



Ministry of Defence

Air Command Secretariat
Spitfire Block
Headquarters Air Command
Royal Air Force
High Wycombe
Buckinghamshire
HP14 4UE

Ref: 2016/10645

[REDACTED]

4 January 2017

Dear [REDACTED]

Thank you for your email of 8 November 2016 requesting the following information:

'Can you please supply a copy of the minute's along with copies of emails discussing the outcomes/recommendation from the recent Cadet Convention (2014) & Civilian Instructor Convention (2015)'

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

Further to my last response sent to you on 7 December 2016, a search for the information requested has now been completed within the Ministry of Defence (MOD), and I can confirm that some information in scope of your request is held. The information you have requested can be found attached at Annex A. Please note, a number of the emails contain attachments of the same document. You have been provided with one copy of these documents. Additionally, page 11 of Annex A contains a hyperlink. However, there is now no recorded information contained within this link.

Some of the information you have requested falls within scope of the absolute exemptions provided for at section 40 (Personal Data), and qualified exemptions provided for at sections 35 (Formulation of Government Policy) and 43 (Commercial Interests) of the FOIA and has been withheld.

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 1998. Section 40 is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information.

Sections 35 and 43 are qualified exemptions and are subject to public interest testing, which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure.

Section 35(1)(a) has been applied to some of the information because it contains details of the development of the Air Cadet Organisation's (ACO) Policy. It is important that ACO Senior Officials and advisers retain the ability to debate issues relating to policy formulation freely and in confidence, before reaching any decision. Disclosure would detract from the full and frank exchange of view that is necessary during policy formulation and would jeopardise the ability of the ACO Senior Officials to take decisions based on full advice and consideration of all the options. The exemption at Section 35(1)(a) is designed to protect this ability. The balance of the public interest was found to be in favour of withholding the information given that, overall, the public interest is best served in not releasing any details of the formulation of ACO Policy.

Section 43(2) has been applied to some of the information because it contains details of pricing which is commercially sensitive. The balance of the public interest was found to be in favour of withholding the information given that, overall, the public interest is best served in not releasing any details on the pricing quoted by the organisations, as this would prejudice the commercial interests of these organisations and also the commercial relationship they have with other organisations. It may also prejudice the commercial relationship other organisations have with MOD.

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 investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website: <http://www.ico.org.uk>.

Yours sincerely,

[Original Signed]

Air Director Resources Secretariat 2B1

Annex A

From:

Sent:

22 October 2015 15:25

To:

Cc:

Subject:

Attachments:

'deptrg.trent@aircadets.org'; 'oc.2292@aircadets.org';

ACO-HQAC-ADMIN-WgCdr

ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)

CI Convention Output

20150909 CI Conv Output.doc

Colleagues,

Firstly, I would like to once again thank you for attending the CI Convention at Cranwell in August. I would also like to apologise for the length of time it has taken me to produce the attached output.

The document above sets out to summarise the major issues that the majority of you raised. It does not include all the individual issues that each of you raised. Realistically, we only have the capacity to target the issues that impact on the majority.

The document will go to the ACMB in 3 weeks time for endorsement, but I would welcome your views and endorsement before then as my intention is to capture the major issues you wished to address.

Please call if you have any questions.

Regards

SO1 Coord

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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21 Oct 15

ACO CIVILIAN INSTRUCTORS' STRATEGY CONVENTION - OUTPUT

Introduction

1. The ACO is developing an evolving Strategy and associated action plans to modernise and develop the Organisation out to 2020. One of the key themes of this work is inclusivity: involving all members of the ACO in the decision-making process ensures that the best ideas are exposed and that associated change is widely supported throughout the Organisation. To support this, a Convention of ACO Civilian Instructors was held at RAF Cranwell on 8 Aug 15.

Objectives

2. The Objectives of the Civilian Instructors' Strategy Convention were:
- To hold a Convention of Civilian Instructors from both the ATC, CCF (RAF) and CGIs at HQ ACO RAF Cranwell.
 - To obtain the Civilian Instructors' views on a range of key issues currently under consideration, including: recruitment, retention and reward of the Civilian Instructors; and how to generally improve the Cadet Experience. It was most important that as well as raising issues, CIs came with ideas to deliver solutions.
 - To hold open forum sessions with the Civilian Instructors to allow them to raise their issues of concern and their ideas for solutions.
 - To widely publicise the outcomes of ACO Civilian Instructors' Strategy Convention both in print and on-line.

Execution

3. The Convention was held at RAF Cranwell in the Station Learning Centre on 8 Aug 15. The Convention delegates were proactive, experienced Civilian Instructors. They were drawn from both the ATC, CCF and CGIs; a total of around 40 Civilian Instructors attended. To promote and encourage free and open discussion and to get the maximum value from the limited time available, the Civilian Instructors were split into 4 groups of 10. Each group discussed each of the issues in turn. Each issue was mentored by a Topic Mentor from the HQ ACO staff.

Topics

4. The following topics were discussed:

Serial	Topic
1	What actions or changes can the ACO take to better support and motivate Civilian Instructors to join and then remain in the ACO?
2	What actions or changes can the ACO take to encourage more Civilian instructors to move into CFAV uniformed service? What is stopping you doing

	that now?
3	What actions or changes can the ACO take to deliver a more rewarding and fun experience to cadets?
4	Open forum – any issues you wish to raise but focussed on realistic changes we can make to improve the ACO.

Output

5. The Convention stimulated enthusiastic and wide-ranging discussion. The delegates were encouraged to identify issues but to also propose solutions. The topic areas above proved to be too generic and many issues overlapped or were raised in each session.

6. The major topics raised are detailed below. Where proposed solutions are included they are the ideas put forward by the CIs.

a. **ID Cards.** The lack of a CI ID card was raised as a significant issue by most CIs. The lack of an ID card either prevents CIs getting on to units or wastes CI and guardroom staff time whilst a lengthy checking process was undertaken. Additionally, without an ID card a CI has no way of confirming to a member of the public that they are a responsible person authorised to supervise cadets. As a result, the lack of an ID card was viewed as a potential child safeguarding issue. It was acknowledged that this issue also impacted on ACO padres.

Proposed Solution. ATC Adult SNCOs are issued with a Cadet Forces ID card (Mod Form 90). ATC Adult SNCOs have the same status as CIs. Issue CIs with a similar Cadet Forces ID card but overwritten with 'Civilian Instructor'. RHQs should provide their Region's military units with regularly updated lists of all CIs in the Region to aid CI access. Comdt ACO to write to all Stn Cdrs reminding them of the different types of CFAV supporting the air cadets and seeking to ease their access to RAF facilities to deliver the cadet experience.

b. **CI Uniform.** There was strong opposition to any kind of mandated CI uniform, but the option to wear the CI pale blue polo shirts was supported. Remarkably, about 20% of CIs did not know the pale blue, issue polo shirts existed and did not have one. Distribution through WHQs was in some cases poor and the pale blue colour was deemed too light as it showed the dirt and was difficult to clean. The shirts only come in men's sizes and the option for female tailored shirts should be available. A fleece would be preferable to a sweatshirt as a cold weather option.

Proposed Solution. HQ ACO considers sourcing a dark coloured CI Polo shirt and fleece in both male and female patterns. If possible, supply should be direct to all CIs via a mail-order process. Initial issue and periodic replacements (every 3 years) should be free.

c. **Training Material.** Much of the teaching material on Ultilearn was viewed as poor and some of the BTEC syllabus was perceived as being out of date. The skills and knowledge of the CFAVs should be used to review and improve the material.

Proposed Solution. HQ ACO and Corps Training Officer to lead a review of all training material on Ultilearn, utilising the skills and knowledge of the wider CFAV community.

d. **CI Recruitment.** Currently CIs come primarily from ex-cadets, ex-RAF Service personnel and parents of cadets. We need to better target ex-Service personnel since many are not aware of the opportunities for CI service. We should also make more effort to look outside these areas, seeking to recruit from local industry and business. We should also target specific skill sets: paramedics for first aid training, aerospace engineers and air traffic controllers for Aerospace training etc. The recruitment process was viewed as excessively long and complex with examples of potential CIs who had begun the process, become exasperated by the length of time and given up and not joined.

Proposed Solution. Target recruitment effort more widely to groups outside the normal ACO community. Update the admin process to significantly reduce the time and bureaucracy involved in becoming a CI.

e. **CI Induction and Training.** Both induction and training were viewed as poor with great variance across wings and no standardisation. There was a strong view that an ACO-wide standardised process should be introduced with new CIs allocated a mentor, given common quality training and allocated a specific role within the Sqn early in their service. After initial induction, CIs should have a clearly defined role and a progressive training plan so that they have a clear idea of what they are expected to do now and how they could develop and expand their contribution to the Sqn in the future. Far more should be done to exploit the skills and qualifications CIs bring to the ACO. Too often we are not flexible enough to exploit the civilian qualifications the CI bring, instead making the CI undertake lower level ACO training.

Proposed Solution. A working group of senior CFAVs, including CIs, form to develop an ACO-wide standardised induction process, with new CIs allocated a mentor, given common quality training and allocated a specific role within the Sqn early in their service.

f. **CI Reward and Recognition.** There was a strong view that, whilst CIs are vital to the future of the ACO, there was little recognition of their contribution. State and RAF honours and awards were perceived, wrongly, as for uniformed staff only. Our internet presence, magazine and publicity material is over focussed on uniformed staff and needs to feature more CIs who, after all, make up the majority of the ACO CFAV.

Proposed Solution. Target state and RAF honours and awards nominations to include CIs. Publicise widely when a CI gets an award. Focus more M&C effort at CIs.

g. **Ethos and Attitudes.** The attitude of the wider ACO towards CIs was generally held to be negative and unhelpful. The phrase "only a CI" or "just a CI" was thought to be indicative of a wider lack of appreciation from uniformed staff and Civil Servants of the value of CIs. The word "civilian" was felt to imply "separate from the military" and so separate from, and not part of the CFAV team. Some felt that a change of name would prompt a change in attitude. The pressure to convert

CIs to uniformed staff was viewed very negatively, implying that CI service was not of value of itself.

Proposed Solution. Stop trying to push all CIs into uniformed service. Consider a change to CI name. Establish a 'Senior CI' in each wing and region to act as spokesperson for CI community.

h. **CI Transition to Uniformed Service.** Whilst the assumption that all CIs would want to move into uniformed service was seen as very negative, many CIs do see their CI service as a progression to uniformed service. Some felt that the support for transition from CI to uniformed service was poor from Sqn, Wg and Region staff. The pre-uniform training was unit dependant and often non-existent.

