opportunities through Air Cadet Training Order 35 – flights in non-Service aircraft with non-Service pilots. I have secured support from aviation SMEs, such as the Honourable Company of Air Pilots; the Air League; as well as the BGA and CAA.

Youth-focused Aerospace Training.

- The Aerospace Strategy Working Group (ASWG) has made good progress towards cohering Classification Syllabi; Progressive Training Syllabi (ground/simulation/air training). Blue badge ground / computer-based training will be franchised widely to increase reach.
- The ASWG, chaired by S40 2 FTS, works under the Aviation Customer Executive Board and, for the first time, the Air Training Corps, CCF (Air) and 2 FTS are working effectively together to maximize efficiency and realise benefits across the whole RAF Air Cadets.
- Virtual training has been led by S40 Regional Aviation Officer, supported by 615 VGS and 616 Aerospace Ground School (AGS) staff. Best practice being shared across the UK.
- Central Gliding School (CGS) staff leading the way on Ground School Topics and Human Factors Training for VGS personnel. MAA training is being modelled on CGS approach.
- The Aerospace Strategy Review is recommending a centralised approach under the Training staffs in RAFAC HQ to rationalize the integration of new and exciting topics in line with ASTRA requirements (eg Cyber, Space and VR) to keep the RAF Air Cadets responsive and flexible to today's technologies and opportunities.
- Once we have agreed 'what?' we should be teaching, we will be able to confirm 'how?' and 'where?' the subjects should be taught. Likely to use the Aerospace Ground Schools; Regional and Wing Activity Centres; and development regional and national programmes (such as the National Aerospace Camp) to facilitate delivery.
- Another excellent RAF Air Cadets' National Aerospace Camp in Aug 19 (c.330 cadets), and successful Qualified Aerospace Instructors' Course (QAIC). The use of the QAIC graduates in the developing structures will further benefit the organisation.

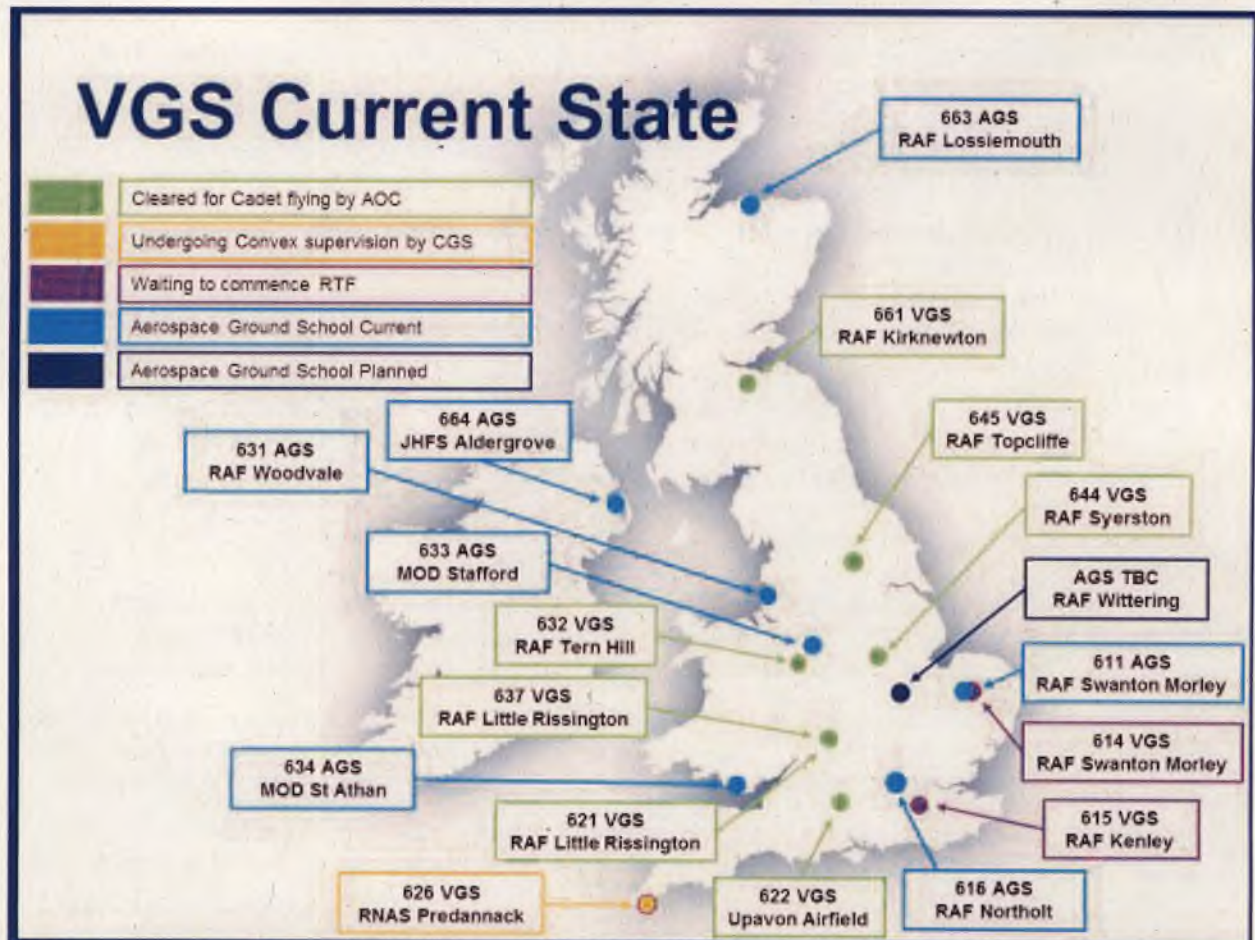
S40

2 FTS

Enclosures:

1. Volunteer Gliding Squadron (VGS) and Aerospace Ground School (AGS) Map.
2. Gliding and Part Task Trainer (PTT) Summaries for 2018 & 2019.
3. RAFAC Flying Badges Structure – 2020 – Astra.

VOLUNTEER GLIDING SQUADRON (VGS) AND AEROSPACE GROUND SCHOOL (AGS) MAP



GLIDING AND PART TASK TRAINER (PTT) SUMMARIES FOR 2018 & 2019

2018 vs 2019 – Volunteer Gliding School (VGS) & Aerospace Ground School (AGS) Totals												
	FAM	Blue Wings			Bronze Wings			Silver Wings Gliding Scholarship	Gold Wings Advanced Glider Training		Flight Staff Cadet Training	
		PTT	Air	Gliding	PTT	Air	Gliding		Part 1	Part 2	G2	G1
2018	3179	4525	1456	664	1320	140	80	31	4	0	4	3
2019	2683	4759	2071	1241	1346	343	223	64	8	1	7	2
Difference	-496	+234	+615	+577	+26	+203	+143	+33	+4	+1	+3	-1
% Difference	-15.60%	5.17%	42.24%	86.90%	1.97%	145.00%	178.75%	106.45%	100.00%	-	75.00%	-33.33%

FAM PTT training reduced due to the increase in Progressive Training Syllabus (PTS) training.

