

## CHAPTER 2

## STRUCTURE OF THE SERVICES AND ORGANIZATION OF THE ROYAL AIR FORCE

### J19. Government and Command of the Services.

*Sponsor: DC&L(F&S)Legal*

(1) The government and command of each of the fighting Services is vested in Her Majesty the Queen, who has charged the Secretary of State with general responsibility for the defence of the Realm and established a Defence Council having command and administration over Her Armed Forces.

(2) The Defence (Transfer of Functions) Act 1964 transferred to the Secretary of State the statutory functions of the previous Secretaries of State for War and Air and (except for certain specified functions relating to command and administration) of the former Board of Admiralty. The Act transferred to the Defence Council the statutory functions of the former Army Council and Air Council and corresponding statutory functions (including the excepted functions referred to above) of the former Board of Admiralty.

(3) The Letters Patent of the Defence Council are reproduced in [Appendix 1A](#). The Council are given the prerogative functions of the former board of Admiralty, Army Council and Air Council, are given administrative functions, are given command of all members of the Forces and are directed to set up an Admiralty Board, an Army Board and an Air Force Board.

(4) The Directions of the Defence Council setting out the composition and duties of the Air Force Board are reproduced at [Appendix 1D](#) (RAF only). The Board have, under the Defence Council, command over the officers and airmen of Her Majesty's air forces; subject to the orders and directions of the Defence Council, they are charged with the administration of matters relating to the air forces.

(5) The Defence (Transfer of Functions) Act 1964 empowers the Air Force Board to discharge the statutory functions of the Defence Council, subject to any Directions of the Council. The effect of the above Directions is to confine this power, in the main, to statutory functions relating to the RAF. Certain prerogative functions under Orders in Council relating to the RN and RM were transferred to the Secretary of State who in practice is advised on such matters by the Admiralty Board. The Army and Air Force Boards have been empowered by Royal Warrant to exercise concurrently certain prerogative functions.

### 20. Composition of the Air Forces.

*Sponsor: QR Editor, HQ Air*

The air forces of the Crown consist of commissioned and enlisted personnel who have undertaken a definite liability for service and comprise:

- (1) The Royal Air Force.
- (2) The Reserve Air Forces as detailed in AP 3392 Vol 7 Chap 1.

### 21. Headquarters Air Command.

*Sponsor: Air-XO-CE-SO*

The policy for the employment of the RAF at home and abroad is decided by the Defence Council. The implementation of this policy is allotted by the Defence Council (or the AFB) to the CAS at Headquarters Air Command, who is accordingly vested with the authority necessary to carry out this task.

**22. (Omitted)****J23. Unified Commands.***Sponsor: ACOS Pers Pol (RAF)*

Unified Commands normally command all British forces allocated to their operational area subject to the terms of any Directives which may be issued to them. The single Service commanders in the area exercise command of the allocated naval, land and air forces under the overall command of the Unified Commander. Single Service Commanders are normally responsible direct to their respective Boards for matters of single Service administration and finance, but the Commander of the Unified Command is nonetheless expected to exercise the oversight and co-ordination necessary to ensure the most efficient functioning of the Command and maximum economy in its administration.

**24. Representation of the Interests of the Permanent Under Secretary of State and RAF AIR Command.***Sponsor: D Res Air*

- (1) The Permanent Under Secretary of State (PUS) is represented in Air Command by the Director of Resources, Air Command (D Res AIR), who is appointed jointly by DG Finance and CAS.
- (2) Reporting jointly to DG Finance and CAS, D Res AIR is the TLB Senior Finance Officer (SFO) and Civilian Workforce Advisor (CWA).
- (3) The D Res AIR provides support to CAS and his staff and to commanders and staffs of formations, units and stations, to assist them in carrying out their Department of State duties. D Res AIR raises with CAS or his staff any matters of policy, administration or finance which in his opinion merit attention.
- (4) As SFO, D Res AIR is the authoritative source of financial advice in the TLB and is responsible for assuring the adequacy of arrangements within the TLB to execute financial management and stewardship responsibilities in support of delivery of the TLB's Command Plan. D Res AIR is also personally responsible for specific delegations made to him/her by DG Finance. D Res AIR Chairs the TLB's Investment Approvals Committee and has a key role in the Capability and Planning activity within the TLB, overseeing all aspects of the TLB/Command Financial Planning, including equipment and personnel planning.
- (5) D Res AIR has access to all relevant information held within the TLB and sits on the highest level TLB senior governance Board. He is therefore a full Member of the Air Force Board Standing Committee.
- (6) The D Res AIR carries out such duties and exercises such financial powers that have been delegated to him by the MOD or CAS in relation to Department of State matters including primarily financial, personnel, corporate governance and secretariat matters. The more specific responsibilities of D Res AIR are defined in his SFO Letter of Delegation (LoD) from DG Fin and his LoD from CAS.

**25. (Omitted)****26. Structure of a Headquarters Staff.***Sponsor: Air-XO-CE-SO*

The role of Headquarters Air Command is to provide the RAF with strategic leadership and corporate assurance for airpower generation, integration and sustainment; accordingly, Headquarters Air Command is configured on a single 4-star CAS commanding the RAF supported by two 3-star deputy commanders (DComs). DCom Operations is responsible for Air Power delivery and strategy; he sits on the AFB as the Air Member for Operations. DCom Capability is responsible for the management of Air Capability and the formulation of personnel and welfare policy, career development and training; he sits on the AFB as the Air Member for Personnel and Capability.