Proposed Solution. Standardised pre-uniform training developed and placed on BADER for all to access. CIs who express an interest in uniformed service should be allocated a mentor to support them, an Adult SNCO if they are considering SNCO service, or a VR(T) officer if they are considering commissioned service. The mentor should be carefully selected and not necessarily on the CI's Sqn.

i. **Funding Activity and Remuneration.** The CIs accepted that the financial constraints on the ACO are such that the award of CI Volunteer Allowance was unrealistic. However, CIs should not be out of pocket for their voluntary service. They often are. The lack of public funding for sport and music, 2 high profile cadet activities, was viewed very negatively.

Proposed Solution. Explore the potential for increased public funding for all the core cadet activities and, where not possible, consider non-public support via the GPF.


j. **Roles on Sqn.** Each CI should have a clearly defined role on the Sqn. CIs with civilian qualifications should have those qualifications recognised and utilised. CIs should be allowed to do the same courses as uniformed staff and run the same cadet activities.

k. **Female CIs.** There is a lot of pressure on some female CIs. Where the female CI is the only female member of staff on the Sqn, there is pressure on that CI to attend every parade night because, if they don't, then the girls can not attend. The same issue arises at camps.

Next Steps

7. The proposed solutions detailed above are those raised by the CIs themselves. Some of the issues are already being addressed by ACO 2020 Strategy working groups, the others will be considered and then taken forward under the direction of the ACMB.


SO1 Coord


e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 04 November 2015 11:33
To: ACO-HQAC-CMD-ComdtSO [REDACTED]
Subject: RE: CI Convention Output
Attachments: 20150909 CI Conv Output.doc

Colleagues, the attached document summarises the output of the Convention of ACO Civilian Instructors held in Aug 2015. The summary has been circulated to all the CIs who attended and they have endorsed its content and associated recommendations.

In line with the Comdt's direction below, it is now circulated to the ACMB for consideration; what issues should we take forward and how and what should be our priority?

Responses to me please, by 20 Sep.

Regards [REDACTED]
[REDACTED]

SO1 Coord
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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From: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)
Sent: 22 October 2015 15:19
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Cc: ACO-HQAC-CST-COS [REDACTED]
Subject: FW: CI Convention Output

[REDACTED] we spoke.

I have tweaked in a few places but this provides a very good summary of the day's discussions, from my recollection.

As discussed, suggest you circ this to the 40 delegates and the mentors, seeking their concurrence of your report and the recommendations arising from it. Then we can circ to the ACMB for consideration as to how we find the capacity to take some of this forward.

My priority out of all of this is the ID card issue. Please confirm with RC WW and RC CE where either of them may be with this. It was a [REDACTED] project but I think RC CE's team identified a mechanism for making the proposed card at Wg level. Design and authority was back with RC WW, I think, and it may have stalled with the sy staffs?

Finally, please do check with the P staff reference the requirement for a female staff member at every sqn parade.....I wasn't aware of this albeit I knew chaperones were required for camps, etc.

Thanks very much – it's a good report on an excellent day of consultation and debate.

D

D A McCAFFERTY
Air Cdre
Comdt ACO
[REDACTED]

[REDACTED]
E-mail: ACO-HQAC-Comdt@mod.uk (dii)

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]

Sent: 22 October 2015 14:32

To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)

Cc: ACO-HQAC-CST-COS [REDACTED]

Subject: CI Convention Output

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[REDACTED]

If you are content I intend to circulate this widely across the Corps. Some of what they have come up with is work already in progress, APMT as an example. However, much is new and I have suggested it will go before the ACMB, perhaps out of committee, for endorsement. Not sure how you wish to play this, as the staff that will deliver much of the work (primarily TG) are already heavily tasked.

Regards [REDACTED]
[REDACTED]

SO1 Coord
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 04 November 2015 13:08
To: ACO-HQAC-CMD-ComdtSO [REDACTED]; ACO-2FTS-Comdt [REDACTED]
[REDACTED] ACO-HQAC-CCF-WgCdr (MULTIUSER); ACO-HQAC-CST-COS
[REDACTED] ACO-RHQ-CentralEast-RC [REDACTED]; ACO-
RHQ-LondonSouthEast-ARC [REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED]
AI Gp Capt); ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-
ScotlandNIreland-RC [REDACTED]; ACO-RHQ-SouthWest-RC [REDACTED]
[REDACTED] ACO-RHQ-WalesWest-RC [REDACTED]
[REDACTED] CRN-BusFin-ACO-BFM [REDACTED]
[REDACTED]
Cc: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)
Subject: RE: CI Convention Output

Replies by 20 Nov, not 20 Sep..... Old Age I am afraid.

Regards [REDACTED]

[REDACTED]
SO1 Coord
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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From: ACO-HQAC-CMD-ComdtSO [REDACTED]
Sent: 04 November 2015 11:37
To: ACO-2FTS-Comdt [REDACTED]; ACO-HQAC-CCF-WgCdr [REDACTED]; ACO-HQAC-CST-COS
[REDACTED]; ACO-RHQ-CentralEast-RC [REDACTED]; ACO-RHQ-LondonSouthEast-ARC [REDACTED]
[REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED]; ACO-RHQ-North-RC [REDACTED]
[REDACTED]; ACO-RHQ-ScotlandNIreland-RC [REDACTED]; ACO-RHQ-SouthWest-RC [REDACTED]
ACO-RHQ-WalesWest-RC [REDACTED]; CRN-BusFin-ACO-BFM [REDACTED]
Cc: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)
Subject: FW: CI Convention Output

Sirs

PSB email and attached document from [REDACTED]

Kind regards

[REDACTED]
[REDACTED] | Flight Lieutenant | Staff Officer to Commandant Air Cadets | HQ Air Cadets | RAF Cranwell |
SLEAFORD | Lincolnshire | NG34 8HB [REDACTED] | Dii Role: ACO-HQAC-
CMD-ComdtSO@mod.uk |

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From: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)

Sent: 22 October 2015 15:19

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Cc: ACO-HQAC-CST-COS [REDACTED]

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D

D A McCAFFERTY

Air Cdre

Comdt ACO

Mil Tel: [REDACTED]

Civ Tel: [REDACTED]

E-mail: ACO-HQAC-Comdt@mod.uk (dii)

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]

Sent: 22 October 2015 14:32

To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)

Cc: ACO-HQAC-CST-COS [REDACTED]
Subject: CI Convention Output

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[REDACTED]

SO1 Coord
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e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 04 November 2015 17:18
To: ACO-RHQ-WalesWest-RC (MULTIUSER); ACO-RHQ-ScotlandNIreland-RC [REDACTED]
[REDACTED] ACO-RHQ-SouthWest-RC [REDACTED] ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED]
Capt); ACO-RHQ-CentralEast-RC [REDACTED] ACO-2FTS-Comdt [REDACTED]
[REDACTED] ACO-HQAC-TG-SO1 [REDACTED] ACO-HQAC-PEd-WgCdr (VACANT); ACO-HQAC-MC-Head [REDACTED]
ACO-HQAC-ADMIN-WgCdr [REDACTED] ACO-HQAC-CCF-WgCdr (MULTIUSER); ACO-HQAC-TG-5 [REDACTED] ACO-HQAC-TG-1 [REDACTED]
[REDACTED] ACO-HQAC-TG-3 [REDACTED] ACO-HQAC-TG-2 [REDACTED]
[REDACTED] ACO-HQAC-PEd-Sport [REDACTED] ACO HQAC CESO';
Cc: ACO-HQAC-HSA-Adviser [REDACTED]
ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-COS [REDACTED]
[REDACTED]
Subject: Review of Year 8 Cadets

Colleagues,

It is now a little over 12 months since the ATC made the change to the minimum age of cadets from age 13 to the start of school year 8 (or equivalent in S&NI). Air Cdre McCafferty tasked me with conducting a review of the change and to consider its impacts and the issues raised.

Prior to the change I polled all Sqn and Wg COs seeking their views on the proposal. Only 20% disapproved so we went ahead with the change. I have now gone back to the Sqn and Wg COs and sought their views in the light of 12 months of experience of the change.

In response to the statement:

In Sept 2014 the ACO changed the minimum age for cadets from 13 years to school year 8 (or equivalent for S&NI). This change was good for the ACO.

62% strongly agreed or agreed, 20% disagreed or strongly disagreed and 18% had yet to form a view. (sample size 250).

In the same survey I asked the questions:

Please state what changes you think the ACO should implement to improve support cadets under age 13.

Any other comments relating to Year 8 cadets.

We received 369 responses. The details are at the link [HERE](#).

The substantive issues are as follows:

1. The cadet syllabus of training needs a review to provide challenging and engaging for cadets age 12 through to age 20, including more activities targeted at younger cadets. ***SO1 TG has an holistic review of the syllabus in progress including the delivery of a wider range of activities and badges for the youngest cadets.***
2. Some of the core cadet activities (flying, gliding and DofE as examples) are not available to age 12 cadets. There is a lack of guidance on what is available. Some ACO regulations still specify age 13 years and 3 months for activities for no logical reason other than they have not been changed. ***All HOBs and***

those responsible for activity policy must trawl their ACP, ACTO ACTIs etc to ensure that the minimum age for cadets to undertake activities is set at 12, unless there is a logical reason not to. A poster detailing what you can do in the ACO at each age is under production.

3. Getting small uniforms for the younger cadets is very difficult. Not having uniforms gives a very bad impression to both the new cadets and the wider public. **SO1TG and TG7 to consider options to deliver sufficient small size uniforms.**

4. Some of the youngest and who are also immature for their age are difficult to integrate into the ATC.

Your wider views/comments/ideas will be welcome.

Regard [REDACTED]

[REDACTED]
SO1 Coord
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 18 November 2015 09:23
To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)
Subject: RE: CADET EXAM ABSENCE POLICY
Attachments: FW:

Ma'am, I sent the draft revised policy to Pers in late Sep 2015. The change has been made to their ACP 20. It will be promulgated "in a few weeks". The attached e-mail refers.

Regards [REDACTED]

[REDACTED]
SO1 Coord
[REDACTED]

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From: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)
Sent: 17 November 2015 15:05
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: CADET EXAM ABSENCE POLICY

[REDACTED] can you confirm if the revised policy to support cadets on exam leave has been promulgated? I know it went out for consultation, with minimal response, but I haven't closed it down as I don't think I've seen the final policy go out.

Thanks

D

D A McCAFFERTY

Air Cdre

Comdt ACO

Mil Tel: [REDACTED]

Civ Tel: [REDACTED]

E-mail: ACO-HQAC-Comdt@mod.uk (dii)

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 14 December 2015 11:34
To: [REDACTED]
Subject: RE: 20151214-Review of Year 8, Year 9 and S2 Cadets-SNI Responses-SNI ARC-O

[REDACTED] many thanks.