Blue Wings' Computer Based Training will now be carried out by Squadrons and Wings to maximise through-put for Blue Wings' awards. Guidance is being developed to allow training to be delivered as widely as possible (formerly limited to the PTT).









From Sep 20, there will be a single set of Blue Wings awarded, irrespective if Cadets have undertaken a powered flight in a Tutor (Air) or gliding opportunity in a Viking (Glider). Gliding Blue Wings can be achieved after 1 launch (minimum essential) vice the 3 required previously. Additional launches (up to three total per cadet) may be offered, but will be managed at a local level depending on capacity. Hopefully Blue Wings' awards should increase in number with these adjustments to policy.






From Sep 20, Bronze Wings for Gliding will now be subsumed into the Silver Wings Gliding Scholarship (GS). Cadets who pass a certain proportion of the GS will be awarded their Bronze Wings. Cadets who go solo will be awarded the new Silver Wings.

For powered flying, all cadets who complete Exercise 6 of the Air Cadet Pilot Scholarship (ACPS), will be eligible for Bronze Wings. Cadets who go solo will be awarded the new Silver Wings. All the new Wings can be found in ANNEX C. The extant ACPS will be replaced with a Two Phase ACPS scholarship programme in APR 2021 increasing total SEP opportunities for Cadets.

There will be no PTT requirement for either the ACPS or GS. However, the Aerospace Strategy Working Group will review the opportunity to undertake a bespoke Bronze Wings Course in a synthetic / VR environment, in line with Astra aspirations.

**NEXT GENERATION ROYAL AIR FORCE
RAF AIR CADETS FLYING BADGES - 2020 STRUCTURE**

EXISTING STRUTURE		2020 STRUCTURE	
 	Aviation Training Package (Blue ATP) (badge position left shoulder patch) Blue G Wings VGS Gliding Blue A Wings AEF Flying		Aviation Training Package (Blue ATP) (badge position left shoulder patch) Blue ATP Wings for either VGS Gliding or AEF Flying
 	Aviation Training Package (Bronze ATP) (badge position left shoulder patch) Bronze G Wings VGS Gliding Bronze A Wings AEF Flying		Aviation Training Package (Bronze ATP) (badge position left shoulder patch) Bronze ATP Wings for either VGS Gliding or AEF Flying
	Air Cadets Pilot Navigation Training Scheme Silver Wing (ACPNTS) (badge position left shoulder patch) Silver N Wing		Pilot Navigation Training Scheme (PNTS) (badge position left chest) Silver RAFAC Wing for completion of course

 	<p>Gliding Scholarship Silver Wings (SGS) (badge position left shoulder patch)</p> <p>Silver G Wings</p> <p>Air Cadets Pilot Scholarship Gold Wings (ACPS) (badge position left shoulder patch)</p> <p>Gold P Wings</p>		<p>Pilot Scholarship (PS) (badge position left chest)</p> <p>Silver RAFAC Wings for completion of course including solo flight</p>
	<p>Gliding Training Gold Wings (GWGT) (badge position left shoulder patch)</p> <p>Gold G Wings</p>		<p>Glider Pilot Training (GPT) (badge position left chest)</p> <p>Gold RAFAC Wings for completion of course including multiple solo flights</p> <p>Private Pilots Licence (PPL) (badge position left chest)</p> <p>Gold RAFAC Wings for completion of PPL including multiple solo flights</p>

	<p>Civilian Wings (CW) (badge position left shoulder patch)</p> <p>C Wings</p>		<p>Civilian Wings (CW) (badge position left chest)</p> <p>White C Wings for completion of non RAFAC accredited courses including solo flight</p>
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Additional Notes:

- (1) Only 1 set of 2020 wings are to be worn.

The original intent of the blue to bronze progression was to give cadets the opportunity to achieve a single set of Air Cadets Blue ATP Wings before progressing to achieve a single set of Air Cadets Bronze ATP Wings. However, some cadets achieved 2 blue and 2 bronze wings versus some cadets who achieved none. Some cadets also completed more than 1 flying scholarships and were able to wear 2 different wings for the same achievement.

- (2) The 2020 RAFAC Blue and Bronze ATP Wings will continue to be worn on left shoulder patch.

- (3) Cadets who achieved Air Cadets ATP Wings under the existing structure are to transition to the equivalent 2020 RAFAC ATP Wings.

- (4) The 2020 RAFAC Silver and Gold Wings are to be worn on the left chest.

This will give increased visibility to those who have flown solo or have completed an extensive amount of pilot navigation training. This also returns to the original positioning of wings previously awarded to members of the ADCC and ATC.

- (5) The 2020 Civilian C wings will continue to be awarded to those completing civilian courses and are to be worn on the left chest.

This will give increased visibility to those who have flown solo. This also returns to the original positioning of wings previously awarded to members of the ADCC and ATC.

- (6) Cadets who achieved Air Cadets Wings and C Wings under the existing structure are to transition to the equivalent 2020 RAFAC Wings and C Wings.

(7) The new structure reduces the number of badges from 9 to 6.

(8) The original Air Defence Cadet Corps (ADCC) and Air Training Corps (ATC) Wings and Half Wings were worn in the same position as RAF Wings. The image below is taken from the first edition of the ADCC Handbook dated 1938. The design was later changed to incorporate ATC in the centre and others appear to have incorporated a laurel wreath. During World War 2, those who successfully completed flying training and were awarded ADCC or ATC Wings, were often fast tracked into RAF flying training.

AIR DEFENCE CADET CORPS BADGES



To: ACC Members

From: S40

10 Jun 20

2020610-ACC_Recruit Retention

AIR CADET COUNCIL RAFAC RECRUITMENT AND RETENTION REVIEW REPORT

Issue

1. To brief the Air Cadet Council on the review of Cadet Forces Adult Volunteer (CFAV)¹ recruitment.

Recommendations

2. The Council is invited to note:
 - a. Project remains in the design phase. Scoping work completed. Barriers to recruitment identified. Interdependencies identified. Plan in development for integration within RAFAC priority work strands.
 - b. Progress hampered through lack of resource; recent impact of COVID-19 that has diverted allocated time and effort.
 - c. Trial completed of improved engagement at 2019 public events (RAF Recruiting 'Platinum' events (RIAT, AFD and Cosford Air Show)).

Background

3. **The CFAV 'Journey'**. Recruitment and induction processes are historic, paper-based and laborious. Applicants find the lengthy processes de-motivating and significant numbers are lost; this is cited as the primary barrier to CFAV recruitment. Separate work is underway to modernise much of the RAFAC bureaucracy, taking advantage of commonplace electronic ways of working. There is a balance to be struck between governance and assurance (especially in the safeguarding area) but comparison to other models suggest that there are opportunities for more efficient processes that the RAFAC could adopt.
4. **Responsibility**. There is no specific responsibility within RAFAC for volunteer recruitment which results in a lack of focus and drive. Without a coherent approach and sufficient resource, recruitment relies on local level initiatives supported by limited central 'advertising' that delivers little grass roots effect. It is proposed that a senior CFAV is appointed to be Head of Adult Volunteer Recruitment, to lead a team of representative volunteers charged with marketing/promotion and recruitment.
5. **Context**. Modern volunteering models offer flexible opportunities based on teams and not titles and 'micro-volunteering' that is task specific and not role based. These models are an anathema to an organisation that is built around hierarchical roles and responsibilities and one which is institutionally inflexible. Organisational and cultural change will be required if RAFAC is to reflect other 'competitor' voluntary groups.

¹ RAF Volunteer Reserve (Training) Officers, Cadet Forces Officers, RAFAC Senior Non-Commissioned Officers, Civilian Instructors, Civilian Committee members and Chaplains.

Benchmarking

5. Initial contact/discussions have been held with identified parties, in particular:
 - a. The Army Cadet Force (ACF) commenced work to review its CFAV recruitment and training, supported by an external consultant working through the Reserve Forces and Cadets Associations. It is hoped that the results will be shared but they are likely to be of limited value as the ACF/RAFAC have separate volunteer recruitment and employment models.
 - b. Exploratory meetings have taken place with The Scouts (Head of Volunteering); further work is planned to share best practise.
 - c. The Investing in Volunteers Standard, a quality standard for excellence in volunteer management (like Investors in People), is the preferred option for evaluating RAFAC volunteer experience. In particular, the Standard focusses on planning volunteer involvement, recruiting volunteers and recognising and rewarding volunteers. It would provide an objective assessment against which change, improvement and success may be measured.

Engagement

6. Revised format tested at RIAT, Armed Forces Day and RAF Cosford Air show.
 - a. New displays, consistent with RAF branding, staffed by selected individuals and supported by relevant merchandising provided a professional and attractive presence that generated increased interest from the target audiences (adults and children). Strong and positive feedback received.
 - b. This will now form the basis of a tiered approach matched against the range of public engagements across the RAFAC; each will be supported by a discrete package of equipment, merchandising and manpower.

BAME

7. As an organisation we record CFAV ethnicity but not that of our cadets, so it has not yet been possible to calculate the comparative proportion of BAME amongst CFAV and cadet populations. Community based squadrons reflect the community composition from which they draw. Localised recruitment campaigns already consider diversity. BAME engagement and recruitment is a common challenge for many elements of the volunteer sector and more detailed work is required to identify solutions that will allow RAFAC to address this aspect of diversity.

Summary

8. Work so far has concentrated on: literature reviews; initial benchmarking contact; exploration of other models and national trends (e.g. National Council for Voluntary Organisations' 'Time Well Spent' national survey on volunteer experience).

S40

To: ACC Members

From: S40 RAFAC

20200610-ACC_Total Safety

10 Jun 20

RAF AIR CADETS REPORT TO AIR CADET COUNCIL - SAFETY

2020 Context

1. Since the last Air Cadet Council (ACC) meeting in Jul 19, the RAF has reissued its top level safety document AP800 and there has been a move away from the Duty Holder construct for non-military activity. However, the emergence of COVID-19 and the management of COVID-19 risk has muddled the waters as to what exactly is managed under Duty Holding and what risks are managed under Duty of Care. For the purpose of this report all RAF Air Cadets (RAFAC) Risk to Life (RtL) is considered to be managed under the Duty Holder construct. The RAF definition of Total Safety is Aviation Safety plus Functional Safety and Sport Safety. Functional Safety is defined as all activities outside Air Safety and Sport Safety, specifically activity covered by defined legislation¹. For RAFAC, Safeguarding & Child Protection is included under Functional Safety, as is Sport Safety. The CCF (RAF) is under the functional control of Army Regional Command and the Army Duty Holder chain and is not covered by this Report. This report covers all aspects of Functional Safety but does not cover Aviation Safety.

Duty Holder Construct

2. Under the RAF Duty Holder Construct, S40 2FTS is the Total Safety Delivery Duty Holder (DDH) for gliding activity, the six Regional Commandants are the Functional Safety DDHs, for all air cadet non-flying or gliding activity within their areas of responsibility and S40 RAFAC is the Functional Safety DDH for HQ Air Cadets controlled activity such as the Junior Leaders Course. The Duty Holder construct is designed to manage Risk to Life activity and to complement the Command Chain.

Comdt Air Cadets Total Safety Directive and Commander's Risk Assessment

3. Comdt Air Cadets' Total Safety Directive which includes her Commander's Risk Assessment (CRA) identifies six Risk to Life air cadet activities:

- a. Child Protection/Safeguarding
- b. Shooting
- c. Adventurous Training (elements of)
- d. Driving to and from Cadet Activity
- e. Fieldcraft Training (elements of)
- f. Expedition element of Duke of Edinburgh award scheme

¹ Health & Safety at Work Act 1974, Environmental Protection Act 1990, Children Act 2004, Education Act 1996, Chronically Sick and Disabled Person Act 1970, National Health Service and Community Care Act 1990, Equality Act 2010, Regulatory Reform (Fire Safety) Order, Fire (Scotland) Act, the Fire and Rescue Services (NI) Order and the Animal Welfare Act 2006.

4. Under MoD and RAF risk management policy, air cadets and the adult volunteers that support them are considered to be third party or non-MoD. Therefore, all six risks are held by AOC 22 Gp. The risks are managed at DDH level with Comdt RAFAC having 1* oversight. To collate all RAF Air Cadet risks, a comprehensive Risk Register covering the six identified Risk to Life activities and HS&E risk has been drawn up utilising the established Air Risk Register format. This single Risk Register is available to the all Regional Safety staffs as the basis of their risk management. Regional Safety staffs offer amendments to the central HQ Air Cadets Safety Centre who update the Risk Register and maintain configuration control.

5. The RtL posed by COVID-19 has been added to the RAFAC risk register and is being managed under the Duty Holder construct. RAFAC DDHs are responsible for managing the risks associated with staff returning to their respective HQs and S40 is leading on the return to cade and adult volunteer face to face activity on behalf of Comdt RAFAC and AOC 22 Gp.