[REDACTED]
[REDACTED]
SO1 Coord
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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From: [REDACTED]
Sent: 14 December 2015 09:20
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: 20151214-Review of Year 8, Year 9 and S2 Cadets-SNI Responses-SNI ARC-O

Sir,

The RC has asked me to send you the 5 individual Wg Cdr responses (located below).

[REDACTED]

Please see WSW responses as requested. The overall majority seems to be that lowering the age limit has been a positive move, and with the school joining ages / limits in Scotland then being able to join at 12.5 years appears to have been accepted easily. There is a very strong feeling that we should simply selected an age limit nationally and fix on that, rather than relating it to a school year, where a young person could enrol in England at 12 years, move house to Scotland and NOT be allowed to continue in ATC service as they would be put into S1 in Scotland's schools.

1. 12.0 years is too young, and we, in Scotland are fortunate that the school system means that, in fact, the earliest that a cadet can join is currently 12.5 years. The activities and at what age they can be undertaken at 12.5 years needs review, as does the provision / availability of kit, especially uniforms and safety related gear at AEF etc. Overall a positive change, but would NOT reduce to a set "12 years or over", maybe simply 12 years 6 months.

1. Make it simple, start at age 12 or 12 ½, do not tie it in with school years. There are too many variations throughout the country.
2. Maturity is not a problem; there are some 15 year old cadets who challenge maturity levels.
3. Has had some success since we now have 12 year old cadets in the sector. It has not opened the recruitment flood gates as hoped.

1. It brings us closer in line with the Army and Sea Cadets which means there is more choice for the younger people to select from and take part in when it comes to the cadet forces.

2. We need to address the training and possibly introduce an early entry syllabus as well as looking at events they can take part in, flying, gliding, shooting which all have specific age limits before they can take part. Bringing them in at 12 means they could have 15 months before they can take part in several of our main core elements flying, shooting, the age we have them at in Scotland only has 9 months before they can take part in some events, we need to allow that time to get them in and keep them there, the longer they cannot take part in events means we could lose them.

3. I think the age limit is right but what difference is a young person that is 12.5 in first year compared to a 12.5 that is in second year, we could have a 13 yr old that is in first year, maturity I think is negligible in this instance. So long as they are in high school 12.5 should be allowed. It would open up opportunities for squadrons to get more cadets and not miss an opportunity to allow that young person to join the corps and start their ATC career before they look at other options with cadet forces or youth groups.

4. 12 years old across the board instead of 12 years and in second year.

5. Used to turn cadets away at 12, they would go elsewhere to an organisation that would let them join.

6. Good for recruiting especially at an event that has all the youth organisations together.

7. Smaller sizes for uniform are an issue.

1. Should be age only not school year.

2. Would prefer a definitive age either 12 or 12+6months, can be confusing with school starting the year at different times

3. 12 is a good age and have them in from 2nd year.

4. Positive about the move and believe it should be standardised for simplicity. 12 years old regardless of school year group.

1. This comes in to meet the other cadet forces with age limits, hopefully this will give us the opportunity to bring in younger cadets and increase the numbers within the sqns

2. Age limit brings issues with younger cadets being able to take part in events, we should look at what can be done to bring them in and allow them to take part in events

3. Age is right but we need to make sure we can bring them in at 12.5 whenever this is whether in 1st year or second year, no difference, they are still 12.5 but they need to be in high school

4. 12 is too young and 13 is an acceptable age

5. Bad idea, they can't fly or shoot due to age restrictions and insurance reasons.

6. Positive about the move and believe it should be standardised for simplicity. 12 years old regardless of school year group

7. More chance of keeping cadets by showing them what can be achieved.

1. Limitations on what they can take part in and achieve in the early years would be harder to retain them, need to look at what we offer and can change to allow them to participate more, flying shooting etc

2. If they are allowing 12 years 6 months in then they should let it be that age regardless of whether they are in s1 or s2

3. Good idea, gets them into the way of things. Army cadets take them at 12 anyway. Takes them off the street and gets them interested at an early age. Try and get them interested in coming to us and not going elsewhere.

4. Very confusing it should be aged 12 regardless of year of school.

5. Senseless as they can't do anything so we are going to lose them.

6. Positive about the move and believe it should be standardised for simplicity. 12 years old regardless of school year group.

7. Too young.

1. It increases the number of cadets we have down at the squadron

2. They are not as mature as other cadets and can't take part in a lot of activities such as shooting, flying and road marching

3. What year they are in at school shouldn't matter as long as they are 12 years and 6 months old

4. Good idea. Gives youngsters pride in their appearance and something to do. Also increases numbers and gives them a good experience.

5. No difference between 12 & 13 years. Maturity levels the same.

6. Younger age more cadets is a strain on uniform issue.

7. Lack of activities to do at first for 12 year old cadets, might put them off staying.

8. Not allowed to go flying at the younger age.

1. This will allow us to look at bringing cadets in that may have wanted to join other cadet forces or youth groups
2. Limitations of what they can take part in unless the ATC look at bringing down the age for events or bringing in a lower classification for junior cadets to complete as well as allowing certain things that they can attend
3. We have it right, but a person aged 12.5 in 1st year compared to 2nd year is no different so we should not make it a difference in the corps as many young people may be turned off with having to wait on going in to second year or turning 13.

Regards

On the whole I believe that the lowering of the age has been welcomed at squadron level and has contributed to a degree to the stabilisation of cadet strength.

That said and as has been discussed before, we seem to be bolting the stable door after the event in that a review of cadet training syllabus for S2 cadets should have been in place before recruiting from this age group was implemented, rather than leaving it up to the already hard pressed volunteers to deliver a solution at a local level. I would like to see a training syllabus issued which identifies all levels of activity that could be delivered to S2 cadets, preferably in the form of an ACTO in addition to the poster proposed. AS some significant core activity is not available to these cadets, it will be critical that they are fully engaged until they can access all core activity.

Comment has been previously passed by some that the first class booklet was challenging for some cadets in the level of knowledge required. If that is the case, might it be worth reviewing the content in light of the younger cadets now being recruited.

I remain of the view that there would have been merit in ensuring that young people throughout the country could join the Corps at the same age wherever they were. We cannot recruit cadets in Scotland before they have entered S2 (after the summer break) with insurance quoted as an issue, but surely if they can join at age 12 in England, the Corps must have appropriate insurance? What would happen if a cadet who had just joined the Corps south of the border was to try to transfer to SNI before he was the 'appropriate age' in Scotland?

The question of maturity has not arisen as far as I am aware in this Wing, but experience suggests that these younger cadets will be influenced by the environment they join. If it does prove too much for them (and this might be mitigated by a suitable training programme), then they may choose to leave and although I have no stats to support this, I would guess that the outcome would remain an overall gain.

A range of smaller uniforms would be welcome.

I hope these comments are of some help.

Regards,

I think it should be 12 and a half for anybody to join. This basically would mean that majority of youngsters would be in secondary school. Making it twelve and beginning of year S2 has caused confusion because most schools move into a new year in June. Some youngsters turn 12 in March when they are still in primary school. A set date would make it easier for everyone.

I have heard from some units that they are still loosing out to the Army Cadets as they accept youngsters from the age of 12.

If we except cadets at the age of 12, I don't think they should be able to attend Easter/Summer/Autumn Camps until at least they are 13 years old. Over the years I have seen young cadets become very miserable by the end of the week as they found the long days of activity too much.

Regards

Travelling around the Sqns, the response that I am getting is that the move to 12 yr old/S2 is generally a good and necessary thing, especially if we are to compete with ACF and others. It also seems to be the way of the world, and I note that the DoFE which up until now has been firmly a start at age 14, is now doing a trial to be able to start Bronze at age 13.

At some Sqns they have had to turn some of the younger ones away due to just being under the S2 level, but obviously still aged 12.

I agree with the chief points raised below, although no-one has mentioned the immaturity issue to me, I can see that might well arise. The feedback I am getting is that the 12 years olds are integrating well into the Sqns.

Regards

We currently have between 50 & 60 cadets in the "new" age bracket. Most are currently enjoying the experience BUT we do have the challenge of keeping the programme fully open to them. Gliding can of course not be open Flying is restricted not only on the "Total amount" available to the Wing and hence each Squadron but to the actual cadets involved due to physical shape, size, weight. The same applies to shooting and the limits we have in NI. DoEd effectively, these younger cadets have another year to do before they can register and become involved. The competitive side of our Sport programme also has some challenges. Uniform is also a challenge again in sizing. We have yet to see the challenges these cadets will fully present for camps and AT.

But in saying all that they have brought a bigger buzz to the Squadrons they are part of and are being seen by the Sqn staff as a new source of recruitment to increase the younger base. This does have its own challenges but the new cadet handbook has been a help in keeping the cadets busy on Sqn we just need to modify the other activities to make them fit for purpose (for 12 year old cadet).

The clarifying; on the Corps website, as to what 12 years old means has also helped the Sqn's define for prospective cadets and their Parents when the child can join. Some are still unhappy that their child cannot join at age 12 regardless of School class but are more understanding of the reason as explained.

[REDACTED]

Kind Regards,

[REDACTED]

[REDACTED]

From: [REDACTED]
Sent: 04 November 2015 17:50
To:

Cc: [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: 20151104-Review of Year 8 Cadets

Team,

This subject was discussed at the AFI/MoM on Sat. You will see that [REDACTED] is seeking further input and I ask for your views/comments. Please pass into the ARC by COP Thu 10 Dec 15 and we will provide collated input to [REDACTED]

[REDACTED] - the fact that it is Year 9 in NI is acknowledged in extant policy.

Many thanks,

[REDACTED]

Message sent from a MoD Blackberry device.

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: Wednesday, November 04, 2015 05:18 PM
To: ACO-RHQ-WalesWest-RC [REDACTED]; ACO-RHQ-ScotlandNIreland-RC [REDACTED]; ACO-RHQ-SouthWest-RC [REDACTED]; ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED]; ACO-RHQ-CentralEast-RC [REDACTED]; ACO-2FTS-Comdt [REDACTED]; ACO-HQAC-TG-SO1 [REDACTED]; ACO-HQAC-PEd-WgCdr [REDACTED]; ACO-HQAC-MC-Head [REDACTED]; ACO-HQAC-ADMIN-WgCdr [REDACTED]; ACO-HQAC-CCF-WgCdr [REDACTED]; ACO-HQAC-TG-5 [REDACTED]; ACO-HQAC-TG-1 [REDACTED]; ACO-HQAC-TG-3 [REDACTED]; ACO-HQAC-TG-2 [REDACTED]; ACO-HQAC-PEd-Sport [REDACTED]; 'ACO HQAC CESO' <ceso@aircadets.org>; ACO-HQAC-HSA-Adviser [REDACTED]
Cc: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-COS [REDACTED]
Subject: Review of Year 8 Cadets

Colleagues,

It is now a little over 12 months since the ATC made the change to the minimum age of cadets from age 13 to the start of school year 8 (or equivalent in S&NI). Air Cdre McCafferty tasked me with conducting a review of the change and to consider its impacts and the issues raised.

Prior to the change I polled all Sqn and Wg COs seeking their views on the proposal. Only 20% disapproved so we went ahead with the change. I have now gone back to the Sqn and Wg COs and sought their views in the light of 12 months of experience of the change.

In response to the statement:

In Sept 2014 the ACO changed the minimum age for cadets from 13 years to school year 8 (or equivalent for S&NI). This change was good for the ACO.

62% strongly agreed or agreed, 20% disagreed or strongly disagreed and 18% had yet to form a view. (sample size 250).

In the same survey I asked the questions:

Please state what changes you think the ACO should implement to improve support cadets under age 13.

Any other comments relating to Year 8 cadets.

We received 369 responses. The details are at the link [HERE](#).

The substantive issues are as follows:

1. The cadet syllabus of training needs a review to provide challenging and engaging for cadets age 12 through to age 20, including more activities targeted at younger cadets. ***SO1 TG has an holistic review of the syllabus in progress including the delivery of a wider range of activities and badges for the youngest cadets.***
2. Some of the core cadet activities (flying, gliding and DofE as examples) are not available to age 12 cadets. There is a lack of guidance on what is available. Some ACO regulations still specify age 13 years and 3 months for activities for no logical reason other than they have not been changed. ***All HOBs and those responsible for activity policy must trawl their ACP, ACTO ACTIs etc to ensure that the minimum age for cadets to undertake activities is set at 12, unless there is a logical reason not to. A poster detailing what you can do in the ACO at each age is under production.***
3. Getting small uniforms for the younger cadets is very difficult. Not having uniforms gives a very bad impression to both the new cadets and the wider public. ***SO1TG and TG7 to consider options to deliver sufficient small size uniforms.***
4. Some of the youngest and who are also immature for their age are difficult to integrate into the ATC.

Your wider views/comments/ideas will be welcome.

Regards [REDACTED]

[REDACTED]
SO1 Coord
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 31 October 2016 09:39
To: ACO-WHQ-SWYorkshire-WexO [REDACTED]
Subject: RE: Cadets aged 18-19

Hi [REDACTED] in an ideal world we would use the ATF but we do not have anything like the capacity. No it will be delivered at Wg or even Sqn level. The package will be comprehensive and easy to deliver.

[REDACTED]
[REDACTED]
SO1 Coord
[REDACTED]
[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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From: ACO-WHQ-SWYorkshire-WexO [REDACTED]
Sent: 28 October 2016 10:18
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: FW: Cadets aged 18-19

[REDACTED]

One question: the training package; is that likely to be at ATF or delivered at Wg level by the volunteer training team?

Regards

[REDACTED]
[REDACTED]
WgExO S&W Yorks Wg
[REDACTED]

From: ACO-RHQ-North-RC [REDACTED]
Sent: 26 October 2016 10:18
To: ACO-RHQ-North-ARC [REDACTED] (oc.swyorks@aircadets.org);
Archibald (oc.gtrmcr@aircadets.org); [REDACTED] (oc.dnl@aircadets.org); [REDACTED]
[REDACTED] (oc.clancs@aircadets.org); [REDACTED] ACO-WHQ-CEYorks-WexO [REDACTED]
ACO-WHQ-CumbriaLancs-WexO [REDACTED] ACO-WHQ-DurhamNLand-WexO [REDACTED]
ACO-WHQ-GManchester-WexO [REDACTED] ACO-WHQ-SWYorkshire-WexO [REDACTED]
Subject: FW: Cadets aged 18-19

All,

Please note and spread the word.

Regards

[REDACTED]
[REDACTED] OBE | Regional Commandant (North) Air Cadet Organisation | RAF Linton On
Ouse, York, YO30 2AJ

[REDACTED] | E-mail: ACO-RHQ-North-RC |
[REDACTED]@mod.uk

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From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]

Sent: 25 October 2016 10:22

To: ACO-RHQ-ScotlandNIreland-RC [REDACTED]; ACO-RHQ-SouthWest-RC [REDACTED]
ACO-2FTS-Comdt [REDACTED]; ACO-RHQ-CentralEast-RC [REDACTED]; ACO-RHQ-
LondonSouthEast-RC [REDACTED]; ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-WalesWest-RC
(MULTIUSER)

Cc: ACO-HQAC-CST-COS [REDACTED]; ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CCF-
SqnLdr [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]; ACO-HQAC-TrgDev-SO3
[REDACTED]

Subject: Cadets aged 18-19

If you or any of you staff have any thoughts or questions please contact me.

Regards [REDACTED]
[REDACTED]

SO1 Coord

[REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 21 October 2016 10:02
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED] ACO-HQAC-TrgDev-SO3 [REDACTED]
Subject: FW: Over 18s Training Course
Attachments: AIR CADETS AGED OVER 18 SCOPING PAPER Final-R.DOC; 20150602 Staff Cadets ACC V3.docx; 20160405 [REDACTED] Over 18.ppt; STAFF CADET SERVICE AGREEMENT.docx

[REDACTED] following a meeting I had with Comdt today the Over 18 cadet issue has now come to the top of our priority list.

We need to meet on Monday (1000 if ok with both of you) to discuss and agree actions.

In the meantime I have attached background info for you to read. I recommend you read the tiles above in order then the e-mail below.

[REDACTED]
[REDACTED]
SO1 Coord
Ext [REDACTED]
Civil [REDACTED]
e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 07 March 2016 13:59
To: ACO-HQAC-CMD-ComdtSO [REDACTED]
Subject: FW: Over 18s Training Course

The cadets will sign a Staff Cadet Service Agreement (the name the cadets want for the TORs, TORs is an RAF phrase that means little to cadets). This will act in conjunction with the training package to ensure that the cadets and the other CFAVs have a clear understanding of the new Staff Cadet roles and responsibilities. I will produce and circulate a draft Staff Cadet Service Agreement; TG will produce the 18 year old Cadet Training Package. We are working to ensure these are coherent.

I have now held 2 seminars with groups of 18 and 19 year old Staff Cadets and with young VR(T) who served as Staff Cadets. They debated and agreed what they thought should be included in the Staff Cadet Service Agreement and the content of the training package. They also had strong opinions on how and when these should be delivered. I have set there views out below.

Delivery

1. Many had done the BASIC and they were not impressed. Around 80% of it they already knew, and a pure 'do it yourself online' package was viewed as inappropriate. Some e-learning would be acceptable but a face-to-face session perhaps at Wg level must be included. It must be delivered by the right person, as an element of the training should be to motivate and inspire and not just to learn. They suggested a young VR(T).
2. Because of the significant increase in the roles and responsibilities of Staff Cadets the training is almost essential pre-employment training. It should certainly be given shortly before (3 months) or immediately after (1 month) becoming a Staff Cadet. Based on historical trends, each ATC wing will get about 30 new Staff Cadets each year so a course every 3-4 months for 8-10 cadets should be manageable. With a standardised and bespoke course they could, if necessary, attend courses in adjacent Wings.

Content

3. **Responsibilities.** What is my status within the ACO? What can I do and what can I not do? What is the relationship between rank and responsibility? As a Sgt Staff Cadet running an activity with a 17 year old Flt Sgt cadet, who is in charge? Where are the regulations set out? Sqn CO's responsibilities in authorising a Staff Cadet as suitable to lead activities unsupervised.
4. **Opportunities.** What opportunities are available to Staff cadets? What adult courses, personal development, leadership, instructional, NVQs etc are available? What cadet activities can I do? (Junior Leaders, FS etc) How can I contribute more to my Sqn?
5. **Safeguarding and Social Media.** The content of the BASIC course in relation to Safeguarding was viewed as sound but more guidance on relationships with younger cadets and social media is needed.
6. **BADER.** As members of the CFAV team the Staff Cadets should all have BADER accounts and be given basic BADER training and most importantly how to access the on-system BADER help and training materials.
7. **Sources of Help.** What sources of help are open to Staff Cadets both on-line and face-to-face.
8. **Future Service.** What are the opportunities for Staff Cadets on reaching age 20? How do I find out about it? What can I do to prepare? Etc

Both the Training Package and the Staff Cadet Service Agreement are work in progress.

Please feel free to come and discuss.

Regards

SO1 Coord

Ext

Civil

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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Freedom of Information?



Dear Air Cadet Organisation,

Under the Freedom of Information Act, I wish to know the following information.

What shoe polish is not allowed to be used in the ACO?

Please give reasons if they are not allowed. Please break it down on a product by product basis showing only disallowed products but also including the below listed products:

Morello Futura 2000©

Kiwi Parade Gloss©

ACO FOI Requests

- Everyone has a right to make FOI Requests – Public Funding
- MoD Response Compulsory and Complex
- Over 200 a year for ACO
- Over 1000 hours of staff time – Volunteer, Wg Ex O and HQ staff
- SOLUTION – I NEED YOU HELP
 - Answer the question at local level if possible
 - Make CFAVs aware of the staff cost of FOIs
 - Discourage gently



Any Questions?

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 11 October 2016 15:18
To: ACO-HQAC-ATF-TG4 [REDACTED]
Subject: Over 18 Cadets
Attachments: 20160405- [REDACTED] Over 18.ppt

[REDACTED] slides on over 18 cadets as discussed.

[REDACTED]
[REDACTED]
SO1 Coord

Ext [REDACTED]

Civil [REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-ADMIN-WgCdr [REDACTED]
Sent: 04 August 2014 10:15
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Cc: 'MC Special Projects Officer (Social Media)'
Subject: Release-Authorised: 20140704-SNR CADET CONVENTION_Social Media Feedback
Attachments: 20140804-Snr Cadet Conference_Social_Media.doc

[REDACTED]

Please find attached the Social Media report from the senior cadet convention. I've reported the points raised – I think there is some fantastic stuff here, but also some areas that we will need to discuss. But I know that all of this is now open for discussion.

[REDACTED] – I've included you so that you can see what I have written. Are you content, or is there anything that you think I have missed? There is an opportunity to amend this paper if you wish.

Kind regards

[REDACTED]

[REDACTED]

[REDACTED]

Wing Commander Administration
Headquarters Air Cadet Organisation
RAF Cranwell, Sleaford, Lincs NG34 8HB
DSTN: [REDACTED]
Civilian: [REDACTED]
e-mail: ACO-HQAC-Admin-WgCdr@mod.uk

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4 Aug 14

ACO SENIOR CADET STRATEGY CONVENTION DISCUSSION GROUP FEEDBACK

'SOCIAL MEDIA – EXPLOITING POTENTIAL BENEFITS & PREVENTING MISUSE'

Introduction

1. This discussion group looked at the use of social media within the ACO. All of the senior cadets, without exception, were fully engaged on this topic and there was a wide range of views. To add structure to the discussion group, each discussion was divided into the following 3 areas:

- a. Current use of social media – What was good, bad, worked and did not work.
- b. Abuse of social media – Abuses the cadets had seen and the restrictions placed on members of the ACO, relating to the use of social media, to avoid abuse.
- c. Future developments in social media – Exploitation of other forms of social media.