Functional Safety at HQ Air Cadets Level

6. Overseen by S40 RAFAC, S40 (RAFAC) heads up a Safety Centre that sets policy, designs and delivers training and provides AOC 22 Gp and Comdt RAFAC with assurance through 2nd party audit. In addition to two CESO Assurance posts and Child Protection Officer (CPO) posts, many HQ Air Cadets posts have safety responsibilities and whilst these staffs do not work directly to S40 (RAFAC), their safety related output is coordinated through the Safety Centre. The RAFAC Safety Centre has agreed a 2nd party audit schedule with S40 (RAF).

Functional Safety at Region HQ and Below

7. Each Regional Commandant as a DDH has formed his own Safety Centre responsible for the delivery and assurance through 1st party audit. The Regional Safety Centres are staffed by a mix of civil service, FTRS and volunteer staff. In addition to volunteer specialists in Adventurous Training, Fieldcraft and Shooting, each region has a civil service Health and Safety Advisor, a shared civil service CPO Advisor and a FTRS WO Training Safety Advisor (TSA). The TSAs are all ex regular RAF Regiment.

Child Protection and Safeguarding

8. As a national youth organisation, Child Protection and Safeguarding is at the core of everything RAFAC delivers. Every adult volunteer receives training and is given a card detailing acceptable behaviours and the cadets receive similar which describes how they should expect to be treated. Cadets will also receive safeguarding training within the new online cadet portal. All adult volunteers are checked against Enhanced Disclosure Barring Service list to assess their suitability to work with young people. This check is repeated every 3 years. Considerable work has also been undertaken in conjunction with MOD Reserve Forces and Cadets to implement Safer Recruiting practices, including information sharing across MOD-sponsored cadet forces and other youth organisations. Furthermore, all adult volunteers take part in mandatory online safeguarding training on initial induction into the Organisation, at their specialist uniform training at the Adult Training Facility and safeguarding refresher training every 3 years thereafter. All safeguarding training has been through an extensive review and has been updated to reflect current advice and guidance from the Department for Education.

RAFAC Safeguarding and Child Protection remain supported by external bodies, including the NSPCC and 'Childline'. RAFAC permanent staff volunteers continue to be involved, when a situation demands, with external organisations, particularly the Local Area Designated Officers (who coordinate child protection activities in specific cases) and the Police Child Protection Officers. RAFAC has completed all the recommendations following the Independent Review into the Historic Sex Offences. As a result of that review the dedicated permanent child protection staff in the HQ RAFAC has increased from one to a team of three individuals, all of whom are now recruited and in post. The team is led by a new S40 [REDACTED], who has a vast amount of experience in local authority child protection. RAFAC also had a successful Ofsted advisory visit in Jan 19, the report for which was circulated at the ACC in Jul 19. All of the recommendations have now been implemented or wrapped into wider work.

9. RAFAC, as with all youth organisations, will attract adults who join to gain access to young people and who wish to illegally exploit that access. RAFAC is also experiencing the trend that is in wider society of sexual exploitation amongst young people, namely 'sexting' (the sending of inappropriate images by mobile device). Such incidents are always reported to the Police and Safeguarding authorities, although it is rare for any external formal action is taken (the intent is to educate the young people involved, rather than for them to have a criminal record). On completion of Police investigations, the RAFAC always measures the behaviours against the standards detailed in ACP1 and takes action accordingly. RAFAC's default position in every alleged child protection case is to refer the matter immediately to the Civilian Police. At any one time the RAFAC has 20-30 safeguarding cases with the Police, all closely monitored and supported by HQ RAFAC.

Accidents

10. In total there were 474 accidents reported during the period (Apr 19 – Mar 20). This is an increase on last year (404) which along with an increased willingness to report near misses, we see as evidence of volunteer confidence in our no blame culture continuing to grow. RAFAC Safety Centre has conducted a review of all accidents and near miss incidents and conducts a quarterly trend analysis to identify trends and lessons learnt. Results are reported through the CoC and communicated to the wider RAFAC community via the Safety Centre Quarterly News Bulletin and the Commandant's Annual Functional Safety Report. Key findings include fainting on parade, this is a continued trend from last year's reporting period but analysis has indicated that the cause has changed from climatic injuries to failure to take on sufficient nutrition/fluid prior to parade activity. New advice to include nutrition/fluid intake, promulgated to reduce probability and impact and we would expect a reduction in reported incidents of this type over the coming year. Mountain biking continues to be a key trend and physical training has emerged as a new trend, the Safety Centre has engaged with SME's to see if lessons can be identified and communicated.

Achievements 1 Apr 19 to 31 Mar 20

11. A brief summary of achievements:

- a. HS&EP awareness training has been delivered to 342 volunteers during the Sqn Cdr, Officer Initial and SNCO Staff Initial Courses held at the RAFAC Adult Training Facility RAF Cranwell.

- b. 998 Cadets have completed the Cadet H&S Entry Level Award and 106 volunteers have been trained as tutors allowing them to deliver ELA instruction.
- c. 262 volunteers have gained risk assessor competence through the RAF Air Cadets bespoke course.
- d. The S40 [REDACTED] Regional Safety Adviser has been piloting online Health & Safety courses and following the successful outcome, this has been rolled out across the corp.

Summary

12. RAFAC is fundamentally a safe organisation, committed to delivering safe training. Safety and Risk Management is developing within the Organisation in parallel with 22 Gp and the wider RAF. All air cadet training is conducted using the Safe System of Training (safe people, safe place, safe equipment and safe practise) as the relatively new CPO and TSA posts bed in we are confident that we can meet all the requirements of the RAF Total Safety construct as we continue to spread the safety message throughout the Organisation.

S40 [REDACTED]

To: ACC Members

From: S40 CCF (RAF)

20200610-ACC_CCF (RAF)

10 Jun 20

AIR CADET COUNCIL CCF (RAF) REPORT

Introduction

1. CCF (RAF) cadet numbers have recovered, raising from circa 7,660 in 2018 to 9,000 in 2020. Much of this success is due to the Cadet Expansion Programme (CEP); however, we are also seeing an increase across many legacy schools. Anecdotally, growth is supported by improved access to flying (enhanced by the appointment of the S40 and much closer working with the ATC Regional Aviation Officers), as well as an increase in CFAV and Training Evaluation and Support Team (TEST) SNCO development. We expect the offer to the cadets to increase, resulting in better recruitment and retention of cadets and volunteers. The recent launch of the Westminster Cadet Portal should also help by allowing cadets to seek advertised opportunities more readily. Applications for participation in national activities continue to increase, exceeding availability across many high-profile events such as RIAT and the Aerospace Course, as well as the specialist music and drill camps.

Total Safety

2. There continues to be a strong culture of safety within the HQ and deployed TEST teams, with assurance of activities taking primacy. With the uplift of 2 x FS to lead on risk to life assurance and an increased focus on developing our volunteers, the safety culture across the CCF is strengthening. Access to Risk Assessor (RA) training has improved following the trial of a new RA course in Dec 19.

Cadet Expansion Programme

3. We have exceeded the original total CEP target of 30 RAF¹ sections by Apr 20, with some of the earlier CEP Army and RN schools now taking on RAF sections. We continue to see applications from schools that have a good chance of developing a successful section and these will backfill sections that have had to close. This will assist our effort to increase the total (tri-service) cadet numbers in schools from 42,000 to 60,000 by 2024; a government aspiration as part of CEP Phase 3.

People

4. **Numbers of cadets and volunteers.** Before COVID-19, cadet numbers had started to recover and were expected to grow even further over the next 2 years. The long-term impact of COVID-19 is unknown and difficult to assess as schools are expected to focus on core education as they return; it is not clear how quickly extracurricular activities will be restarted. The official figures for volunteers have dropped slightly for 2020 but this was due to an admin review that identified a number of inactive volunteers who had left without their departure being recorded.

¹ 10 schools under CEP 100 and 20 schools under CEP 500. The increase to a total of 36 has been agreed with MoD but will not take us above our cap of 230 RAF sections.

However, although difficult to quantify, it is assessed that the number of active volunteers has increased.

5. **Staff Recruitment and Development.** The recent creation of the S40 [REDACTED] post has increased focus on staff and volunteer development, with an emphasis on externally accredited courses such as BTEC and ILM. A trial coaching course has been delivered to a small number of TEST staff and is being evaluated before possible wider roll-out; a coaching methodology is hoped to improve the quality of leadership instruction given to the cadets.

6. **CFAV Recruitment and Development.** Recruitment and retention of volunteers within schools is increasingly difficult; teachers tend to spend less time in appointments, thus increasing churn. Work continues with the development of pre-Officer Induction, Section Commander and Camp Commandant training, some of which are expected to roll out once F2F activities restart.

Camps

7. Applications for camps exceeded capacity again this year with increasing numbers applying for centrally-organised and staffed national RAFAC camps. The utility of the Inskip Cadet Centre continues to increase and the trial of using the DTE at RAF St Mawgan was so successful that it is likely to continue and grow over coming years. A very successful trial of Camp Bloodhound in Cyprus has enabled a more affordable overseas camp, increasing access to cadets from underprivileged backgrounds.

Aviation

8. The S40 [REDACTED] has been joined by a lead S40 [REDACTED] providing coherence to all flying activity and to ensure a more equitable share of activities across the aviation offer. Their expertise is being utilised to develop flight simulation experiences and training that can be delivered within schools and at our activity centres. This will be further enhanced by the purchase of 25 portable and 40 static Virtual Reality computer sets, greatly increasing access to an aviation experience, particularly for schools that struggle to access VGS and AEF locations.

Conclusion

9. In summary, we believe that increased focus on staff development has helped with recruitment and retention of volunteers, resulting in increased opportunities for cadets to engage with more interesting and challenging activities. The reduction in numbers of cadets has reversed, with the growth expected to continue. Our CEP units continue to show significant commitment and we have great expectation that they will grow into large sections and we are already exploring multi-service contingents within CEP schools.

S40 [REDACTED]

Information and technology for a better cadet, volunteer and permanent staff experience

RAF Air Cadets Information Technology
Strategy 2019-2025



Information and technology for a better cadet and volunteer experience

Headquarters Royal Air Force Air Cadets
RAF College Cranwell

Published by the
RAF Air Cadets Bader Information Technology Team

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www.raf.mod.uk/aircadets

 @AirCadets

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Introduction

To be a modern, dynamic, sustainable 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

The RAF Air Cadets faces several challenges. Constraints on resources, coupled with rising expectations from a rapidly changing society are placing the current models of cadet experience delivery under increasing strain.

However, there is also considerable agreement on how we must respond to these challenges. A growing consensus says that we must do more to help cadets (and parents/guardians) understand the opportunities available to them, support our volunteers and permanent staff by minimising administrative processes and help them to effectively manage risk. The better use of technology and data is central to bringing these changes about.

The RAF Air Cadets (RAFAC) Information Technology Team provides IT systems for cadets, volunteers and permanent staff and is based at HQ RAF Air Cadets, RAF College Cranwell.

Our role is to improve the cadet, volunteer and permanent staff experience by putting technology, data and information to work. We provide national technology and information services through the Bader suite of web-based applications, the Universe financial management application as well as the provision of the RAF Air Cadets critical IT infrastructure and software licensing to support the delivery of our software projects.

We are supported by the Volunteer Software Development Team (VSDT) on cadet-facing projects such as the Cadet Portal. The VSDT provides a volunteer voice to our team which helps us to ensure that our software projects are based on the operational and tactical experience of running local units.

Working with our partners in the Royal Air Force and the Ministry of Defence, we have a key role in enabling and supporting the RAF Air Cadets service delivery to use technology, data and information to transform the way in which the cadet experience is planned and delivered at the local Sqn/DF, Wing, Region and national levels.

Given the small size of the RAFAC IT Team and our limited resources, we do not underestimate the challenge of creating high-quality bespoke software applications to support the cadet experience, reduce administrative burden and streamline our procedures and processes as well as supporting the delivery of the Royal Air Force Air Cadets Strategy 2017-2025 objectives.

We have created this IT Strategy to help us communicate what projects we are focusing on to support our key stakeholders which includes volunteers, permanent staff, cadets and cadet's parents/guardians.

Our overarching objective is that by 2021, we will have revolutionised the way technology and information systems are used to support the delivery of the cadet experience. This five-year strategy outlines our contribution to making this ambition a reality.

Air Chief Marshal Sir Stephen Hillier RAF
Chair, Air Cadet Management Board

Air Commodore Dawn McCafferty RAFR
Commandant Air Cadets

Ensuring that every cadet and volunteer's data is protected

Cadets and volunteers need to have confidence that their personal data is being handled safely and securely. We recognise that there is legitimate public concern about this.

Cadets and volunteers rightly expect to have access to their own records and to see the information that the RAF Air Cadets hold about them.

We will ensure the quality, safety and security of data and information flows across the RAF Air Cadets so that cadets, volunteers and permanent staff will willingly share their data in the knowledge that it will be kept confidential and secure, outlined in the RAF Air Cadets Communication and Information Management Plan. Cadets (and their legal parents/guardians) will also be confident that their data will only be shared when appropriate and for their benefit.