Current use of Social Media

2. **Facebook.** All cadets involved held a Facebook (FB) account and were active users of FB. They described how FB was very useful to their Sqns, which all held FB pages – closed pages for messages and notices and open pages for publicity. There were a number of people criticised their Sqn FB pages; the first was that the FB page were not updated as often as they ought to be to remain current. The other criticism was related to an incident of cyber bullying and it was felt that the OC had clamped down on FB, but that this was an over reaction. There was one criticism that a Sqn had more than 10 FB pages (CO, Sqn, Sgts, Cpls etc) and this caused confusion, and a dilution of the message. There was a collective opinion held by the majority of people that either the younger cadets, the older CFAVs or both groups did not fully understand FB. Some Sqns allowed parents to have access to the closed sites, whilst some did not. There were mixed opinions on the appropriateness of parents having access to the closed pages. There were also examples where it had been a benefit and other instances where it was felt parents had abused their access by interfering in Sqn activity.

3. **Twitter.** About 80% of cadets present had Twitter accounts. The general opinion was that many of the younger cadets did not use Twitter. Some felt that Twitter was a useful and powerful way of sending out immediate messages. But most felt that it was less useful than FB. Everybody followed, and liked, the Comdt's Twitter account and felt that it gave them a sense of access to her. They, and all of their friends, were very excited when the Comdt acknowledge their tweets.

4. **Website.** Most Sqns had a website, but it generally felt that unless the site was regularly updated, it was not relevant and could send out a detrimental image of the ACO. The website also provided a good source of information for the younger cadets who were not allowed to access FB by their parents. It was felt that the websites should be standardised and uniform in their appearance, using appropriate

corporate branding. It was suggested that HQ AC produce a standard website template from which all sqns could develop their own website.

5. **Instagram.** Two cadets said that their sqns used Instagram as a means to publicise activity through photographs. There were mixed opinions on the use of Instagram, although all agreed on the power of imagery vs text.

Abuse of Social Media

6. Around 50% of cadets could describe incidents of abuse through social media, mainly relating to bully. However, they saw social media as just being a tool for bullying and this if it were removed then the bullies would find another means.

7. There was much discussion regarding the use of social media for inappropriate sexual interaction. All cadets recognised that this could be a problem, but felt that incidents of misuse of social media should not be used as a reason for not using social media. Some cadets pointed out that all over 18yrs had DBS checks and, therefore, should use social media responsibly.

8. The issue that generated the most discussion from this entire topic, was the direction from the HQ AC that all cadets, on turning 18 yrs of age, should delete anybody under the age of 18yrs from their FB friends list. Cadets cited examples where they had turned 18yrs, but their friends were 17 yrs and 11 months, and they found it very difficult to carry out this instruction. It was suggested that the ACO promoted the development of friendships and this was very much part of the ethos of the organisation. To have to delete younger friends when you turned 18yrs appeared to contradict this ethos. One cadet described how younger cadets on his sqn asked questions of him over FB as they felt unable to ask for advice face to face.

9. There were similar concerns regarding CFAVs deleting their friends who are under 18yrs of age. Most cadets felt that adults and younger cadets should be allowed to remain friends on FB. It was expected that CFAV conduct on social media should be professional and any breaches of this should be acted upon immediately. It was also noted that neither schools nor FB insisted that people over 18yrs should unfriend those people under 18yrs.

Future Developments in Social Media

10. **Youtube.** It was suggested by all groups that there could be greater use of Youtube. The ACO could have a dedicated Channel on which a selection of standardised and high quality videos are placed on such subjects as shaping berets, ironing trousers etc. In addition, it could also store an induction package, a Comdt's weekly update, and video montage of what to expect when you go on Camp. There was strong opinion that a series of professionally made videos (or at least made to a high standard) would put the ACO in a good light, would ensure the organisation was speaking with 'one voice'.

11. **App.** All groups suggested the development of an ACO App that would act as a 'one-stop' location to access all social media and policy sites and documents. The App would have links to the ACO Facebook and Twitter sites, the Youtube Channel, as well as links to policy documents and other official sources of information. It was judged to be vital that any App should be accessible through iPhones and Android, and should also be free – most cadets said that would not be willing to pay 69p for this App (!).

12. **Training.** Most groups recognised that there was a need for training/education in the use of social media and the application of privacy settings. Some groups suggested that this was required for the junior cadets, whilst others also suggested that it was appropriate for the CFAVs. Training and education could be achieved through the issuing of cards that explained the 'Do's and Don'ts' of social media and how to set privacy settings. Some suggested that this topic could be included on a Youtube Channel. It was also suggested that this subject could be included on the ATF courses. One cadet in particular was very concerned about the geo-tagging that social media allowed and thought that all should be made aware of this. In addition, a media course could be developed and delivered as a roadshow across the ACO.

13. **Photos.** Most cadets agreed that greater use could be made of photos on social media. They suggested a centralised gallery, maybe hosted by HQ AC, or held on Flickr, on which good quality photos could be stored and accessed. It was suggested that Twitter or Instagram could be used for a 'Picture of the Day' posting.

14. **Websites.** Some cadets still felt a need for sqn websites as a source of information. However, they recognised there was a lack of standardisation and quality of websites across the ACO. It was suggested that HQ AC develops and issues a standard website template and provides funding to ensure that all sqns can develop their own websites. It was recognised that the quality of a website was dependant upon the expertise of the person on a sqn tasked with developing the website, and this varied greatly across the ACO.

15. **Northern Ireland.** One cadet quite rightly pointed out the security restrictions and implications of using social media in NI; It is important that we remain cognisant of this.

Summary

16. All those that took part in the Social Media discussion recognised the power and value of social media. It was generally felt that the negatives were a result of lack of understanding by individuals, whether they be junior cadets or senior CFAVs, and that there were processes to reduce incidences of abuse. It was felt that abuse would always exist, but that social media was just a means by which the bully or abuser could now conduct their abuse; if social media did not exist, those same people would be bullying or abusing in different ways. The overwhelming sense was that social media should be further developed for the ACO (standfast NI) and there were suggestions as to how this could be achieved. Finally, the issue that prompted most heated discussion was the ACO requirement for 18yr olds to delete their Facebook friends that were under 18yrs old.


Wg Cdr
OC Admin Branch
Ext 

[REDACTED]

From: Media Comms Officer Middlesex Wing ATC <media.middlesex@aircadets.org>
Sent: 05 August 2014 09:16
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: FW: Senior Cadets Convention writeup
Attachments: 20140723-senior-cadets-convention-activities.docx

Sir

I trust you received the email below? With the limits on Bader email my email often stops sending.

Your faithfully

[REDACTED]
[REDACTED]
Flight Lieutenant RAF VR(T)
*Wing Media & Communications Officer.
*Wing Health & Safety Officer.
*Wing Bader Point of contact.
*Deputy Wing Staff Officer (South)
*Deputy Wing Training Officer.
For Officer Commanding, Middlesex Wing, Air Training Corps.

From: Media Comms Officer Middlesex Wing ATC
Sent: 25 July 2014 09:43
To: ACO HQAC-SO1 CoOrd
Cc: 1440 (Shoreham) Sqn ATC Officer Commanding
Subject: FW: Senior Cadets Convention writeup

Sir

Please find attached the notes taken by [REDACTED] for the "Cadet Experience Activities"

My thanks to [REDACTED] for recoding the many points & thoughts.

Yours faithfully

[REDACTED]
[REDACTED]
Flight Lieutenant RAF VR(T)
*Wing Media & Communications Officer.
*Wing Health & Safety Officer.
*Wing Bader Point of contact.
*Deputy Wing Staff Officer (South)
*Deputy Wing Training Officer.
For Officer Commanding, Middlesex Wing, Air Training Corps.

From: 1440 (Shoreham) Sqn ATC Officer Commanding
Sent: 25 July 2014 08:27
To: Media Comms Officer Middlesex Wing ATC
Subject: Senior Cadets Convention writeup

Hi [REDACTED]

Hope your journey back was uneventful, and great to meet & work with you earlier in the week! As promised, here's the write-up of the notes from the group sessions (condensed etc).

Best wishes,

Plt Off RAFVR(T)

Officer Commanding

1440 (Shoreham By Sea) Sqn

Sqn Tel: Tues and Thurs evenings 7pm-9.30pm

Mobile: (

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Flying

Difference of opinion on whether there was enough of it. Some groups said it was absolutely fine (but obviously even more would be welcome), some groups said there wasn't enough.

Able to ask Sqns about further chances

Possible big gap after getting 1st AEF before flying again

Concern about small stature cadets vs labeling flying as a "core activity" – they can't participate if they're too small

Can we lower/remove the minimum age, otherwise cadets lose interest.

Particularly with lower joining age

Flight sims as an alternative, although difference of opinion on whether they would be useful in training cadets prior to flight. A computer in a classroom is not the same as flying for real in a Tutor!

Have simulators at AEF/VGS in case of not being able to fly (otherwise it can be a wasted trip)

If flying was removed as a core activity, only a small amount of cadets would leave

It puts the "Air" into "Air Cadets" – promotes interest in aviation (core aim)

It's why people join

Older cadets aren't getting flights due to lack of slots – given to newer/younger cadets as priority.

Shorter flights – more funding for servicing?

Staff cadets at AEF/VGS need financial support for transport costs.

What's the point of a flying scholarship if you don't go solo?

More RAF-based experience flights (chinooks and similar)

Gliding

Similar big gap between 1st time and anything else (GS or otherwise)

But people enjoy their GS when they get it

Condense the GIC1/2/3 into a single course? (a few said this)

More gliding slots required! Concern over allocation fairness

Suggestion that rather than a Wg FGLO contacting the VGS and managing it that way, that the VGS staff handle allocations for Sqns and pass that directly to Wing.

Training prior to actual flights eg on simulators

Consideration should be given to the balance of GS vs normal experience flights – felt that there was a larger prioritization of GS.

Perception that the funding is in the wrong place – aircraft seem to be serviced at End of Life rather than regularly ongoing

Powered gliding is not real gliding! (may be possible local issue – pilots refusing to turn the engine off in Vigilant flights)

Shooting

USP for the ATC

Attraction to new recruits as we offer this (and other ACF activities) AND flying – like the ACF+1

Instills discipline – carries through into the rest of the cadets' ATC life

More funding required

Concerns raised about the Shooting Development Team being too cliquey, a "closed" group with the same participants – not spread around enough
We don't do enough of it!