What we will do

The Bader IT Team will coordinate with our colleagues across the HQ and in the wider organisation to deliver a service that will:

- Allow cadets and volunteers to access their own data through personalised web-portals and have ownership of their data in line with the Command Boards requirements including the ability to update and change data and information about them.
- Allow cadets and volunteer to opt out of mass e-mailing initiatives but not transactional message related to the safe running of events and safety-critical alerts.
- Allow parents/guardians to receive informed consent communications relating to their cadet's engagement in the cadet experience.

Establishing shared infrastructure and licensing so everyone benefits

Digital services should enable every cadet and volunteer to engage in the cadet and volunteer experience as fully as possible. This can only be achieved if we have infrastructure in place which provides the backbone for the information sharing and collaboration software tools that we develop. We must give volunteers and permanent staff access to the right information, at the right time and in the right format to help them deliver a safer and more effective cadet experience.

Having the right resilient infrastructure and software licensing in place is essential for the future development of our software applications which are accessed by cadets, volunteers and permanent staff.

We will continue to develop our IT network infrastructure and extend our provision of software licenses to ensure that volunteers and permanent staff continue to have access to the best commercial off-the-shelf software to support them in their roles and encourage interoperability which will lead to the development of new, digitally enabled services. We will continue to provision safe and secure information sharing and planning tools which will enable volunteers and permanent staff to take a joined-up approach to the planning and management of the cadet experience to reduce administrative burden. Cadets and volunteers will be able to see and contribute to the information held about them through self-service applications to enhance their experience.

Our infrastructure must be robust, resilient and elastic ensuring disruptions are kept to a minimum, maintaining availability of our key software services, such as access by the Joint Casualty and Compassionate Cell (JCCC) during and after a major incident involving the death or serious injury of a cadet, volunteer or member of permanent staff. A serious disruption to our infrastructure may require the RAF Air Cadets to cease all high-risk events such as target shooting and adventure training until access can be restored again. These types of incidents would damage our reputation and impact the delivery of the cadet experience.

What we will do

The Bader IT Team will coordinate with our approved external suppliers to:

- Design and implement resilient IT network infrastructure which has the elasticity required to support our user community across the RAF Air Cadets.
- Deliver personal accounts for each volunteer in the RAF Air Cadets which in turn will allow us to develop HR self-service systems and applications.
- Ensure that each personal account is provisioned with suitable software licenses from approved external providers to improve communication and collaboration across the RAF Air Cadets.
- Work with our key external providers to take advantage of the latest software applications and associated licensing to streamline and reduce administrative tasks.
- Design and build development, pre-production and production servers to support the implementation of our Secure Development Policy.
- Provide a Data Masking service for our application sandbox environments which allows us to create realistic training data and facilities for our volunteers and permanent staff - this will negate the needs to make use of the live production systems for this purpose and allow our staff to train in a consequence free space.

Implementing software services that meet national and local needs

Due to the structure and nature of the RAF Air Cadets, we must deliver most of our technology and data services nationally. Currently, we develop and operate a broad variety of services from the Bader Squadron Management System (SMS), Bader Cadet Portal, the Universe remuneration system and commercial off-the-shelf applications like the Ultilearn e-Learning tool and Microsoft Office 365 suite which includes Bader SharePoint and e-mail. The Bader platform is the only Royal Air Force and Ministry of Defence accredited platform for use in the RAF Air Cadets.

Where there is a clear advantage in a national, integrated approach, we will continue to build and operate national technology and data services for the benefit of cadets, volunteer and permanent staff. Where necessary, we will integrate some of these national applications with wider national government systems to leverage the strengths and opportunities offered by being an MOD sponsored cadet force.

As the RAF Air Cadets becomes more dependent on these services, we need to make sure they are correctly designed and built in line with the security requirements of the RAF/MOD but also accessible to cadets, volunteers and permanent staff in line with industry best practice.

What we will do

We will continue to develop and operate the core national technology and data services and build on our flexibility, expertise and capability:

- We will develop a core offering of national services for cadets, volunteers and permanent staff which underpin and support the efficient delivery of the cadet experience. We will ensure that our services are built in line with recognised best practice for accessibility. Key components of the system will support transactions, such as cadet and volunteer record access and informed consent messages for parents/guardians.

All our national systems are managed centrally, rigorously tested and designed to be exceptionally robust.

- We will implement software systems, based on our critical infrastructure, which will allow cadets and volunteers to self-service for as many of the HR functions as possible which will include record management, remuneration claims and other functions to reduce administrative burden.
- We will continue to develop our safe event management functionality for event organisers and authorisers, which link to other systems such as the Cadet Portal, to continuously improve the way events are planned, documented, recorded and authorised.
- Where appropriate, we will continue to work across the RAF Air Cadets to work with key subject matter experts and the Command Board on the development of supporting policies and procedures to underpin and standardise the way in which our software applications are to be used. Where possible, we will use this opportunity to empower volunteers at the local level to authorise their own events where practicable and reduce administrative burden.
- We will establish a strong working relationship with our colleagues in Media Communications to better plan and deliver appropriate external communication campaigns for the release and update of our software applications. We will continue to work internally to better our internal communications output through our authorised channels such as SharePoint and e-mail.
- We will develop appropriate business cases for the procurement of new and enhanced software application capabilities to underpin our in-house software development.
- We will aim to build a more transparent culture with the volunteer community about what we are doing to deliver on this strategy's goals and pledges. When things do not go to plan, we will clearly communicate why and what corrective action we are taking to fix the problems. We will make sure our communications are written in a language that cadets, volunteers and permanent staff alike will understand and avoid the use of technical language.
- We will continue to make use of appropriate state of the art software development and operational management tools to ensure that our permanent staff and volunteers involved in software development can work together to build better software.
- We will implement a new onboarding process for volunteers which eliminates the need for all but essential hardcopy paperwork and results in their issue of their personal account information.
- We will implement a digital process for over 18 cadets which eliminates the need for hard-copy documentation and forms and informs the cadet of the outcome via automated e-mail, text message or written correspondence.
- We will implement automated personalised written correspondence to be sent to volunteers on major milestones in their service with the RAF Air Cadets, for instance, on promotion or other significant milestones.

Supporting air cadet units to get the best from technology, data and information

We will provide a one-stop-shop for the local level to support them in their roles as leaders in the RAF Air Cadets by providing appropriate training, guidance and support.

Technology and data can help to underpin the efficient delivery of the cadet experience.

We will help all air cadet units to maximise the value of their information technology investments.

We will engage with key stakeholder groups including cadets (and their parents/guardians), volunteers, permanent staff and the wider Royal Air Force and Ministry of Defence to help us decide on the future direction and investment in Information Technology resources.