More courses should be made available for staff, and advertised better.

Recent changes in qualification requirements for staff have been problematic – existing qualifications were rendered invalid and staff struggle to find time to attend the small amount of courses which are spread over long periods.

Definite support for the introduction of air rifles and clay pigeon shooting

Inconsistencies between us and the ACF – ACF can fire blanks on exercises, we can't.

More involvement from Region to regulate equal access – some Sqns getting loads of shooting time at larger ranges, others getting none.

Needs an overhaul – money appears to be wasted with ranges not being used or maintained

Weapons and ammunition transport policy has hindered availability of shooting and made it more difficult.

More L81 opportunities needed – some cadets hadn't seen the weapon, others had fired it multiple times

Consider changing the No.8 rifle – some cadets said it was too heavy for the younger cadets to manipulate.

Allow staff cadets to do coaching courses/other qualifications – they're adults.

More communication/liaisons between us, ACF and CCF to encourage use of each others' facilities.

First Aid

Make YFA compulsory as part of 1st class

Make YFA compulsory anyway (some groups differed in opinion on this)

We should offer First Aid at Work

VGS query – is this offered for VGS cadets? Didn't appear to be.

Useful qualification to have outside of ATC – seen as valuable by employers. Life skills!

Integrate the Heartstart course into the AFA course

Shouldn't need a separate Heartstart instructor qualification if you already hold a higher FA qualification anyway.

Concern over equipment availability (one cadet mentioned that the BHF had supplied gear for them free of charge upon asking)

Requal period is too long eg 3 years – compared to something like a WHT which is only 6 months. Seems daft!

Course equivalence – you can do other FA courses that equate to or teach more than the green badge, but you can't get the green badge because of accreditation reasons – seems daft.

Wing/Region/Corps FA competitions awareness – not consistently promoted, so cadets were unaware they existed.

BTEC

Valuable

Frustration about the delays in getting them issued

What about opportunities to do Level 3 qualifications?

What about engineering BTECs? We should be encouraging **relevant** qualifications

Definite win for those cadets who perhaps aren't the traditional "academics" in school.

Sports

Introduce basketball (every group said this), lacrosse, water polo, racquet sports, tug o' war.

Generally the current core sports (minus gender bias) are fine, but we do need a wider variety, some suggested we concentrate too much on certain sports

We need to remove the gender bias – allow women's football and rugby, men's hockey

Some Wgs already do this – possible inconsistency on how this is advertised or made available

Include competitive AT activities as part of sports – climbing, kayaking etc

Great opportunity for cadets to mix

Makes you proud to play for your Sqn/Wg/Rgn etc

Opportunity for cadets to achieve in sports, outside of a normal "sports club" which can often be too expensive.

Do more sports at Corps level, and against other "Corps".

5-a-side not recognized as a core sport – should be reviewed.

Timings are wrong – netball was highlighted specifically – ATC has 10 min matches, vs norm of 1 hour matches.

Relevant sport qualifications should be offered.

D of E

Good

Depends on staff availability/qualifications

Gold D of E is an issue – time and so on – particularly if the maximum age is lowered to 18!

Possible lack of guidance on project completion

Make cadets aware that D of E is not just walking/hiking – you can complete it in other ways eg canoeing

Employers love it

Big emphasis on how useful it is during UCAS applications – apparently there's a specific section on the UCAS application for D of E.

ACO subsidy helps in achieving it – too expensive through school

Cadets feel they're helped to achieve it more through cadets than they are in school

Big emphasis on Bronze and Gold, not so much on Silver

AT

Bring this up more – the "Adventure" in the ATC motto

Provides an "experience" for cadets

More overseas expeditions required

Qualifications – all Wings should have a core of qualified people. Lack of staff contributes to lack of activity.

Offer qualification achieving to cadets.

More fun than blues camps

More water-based activities (this may be a result of imbalance across Wings)

Have a “Core 5” of activities or similar

Syllabus

Introduce public speaking into MOI

Comms badge needs reviewing – not seen as relevant, content is “padded” and not useful; the syllabus is outdated.

Suggestion to combine Radio into Fieldcraft?

Still definitely important to keep syllabus training but needs modernising

Utilearn – issues with it being open book exams (cadets Googling answers), the application crashing, password reset issues

More trade-related courses required (engineering and similar) – projects can link in with these

Concerns over cadet progression with small numbers of cadets – NCOs teaching other cadets rather than having time to learn themselves

Imbalance of resources (staff, hands-on equipment eg engines)

Projects

Air rec/Aeromodelling – indifferent. Some cadets like it, some don’t.

Fieldcraft

Cadets love this! But there isn’t enough of it

Question – is it a lack of instructors? Or a lack of people with experience? And are the latter category of people not taking the official instructional course because “I don’t need to”-syndrome?

H&S barriers curtail the enjoyment sometimes

We should liaise more with the ACF – they do lots of it, we should utilise that.

Drill

Instills discipline! Definitely keep it

Good training for those interested in joining the regular forces.

Make DI/DIT courses available for senior cadets – they can progress in everything else except this. Some form of recognition (lanyard, badge etc).

Wing DI courses don’t appear to be standardised.

Sense of pride and tradition

Lacking a DI results in differing standards between Sqns

More weapons drill – not available/insufficient training.

Frequency of drill manual changes – not being filtered down, some DIs refusing to teach new changes “We’ve always done it this way”-mentality, resulting in inconsistencies across Sqns.

Music

Differing take-up on this. Is it about the (prohibitive) cost of obtaining instruments? Or the availability of them generally?

More funding for bands is required

Wing Bands – sometimes not a viable alternative if there isn't a Sqn band.

Transport costs can be large and cadets aren't reimbursed for this, but expected to participate

Lack of instructors

Camps

Not enough anymore

Region camps would be good – eg 150 cadet places

Wider range of camps required – Europe, USA – push overseas more and not just "blues & greens"-style camps. Obviously careful not to conflict with IACE.

IACE criteria is clear; overseas criteria not so much

We should mix more people from across different Regions on camps.

Make the selection process more transparent

Costs for things like IACE are prohibitive given the age criteria vs cadets going to college or university. The latter has to take precedence.

If you could remove/revamp one activity, what would it be?

Radio – either remove it, or modernize it. Cadets aren't learning useful skills (although the Comdt suggested that they did given how she saw them being used at RIAT this year!). Involve the regular forces – Signals and similar. Reduce the time needed to achieve the qualifications; cadets lose interest otherwise.

Basic training – 1st class cadet logbooks aren't working – the timescale isn't practical (too short re. expectations), and it's boring. Pushes cadets away, takes too long to complete realistically. Topics such as History of Flight considered dull.

Senior/MAC modules need revisiting. MAC is a higher qualification than Senior so why is it the same exams? Also, loads of choices here, revisit and maybe cull some.

NCS – not needed if you're in cadets, we teach the same values. And it's removing cadets' time from other activities

JNCO/SNCO courses – need standardizing.

Other leadership courses (ACLC, JL, ...) – remove/revisit the age criteria, expand it.

General

Over-advertising to new recruits of what we offer, but then can't deliver
(flying/gliding is a prime example)

More inter-Sqn sharing of skills – qualified staff on one Sqn helping out another Sqn.

Generally there's something for everyone in the Corps, so it's hard to remove an activity

Better advertising of what you can do at certain ages eg:

- At 13 you can....
- At 14 you can....
- At 16 you can....

[REDACTED]

From: ACO-RHQ-ScotlandNIreland-ARC [REDACTED]
Sent: 06 August 2014 03:30
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: 20140806-Senior Cadet Convention - Mentor Report - -SNI ARC-O
Attachments: 20140723-Retention of Cadets and Leaving Age Report.docx

Sir,

..I have not received a reply from the Officer who assisted me yet did pass on the report)....so here is my report rather delayed.

The SNI cadets had a fantastic time at the Convention and felt they were listened to. Thank you for facilitating the successful event.

Regards,

[REDACTED]

[REDACTED] Sqn Ldr | Assistant Regional Commandant | Air Cadet Regional HQ (SNI) | Mil:
[REDACTED] | Fax: 01334 857232 | Email: aco-rhq-scotlandniireland-arc@mod.uk

From: Training Officer Scotland And N Ireland Region ATC [<mailto:training.sni@aircadets.org>]
Sent: 01 August 2014 02:35
To: OC Beds & Cambs Wing ATC
Cc: ACO-RHQ-ScotlandNIreland-ARC [REDACTED]
Subject: Snr Cadet Convention - Mentor Report

Good Evening Sir,

Please can you pass the attached doc to the Officer who represented your Wg at the Snr Cadet Convention at RAF Cranwell last week.

If she has any additions or comments, please ask her to send them to my Cc address.

Thank you for your assistance.

Regards,

[REDACTED]

[REDACTED]

Sqn Ldr
RTO SNI Region
Tel: [REDACTED]
Tel: [REDACTED]
Email: training.sni@aircadets.org
Email: aco-rhq-scotlandniireland-d@mod.uk

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SENIOR CADET CONVENTION 22 – 23 JULY 2014 – RETENTION AND ROLE OF SENIOR CADETS AND THE LEAVING AGE REPORT

1. The Mentors were tasked to discuss five aspects:
 - a. What can the Air Cadets do to encourage cadets to stay past the age of 16
 - b. The role of school exams and pressures on cadets leaving
 - c. What changes could be considered for cadets involved with school exams?
 - e. How do we make the Air Cadets more appealing for senior cadets?
 - f. Should the Air Cadets change the leaving age? if so, how and what should it be replaced with?
2. The discussion topics above were split into categories inline with example during the Mentor Trg Session. The full topic was discussed over a 45 minute period by each group in turn:
 - a. Encouraging cadets aged 16 plus to stay
 - b. The impact of exams
 - c. Cadets attending university
 - d. Max age, 18 or 20?
 - e. The legal age of 18
3. **Encouraging Cadets aged 16 plus to stay:** The following points were highlighted by the cadets:
 - a. CFAVs need to be strongly encouraged to treat cadets (specifically cadets aged 16 plus) as young adults and not as children (Young cadets). This appears to be a substantial area of concern.
 - b. It was perceived by 85-90% cadets in attendance that cadets leave the Air Cadets at age 16, as they have likely not been promoted (It was understood by all that not all can be promoted). The attendees believed the main issue for non-NCO cadets aged 16 not staying in the organisation was a lack of motivation, due to the fact the non-NCOs 'believed' that they could only complete the normal training cycle of cadet activity they had been previously completing aged 13 – 15, thus their 3rd year of being a 'cadet'. This was impounded by the fact it was likely to involve a lack of camp places and AEF/GIC being offered, as the cadets aged 13-15 would now take precedence for the limited slots to encourage them to stay.
 - c. All cadets showed enthusiasm for wider advertisement of Air Cadet Courses for the 16 and over via the Air Cadet magazine, social media and eye catching posters. There was also comment by a Staff Cadet to add an area to the Air Cadet web page where course reports written by cadets could be uploaded, which would assist other cadets (and CFAVs) know exactly what the courses entail. There were also suggestions made that links to you-tube videos or other media could be added to enhance the site. 40% of cadets present at the convention who were aged 18 - 19 were not knowledgeable on the activities open to cadets age 16 plus. This was commented on frequently by the cadets throughout the discussion periods. Many of the Convention attendees had excelled in the corps, but equally some had attained little and were frustrated they did not have access to all the facts available via Sharepoint, or through the Chain of Command. In the main they had stayed committed, as

they were NCOs and had a motivation to gain the next rank, not realising exactly what other opportunities were available.