What we will do

We continue to support local units to get the best from technology, data and information by:

- Developing national software applications which are accredited, authorised and modern which have their functionality rooted on the experiences from the local level. These applications will, over time, eliminate the need to use non-authorised/accredited third-party solutions such as social media to communicate internally with cadets and volunteers.
- Providing dynamic e-Learning content which is professionally authored and tailored to the different roles found at the local Sqn/DF and Wing levels. These courses would provide advice and guidance on how to use the management systems to support volunteers' roles. For instance, a new Squadron Adjutant or Squadron Commander would be able to access an e-Learning packages on how to use the national management systems in support of their roles such as automated Annual Formal Inspection reporting.

We recognise the need for the volunteers to develop the right skills and tools to take advantage of the opportunities that data and technology offer to them. The RAF Air Cadets Strategy 2017-2025 commits us to developing the right knowledge and skills for the whole of the volunteer community. Our national software applications are part of the fabric and routine of life in a local level unit; they are used every day for just about everything involving events and organisation for the delivery of the cadet experience. We want to make sure that our people are trained, current and competent on their use to reduce their own administrative burden and deliver better and safer events.

Where invited to do so, we will assist local units with advice and guidance about how to invest their non-public funds in technology platforms. For instance, we can help local units understand what they would need to purchase to setup a Virtual Reality Flight Simulator. While we cannot make specific product recommendations, we can provide advice and guidance on the types of hardware and software that would be required. We will also:

- Provide advice and guidance on software licensing and how to go about accessing charity offers from major external providers.
- Provide advice and guidance on how certain commercial off-the-shelf software applications can be best integrated with our national provision. For instance, using a local version of Microsoft Office to integrate with the RAF Air Cadets OneDrive cloud-based file storage facilities.
- Once personal accounts for RAF Air Cadets volunteers have been established and the right licenses are in place, we will roll out collaboration and communications software applications such as Microsoft Teams to allow a forum for communicating with us either directly or through the existing network of Bader Points of Contact.
- We will provide a digital onboarding system for new cadets and volunteers which significantly reduces the reliance on paper-based forms and processes and which also speeds up the time it takes to become an official member of the organisation.

We will support local units with technology investment decisions through the provision of specialist advice and guidance and help them to integrate with the national software applications.

Making better use of cadet experience information

Better use of cadet experience data and information will help those involved in managing and leading the RAF Air Cadets easier, more efficient and will lead to better and safer experiences for our cadets, volunteers and permanent staff. We need to make this data useful to our people to help them fulfil their RAF Air Cadets roles.

We have a duty to maximise the value and benefits that the data can provide and to minimise the administrative burden of data collection volunteers and permanent staff.

We need to redevelop the way in which the management system data is used to generate evidence-based reports to support the delivery of the cadet experience. We want to make use of the substantial dataset available through the management system accessible to the right people, at the right level and at the right time.

We want to make sure that the report templates that we generate are developed based on the experiences from the local level to help us ensure that they remain useful and relevant to local volunteers and permanent staff alike.

As an MOD-sponsored cadet force, we need to be able to articulate the cadet experience we are offering to give the Ministry of Defence assurance that we are offering value for money. Therefore, our reporting module also needs to support national level report generation to support our senior leaders for both day-to-day decision making and to underpin decision making on national strategic decision making.

What we will do

Our new strategy for data must therefore look towards ensuring that maintaining the management system data is fully embedded in the culture of the organisation. We must champion the importance of the national data asset and build on the value and benefit it can create for our people whether they be cadets, volunteers or permanent staff.

- We will assist in the development of new national policies to make maintaining data quality everyone's responsibility. We will engage with internal communication specialists to ensure that this information is effectively shared internally.
- We will make it easier to add data to the management systems, for instance, through bulk uploads to help improve the overall dataset quality.
- We will develop a new reports module for the management system. The

provision of reports will be based on the users role in the RAF Air Cadets to ensure that they are relevant and fit for purpose to support them. For instance, a Squadron Commander will need to see reports relating to the performance of their unit and how they are benchmarked against other similar units in the wider RAF Air Cadets.

- We will make it easier to navigate information which is currently available on the national management systems and output useful reports and statistics.
- We will create a richer source of intelligence and analysis for wider use by leveraging the management system dataset to support decision makers up and down the Chain of Command.

Links to the RAF Air Cadets 2017-2025 Strategy

The Royal Air Force Air Cadets Strategy 2017-2025 establishes the vision for the organisation and identifies the broad area of work that will need to be resourced and delivered to achieve the vision. This IT Strategy links to several the central pillars of this the overarching strategy specifically around providing sufficient IT resource and introducing administrative burden saving processes to help the cadets, volunteers and permanent staff.

The table below outlines how this strategy will contribute to the organisations wider vision for the delivery of the cadet experience.

RAFAC Strategy Reference	Line of Effort (LoE) Description	IT Strategy Outputs to support delivery of national Lines of Effort
LoE 1 & 3	Seeking to give the best possible head start in life through the development of life skills and the gaining of qualifications - provide all cadets with a clear record of their achievement (Cadet CV) that will be relevant to potential employers, universities and others.	<ul style="list-style-type: none">▪ SMS Version 5▪ Cadet Portal Version 1▪ Potential Cadet Portal future functionality including multi-level announcements system, higher-level bidding and communication processes, Cadet CV support, virtual brassard▪ Integration with Gov.UK Notify▪ Universe replacement▪ Volunteer HR self-service▪ Digitised volunteer application process▪ Digitised over 18 cadet application process▪ Automated Progressive Training Syllabus badge and certificate ordering▪ Individual Accounts and supporting infrastructure▪ Software development infrastructure provision▪ Provision of▪ Ultilearn update and reskinning▪ Reports module▪ 3822 replacement
LoE 5	Within the TORs of the Admin Process Management Team, improve the CFAV experience by reducing the administrative burden of volunteering - investment in Electronic Ways of Working and technology, removal of unnecessary admin processes.	
LoE 2	Continuing to ensure the safety of our cadets, volunteers and permanent staff is paramount and underpins everything we do - deliver total safety throughout the RAFAC.	
LoE 7 & 9	Ensure sufficient funding and infrastructure and parent support to deliver cadet activities - ensure that the RAFAC provision of IT support tools for volunteers and staff is effective, efficient and tailored to the customer's needs.	
LoE 7 & 8	Ensure sufficient funding and infrastructure and parent support to deliver cadet activities - ensure that the RAFAC provision of IT support tools for volunteers and staff is effective, efficient and tailored to the customer's needs.	
LoE 4	Continue to promote RAFAC, its role and benefits for cadets and volunteers alike - identify internal engagement platforms and use these consistently across the RAFAC to highlight opportunities and qualifications to cadets and volunteers.	

What this strategy means for us

Transforming the way we engage

The success of this strategy hinges on our ability to improve the way in which we project manage our key deliverables, communicate our intentions and bring transparency to what we are doing. We must improve the way in which we engage with our key stakeholders including cadets, volunteers and permanent staff and our partners in the wider Royal Air Force and Ministry of Defence.