d. Another idea that was discussed briefly to encourage cadets to stay on past age 16 was to highlight the skills/qualities the Air Cadet Organisation provides its young people to assist with entry into Further/Higher Education or employment. One group thought this may assist in motivating cadets to stay on to complete the BTEC in Aviation Studies, Activity First Aid Course or DOE Awards).

e. Squadrons need to be encouraged to work together, supported by Wing/Regional Staff Officers to provide the full cadet experience to avoid Sqns being 'branded' the AT/Shooting Sqn by the cadets on those Units. If cadets are not highly interested in the 'one' topic provided by the Sqn, then the general feeling was the cadets will leave.

f. CFAVs should be encouraged to give cadets over the age of 16 small roles within the Sqn, even if not a NCO. Giving them some sense of responsibility, should help them feel valued and not give them a repetitive cadet experience as they have had since joining.

g. Sharepoint Trg/use should be provided at Sqn level for older cadets.

h. Standardisation is a massive issue, with regards to how cadets age 16 are treated on the Sqn and what opportunities are advertised to them.

4. **The impact of exams:** The following points were highlighted by the cadets:

a. Activities at Wing level need to be planned in advance and advertised at Sqn level for cadets to see, but most importantly the activities should not clash with the exam period or indeed the revision lead period. This is mainly because specific progressive training preparation may be required for competitions, such as Drill. Cadets reported at times; they can feel pressured into attend Trg sessions and are sometimes informed by the CFAV personnel they should not let the Sqn down.

b. If Sqns are short of cadets during the exam period, joint working with local Sqns should be looked at (or Sector Trg). If not possible, then specific cadet Trg should take place for the younger cadets to develop them while the older cadets are absent.

c. Bader SMS should have a tick box on the register for 'exam leave', to emphasise it is an acceptable absence. CFAV should be educated and encouraged to positively accept cadets will take exam leave.

d. CFAVs should plan fun activities in the period when the exams are over and the school holidays begin. Another popular idea was to have a certain date agreed prior to the exam period where the Sqn would have an end of exam party/BBQ. There was also a thought to have an Air Cadet National end of exam party week, where every Sqn would be encouraged to have a 'party' at some point during the selected week. (It was appreciated that *some exam periods are different and this would need to be looked at*).

e. There was a consensus that a number of CFAVs did not fully understand the exam pressures of today's cadets or the need to gain good grades, which was thought needed to be formally addressed, as the attendees at the convention felt cadets should not feel obliged to attend at this important time. Some cadets did emphasise that they would attend the Sqn

as normal during the exam time, but they saw it as a break away from the revision (as agreed with parents etc). It was noted; however, exam time was not the appropriate time of year to have Classification Trg, or Ultilearn Assessments for the cadets taking exams at school.

f. A number of the attendees liked the idea of senior cadets running exam study Trg sessions, where facilities allowed for the cadets involved in the school exams

5. Cadets attending University: The following points were highlighted by the cadets:

a. The cadets who were already at University and had been involved in re-location for long periods of time in the main appeared to wish to stay with their local Sqn, but some showed interest to transfer to a closer Sqn to their University location during term time. There were strong views on being authorised to represent their local Sqn, or attend local Sqn based activity, where possible at any time during term time. The majority of cadets were not aware of the simple process of transferring a cadet to another Sqn. It was clear that in some areas, this process had been discouraged resulting in cadets leaving, or believing it was a difficult process or would affect local Sqn statistics.

b. Discussions highlighted when cadets move to University out of the local area it can be a disadvantage to the cadets who are in the lower ranks, as the establishment for NCOs does not allow further promotions, while the university student is out of area for long periods of time. Some cadets reported their Sqns did currently promote other cadets; but all agreed, that there should be a formal change to the official policy to standardise the process to allow an increased establishment in this particular circumstance.

c. A number of cadets reported they did not like the University cadets returning after many months of absence and 'throwing their weight around', or wishing to make changes to what the present NCO Team had put in place in their absence. It was highlighted by one group that cadets who have been absent for long periods of time should have an interview on their return, to bring them up to speed and a role provided, that will be more supportive of the Sqn activity, rather than IC Sqn/NCOs again for example. A number of cadets from larger Sqns mentioned they had an Admin Flight, where 'university cadets' would be placed, so out of the chain of command of the cadet flights. There was another common agreement by the discussion groups, cadets attending university, but still wished to attend the Sqn at holiday times only should be put in a pool, a bit like the Non-Effective Pool (NEP) for CFAVs.

d. Cadets were keen to encourage the cadets going off to university to train 'the NCO Team' in the roles they were performing, prior to their departure, so it was a slick process. In a number of Sqns the top layer of NCOs can be lost to university, so recognised training possibly could be mentioned in the Jnr/Snr NCO Courses specifically may help recognise this common issue.

e. Although the discussion centred on university students, it should be noted that Further Education College courses can put similar demands on students, with mandatory work placements and courses, with little free time. Cadets may also have to commute long distances to the course of their choice, or like university students they may have to move locations.

b. A number of cadets thought it would be the end of the CWO rank (leaving at age 18), as it could not be fitted in effectively between 12- 17. They also thought an 18 year old CIs would be too young and would lack experience, although appreciated presently there are CGIs at 18, but it was recognised that the role on a VGS would be very specialist compared to one on an average Sqn.

c. There was a high percentage of cadets present who admitted they would have/ will leave at 18 if it was to be the upper age, as there would be little for them to return to do as CFAVs. There was a strong consensus that they wanted to keep participating in ACO activity aged 18 – 20 and not become facilitators of ACO activity. Some cadets discussed what they had achieved in the time after turning age 18 and pointed out they would not have had the time to fit in prior to age 18. Some expressed the 18+ yrs were the best years of their Cadet Service.

d. When a pebble was thrown into the pond, giving the cadets the option of a possible CFAV role, which gave them the opportunity to continue with sports and completing the plums of the ACO, such as the Scholarships, IACE etc. it became far more appealing to the majority to stay in the organisation until age 20. It was apparent that the overwhelming thoughts were that the cadets all still need to have a sense of achievement/participation to motivate them, as they felt they were not yet able to cope with only organising activity/ instructing activity for cadets with no other motivation than to witness cadets develop and improve performance, or develop their own personal skills.

e. It was well documented that the cadets wished to have specific/meaningful roles on a Sqn, starting at age 16 (whether a NCO or not) and being actively developed up to age 18 and beyond. This was important to all. It was thought the roles could become official roles across the Corps and that all Sqns would be encouraged to delegate to their cadets. This would formally focus and give responsibility to the cadets and encourage more to stay longer. The roles could be based loosely on the CFAV roles; therefore, contributing to an effective transition period, prior to reaching age 20.

f. A great number of Wgs impose a ruling that cadets must become a CI prior to Uniformed Service, no matter the thoughts of the cadet (Duration averaged around the 6 month mark). Moving Sqns is not an action the cadets in general liked and a number stressed they would rather leave and reported a number of their peers have. It is without doubt a difficult step to take (to move Unit), but can assist in the development of junior members of staff/assist other units lacking in CFAVs. (Possibly standardising the process/giving understanding of the process may help) It was thought that direct entry to uniformed service needed to be widely encouraged, where there are suitable candidates to standardise the process. A number of cadets mentioned CWOs (Wg Appointment) were being asked to move to other Sqns in the Wg to assist, or give help with an area they were specifically qualified or experienced in. This appeared to appeal to a number of cadets, as it would enhance their skills and give them a real sense of value. (The only negative area appeared to be cadets can't claim for fuel costs).

7. The Legal Age of 18: The following points were highlighted by the cadets:

a. Very few cadets wished to take full responsibility as an 18 yr old adult. In the main, where a cadet held a National Governing Body (NGB) award they were confident in their ability and knowledge of the activity to act as the legal adult responsible. The difficulty came, when there was no NGB award required and therefore the cadets felt they would always look to the CFAV for advice.

Some cadets did feel the training of new staff should be substantial/progressive, as the Basic Adult Staff Induction Course was possibly not enough.

b. One cadet came up with the idea of a disclaimer, where 18+ aged cadets could opt in/out of agreeing to take on the full responsibility as a legal adult. This idea was welcomed by the majority who were informed about the idea, after it was raised by one group on the Tuesday afternoon.

c. The subject of social media was raised, with the gripe that 18+ cadets should be able as a legal adult be friends with CFAVs. At present they can't be friends with cadets or CFAVs, so in affect do not fit in with either category.

[REDACTED]

From: [REDACTED]
Sent: 06 August 2014 21:41
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: ACO Senior Cadet Strategy Convention- Discussion Notes
Attachments: ACO Senior Cadet Strategy Convention write up.doc

Good Evening Sir,

Apologies for the delay in getting these too you,

Please find attached the notes from the convention. They are typed in a rough format and condensed from the many notes taken at the Convention but contain all the information relevant to the topics that were discussed for you to use/edit as required.

Thank you for the opportunity to take part in the convention it was a great experience.

Kind Regards,

[REDACTED]

Pilot Officer RAFVR(T)
Central And East Yorkshire Wing
Air Training Corps

ACO Senior Cadet Strategy Convention- Discussion Notes

Camps- The Future

Lots of common themes on the feedback for camps were as follows:

"Greens Camps"/AT camps.

100% of the cadets thought that the "green" camps that were organised at local level (Sqn/Wings) were a very positive thing, they said they would like to see more of them and thought they were generally very positive experiences and added much needed "adventure".

Cadets were also quite keen to see more opportunities for adventure training abroad as they felt this is the sort of opportunities that being in the ACO should offer.

Tented Accommodation= Good!

95% of the cadets had no issue with going on an annual camp and staying in tents providing that adequate ablutions are available and somewhere dry to keep kit in wet weather and iron and prep uniform, also they want adequate power sockets for the number of people accommodated in the tents.

Camp Places

All cadets wanted more places and felt that wing run camps were a good way to boost a cadets chance of going away on a camp, however they felt that these should be more standardised around the regions and Corps.