We must radically change the way we work so that everyone who uses our services - be they cadets, volunteers, permanent members of staff, members of the Royal Air Force and the wider defence community - feel that we are listening and responding in ways to meet their needs.

We need to speed up delivery and grow our capacity to provide innovative solutions. We must engage with our key stakeholders to understand their requirements better so we can build more effective solutions. We must develop new ways of working with the local level so to overcome the negative perceptions they have.

We must understand the potential for innovation in information and technology and provide influential leadership and advice on how we can continue to provide and stimulate technology that modernises and transforms the delivery of the cadet experience.

Transforming the way we work

To transform the way we work, there needs to be a partnership between the Bader IT Team and our key stakeholders. This calls for our staff and the volunteers supporting them to:

- Fully engage with our values of being cadet, volunteer and permanent staff-focused, professional, trustworthy and innovative - always acting as advocates of the national management system applications.
- Understand and genuinely engage with this strategy, to support its delivery in teams and roles.
- As members of local level units and other formations, actively engage in the operational level delivery of the cadet experience and seek to be inspired and influenced by the wider knowledge, intelligence and experience of their service in the RAF Air Cadets.

- Be flexible and dynamic, with the will to take on new assignments and challenges, and
- Take responsibility for, and contribute to, their own professional development.

In return, we will ensure that our staff and supporting volunteers:

- Are supported by the Chain of Command to achieve, through our investment in their professional, technical and managerial and leadership development, and
- Are accountable for what they deliver in a working environment where performance is routinely reviewed relative to peers, with consequences for both good and poor performers.

Achieving our joint objectives will also mean shifting our balance of skills. This shift to reflect that we will be working more proactively with the local level stakeholders to place the emphasis on the development of cadet, volunteer and permanent staff-centric systems and on security and good governance.

We will reduce bureaucracy, help facilitate innovative ways of working and attract new people with new skills. This will be balanced by a greater focus on quality and anticipating future financial pressures whilst improving productivity and output.

Endnotes

- 1 For more information about who we are and what we do, see our website at <https://www.raf.mod.uk/aircadets>
- 2 For more information about the Bader IT Team, see the Bader Hub on SharePoint at <https://rafac.sharepoint.com/sites/BADERHub>.
- 3 For more information about the volunteers who support us, see the Cadet Portal page on SharePoint at <https://rafac.sharepoint.com/sites/cadetportal>
- 4 For more information on the national management system, see the SMS Portal on SharePoint at <https://rafac.sharepoint.com/sites/smsportal>

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TERMS OF REFERENCE - RAF AIR CADETS (RAFAC) REVIEW

Introduction

1. A requirement has arisen for an OF6 and supporting OF4 on VERR T&C to undertake a strategic review of the RAFAC.

Aim

2. The Review will provide evidence, analytics, supporting narrative and recommendations to ensure that RAFAC continues to be focused, structured, supported and resourced for the future and is coherent with CAS's emerging ASTRA vision for the RAF to 2040.

Context

3. The RAF Air Cadets form an integral part of the RAF's efforts to shape and influence the Next Generation RAF and wider aerospace and aviation community with clear benefits to recruitment and wider societal understanding of, and support to the RAF's role. RAFAC provides a visible and RAF footprint across the UK and is a key enabler of RAF engagement in all communities, including those that are traditionally hard to reach for the Armed Forces. The RAFAC structure has not significantly changed in the last decade, and its alignment with its parent Service requires review. This would include the sustainability of the organisation in light of its reliance on an adult volunteer workforce and the requirement to embrace new technology and training opportunities. The continued value for money and focus of RAFAC should be proved.

Task

4. Review the RAFAC and provide recommendations to ensure that it is fit for the 21st Century, is: aligned with the RAF and Astra, resourced appropriately, sustainable, affordable, relevant, safe and continues to deliver a world-class Cadet experience.

Scope

5. Work to the following scope:
 - a. Review RAFAC HQ / 2 FTS size, scope location and scale.
 - b. Assess wider RAFAC organisational sustainability, to include: Combined Cadet Force (CCF), community cadet cadres, National, Region and Wg level HQs, CCF Test Evaluation and Standards Team (TEST), Volunteer Gliding Sqns (VGS) and the Central Gliding School (CGS).
 - c. Evaluate and confirm the purpose/aims of the ATC and CCF(RAF) and their relevance to the Next Generation and the RAF of 2040.
 - d. Define the RAF's requirement for the RAF's support to its Cadet Force, Youth and STEM.
 - e. Propose a definition for the nature, type and scale of essential aviation experiences necessary to sustain air mindedness in RAFAC and wider society to inspire and generate the Next Generation RAF.
 - f. Confirm the relevance of the RAFAC Progressive Training Syllabus and the suitability of the training delivered by adult volunteers and senior cadets.

- g. Evidence the value of the RAF Air Cadets (to society, MOD and the RAF) and opportunities for greater support by local authorities and corporate/industry sponsorship.
- h. Assess the command and control of the RAF Air Cadets including Delivery Duty Holder, Head of Establishment functions and the Civilian Cttee.
- i. Provide recommendations of the roles, functions, structures, parenting and resources of HQ Air Cadets, Regions and Wings and the equivalent permanent staff support to the CCF(RAF).
- j. Propose methods to reduce the administrative burden on staff and volunteers to include changes to policy, process and better (electronic) Ways of Working.
- k. Assess the sustainability of the RAF Air Cadet footprint (ATC and CCF(RAF)).
- l. Provide recommendations to ensure adequate provision of welfare, chaplaincy and other well-being support to staff, volunteers and cadets.
- m. Bring best practice and advice from strategic partners, other Cadet organisations and Service reforms.

Consultation

6. Consultation should include, but not be limited to: CAS, DCOM Ops, DCOM Cap, ACAS, AOC 22 Gp, S40, a selection of Stn Cdrs, the RAFAC Senior Leadership team, HQ Air Cadet staffs, senior adult volunteers and senior cadets and external agencies such as the Reserve Forces and Cadet Associations (RFCAs), MOD Reserve Forces & Cadets (RF&C), heads of other MOD-sponsored Cadet Forces and, if appropriate, other uniformed youth organisations.

Delivery

7. The review should provide a detailed report to AOC 22 Gp which articulates the points above, provides costs and recommendations for resource and if necessary, an implementation plan to reform the organisation.

Timelines

8. This is a comprehensive review that should be completed within 120 RSD award. Interim updates and vector checks are required every 45 working days or as directed.

Amendments

9. Amendments to these ToRs may be proposed as the Review progresses.

Review Sponsor: AOC 22 Gp