Cadets also felt they didn't always have to stay on an RAF stations when they went on camps and would be happy to stay at other MOD sites if it increased the chances of more camps due to the closure of a lot of RAF stations.

Tri Service Camps

90% of cadets asked were in favour of more participation in tri service camps with the ACF/CCF/SCC at different DTE's around the country.

Large Scale Camps

Cadets seemed to keep suggesting a large scale tented camp for approx 500 cadets with a range of different activities like a scout's jamboree type camp and pointed out that camps on this scale are achievable using RIAT as an example.

Overseas Camps

Cadets wanted to see more overseas camp places as they felt that this is an excellent opportunity and adds much needed adventure to the cadet experience.

Activities

Cadets felt that when they went on a "blue" camp they wanted to experience more of the RAF in action by having a more focused work experience type camp where they spent perhaps a day working with a particular section on the station rather than just visiting it as they felt that this was repetitive and boring more so if they have had the visits before which were the same but on different station. This was something the cadets felt strongly about and would like to see change and felt like that it would help them have more of an insight into an RAF career.

With new activities the cadets mentioned Skiing and paragliding as something they would like to see introduced.

Senior Camp

The cadets felt they would like a "senior camp" for cadets aged 17+ so "they weren't babysitting" and they could relax and enjoy the camp themselves, this theme was common among the cadets and the way in which the convention was run sparked this idea for them as they felt they were "being treated by adults" rather than like the other junior cadets.

Adult Recruitment

Cadet To Staff

95% of the cadets felt that more opportunities should be opened up to them at 18 years old so they can "be more useful" as staff cadets and take on more of a staff role by perhaps being able to do courses such as RCO, BELA, ML and other specialist courses to get the ready for a smoother transition to staff and this incentive of courses and training would encourage more to stay on as members of staff. They also felt that more time should be invested in training them to do different roles on squadrons by having staff mentors and more structured training.

90% of the cadets had perceptions that "Officers are stuck in the office" and "uniformed staff don't get as much chance to interact with the cadets as CI's".

Sadly the major thing putting cadets off from making the transition to staff was the admin burden they saw the staff under and is very much noticed by the cadets.

Cadets also felt it took too long for them to become staff from being a staff cadet and around 50% of the cadets thought they had to become a CI before they become uniformed staff and they felt this was putting them off making the transition. To help this they suggested being able to take the training and boards for uniformed staff while being a staff cadet to speed up the process.

To summarise all the cadets felt that if the transition to uniformed staff roles was easier then at least 60% of the cadets would have continued to serve with the ACO as a member of staff and would like to be able to "more or less finish as a cadet and put on an adults uniform and start as an adult member of staff".

University

At least 60% of cadets didn't realise they could transfer squadrons when they moved away to university. They also felt that if they had started to be trained as staff or undertaken courses this is added commitment so would be more of an incentive to transfer to a unit nearer to the university.

And the CCF cadets said they would like to be able to easily transfer to a ATC sqn when they go to university.

Outside Recruitment

Cadets thought having Sir Chris Hoy as Ambassador to ACO was a very positive thing however felt that the current adult recruitment material wasn't clear enough on the opportunities that are available to staff and the different activities they can do that are different to other members of the public.

Notes are copied up from direct quotes and feedback from the cadets at the Convention.

Topic Mentors-

[REDACTED]

[REDACTED]

[REDACTED]

From:

Sent:

23 August 2014 08:56

To:

ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]

Subject:

FW: Strategy Convention

Sir

[REDACTED] has sent this to me as she sent it to you on the 2 Aug and is concerned that it may have not got to you through Hotmail not agreeing with the MOD firewall!

I hope you are well.

Kind regards

[REDACTED]

From [REDACTED]

Sent: 02/08/2014 06:38

To: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

Subject: Strategy Convention

Sir,

Now that I've had plenty of time to reflect on the Convention, I'm sending my thoughts – I'm sorry it's taken so long.

The camp was an enjoyable balance of free time and surprisingly intense debate. I thought the topics were the right ones to discuss, with an open forum being absolutely necessary and no other issues springing to mind which were missing. A little more time on each topic, particularly camps and staff recruitment, would have been very useful.

The mentors were very good in all but one of the discussions, although the relation of the topic to own Squadrons, Wings and general experiences was still common – although in some ways this is inevitable as we all have different experiences based on these. I suppose this only further highlights the common theme of standardisation which was common throughout the groups and topics!

So, the only other thing I'd like to add is an idea which I don't feel was received by the mentors mentioned above. With regards the retention of cadets post-18, the group came up with the vague outline of an idea which links to many other points made in all of the areas discussed. However as a group, we felt steered down a certain path in this topic. (This only occurred in this topic – something which happens regularly in school discussions and which I was pleased to note only occurred once throughout the entire two days at RAFC Cranwell!)

I know that a non-effective pool for exam cadets was discussed, and hopefully this is reflected in the feedback to you. Our idea was to then have a transitional period which I've mentally dubbed a kind of 'roaming pool' for cadets who work away or are at University. It would allow cadets in those situations to attend their nearest Squadron with the CO's permission whenever they are available; this way, they still get to parade as regularly as they like, and Squadrons get a little extra help from an external source too. They'd have no specific Squadron affiliation, but could be on BADER under 'roaming' instead, and could pay subs, apply for camps etc. direct to HQAC. This transitional period would encourage those who would otherwise have left to remain cadets, rather than moving on to the UAS or leaving for good, making it more likely that they would stay on as staff. As a group, we felt the mentors in this room pushed towards transferring too much rather than listening to our point of view; and while transferring is possible on BADER, for a Uni student who is parading at their local Squadron during term-time but may decide on a spur-of-the-moment visit home, transferring for a short amount of time at short notice isn't always possible. Additionally for cadets who have parents who live on opposite ends of the country *and* go to university, or who are visiting family somewhere,

it allows much more freedom and sharing of ideas while creating a stepping stone into the staff you need – and I don't think it causes too many problems either.

Thank you for the experience of the convention. It was valuable and enjoyable, and I hope to see it repeated in future.

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[REDACTED]

From:

Sent:

[REDACTED]
02 September 2014 16:38

To:

ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]

Subject:

SENIOR CADETS' CONFERENCE - ATC 75 OUTPUT

Attachments:

AIR TRAINING CORPS 75th ANNIVERSARY (Master 1) (2).docx

[REDACTED]

As promised. Highlighting on the attached = input from cadets who attended the Senior Cadet Strategy Conference in Jul. We are now taking highlighting forward.

[REDACTED]

AIR TRAINING CORPS 75TH ANNIVERSARY 2016

'Remembering where we have been, reflecting on where we are going and recruiting for the journey'

PURPOSE

- **Objectives:** Celebrate success - Increase footprint - Raise funds
- **Scope:** To include ATC and CCF¹
- **Timeline:** ATC Sunday until Armistice Sunday (7 Feb to 13 Nov)
- **Workstrands:** Commercial – Ceremonial - Engagement

DELIVERY

- **Steering Group:** Comdt, COS and CACWO.
- **Working Group:** RCCE, Principal Advisor [REDACTED] Wg Cdr Admin, Wg Cdr CCF (see footnote 1), Wg Cdr Phys Ed, Hd MC, ARC LaSER, Event leads, VR(T) SMEs and SO/Comdt (for Cranwell-based events only)

DELIVERY FRAMEWORK

Serial	Activity	Co-ord	Owner	Timing	Comments
1	St Clement Danes Church Service	ARC - LaSER	RC LaSER	7 Feb	LaSER staff plus Corps Chaplain, Regional Chaplains, RWO CE (as ceremonial SME) and CACWO in support. Founder Sqns to be seated at front.
2	ATC Sunday Reception Australia House	ARC - LaSER	RC LaSER	7 Feb	LaSER staff plus Hd MC (as PR SME) and (OC Devon & Somerset Wg) in support.
3	Woodland Trust Tree Planting in each Region	ARC - WW	RC WW	7 Feb to 13 Nov	Regional DofE Officers in support. Scope for planting during WFDs and/or RFDs.
4	Lands End to John O'Groats (LEJOG) Challenge	ARC - CE	RC CE	Apr/May	Regional Sports Officers in support. Hand-off of baton at

¹ Being confirmed. Decision expected by end-Sep.

					Regional boundaries on set dates at set times. Transit thru' Regions a Regional undertaking. Ambassador(s) invited to participate in a convenient section.
5	York Minster Church Service	ARC - N	RC N	Jun	North staff plus Corps Chaplain, Regional Chaplains, RWO CE (as ceremonial SME) and CACWO in support. Founder Sqns to be seated at front.
6	Aerospace Camp at RAF Syerston	2 FTS Aerospace Officer	OC 2 FTS	Jul	2 FTS staff plus RGLOs and RTOs in support. Scope to include a 1941 theme, a gliding record challenge, a number of air experience flights and other cadet approved activities.
7	Flagship Parade at Cranwell	Wg Cdr TG - HQAC	RC CE	13 Aug	CE staff plus RWO CE (as ceremonial SME), other RWOs, Principal Advisor and CACWO in support. Founder Sqns to have prominent role/positioning. Live internet feed tba.
8	Music-on-the-Orange at Cranwell	ARC - CE	RC CE	13 Aug	CE staff plus RAF Principal Director of Music, Corps Band Officer and Regional Band Officers in support. Live internet feed tba.
9	Double Channel Relay Swim (Dover/Calais/Dover)	Wg Cdr Phys Ed - HQ AC	COS HQ AC	Jul to Aug period	Swim iaw extant channel swim regulations. Cadets and staff eligible. Number in team(s) tbc.

					Regional Sports Officers and RATOs in support.
10	Fitness Challenge	Wg Cdr Phys Ed – HQ AC	COS HQ AC	WFDs and RFDs	Regional Sports Officers in support. Scope for a series of physical tests that are easy to administer and participate in, the successful completion of which generates a certificate of achievement.
11	Time Capsule	Hd MC	COS HQ AC	13 Nov	To be buried at Cranwell – locn tbd. To include 'stuff' from 75 th Anniversary. To be unearthed by VIP guest on 100 th Anniversary in 2041.
10	Branding and Merchandising	Hd MC - HQ AC	COS HQ AC	Duration	Regional MCOs in support plus Air Cadet Connect as required.
11	Commemorative Coin	Regional Chair - WW	RC WW	Duration	WW staff in support.
12	Sponsorship	ARC - SNI	RC SNI	Duration	Industry Forum, and (OC Plymouth & Cornwall Wg) in support.
13	RIAT 16 Concert Tour/RIAT 16 Theme/Farnborough 16 Theme	ARC - SW	RC SW	Duration	SW staff plus Corps Band Officer and Regional Band Officers in support.
14	RAF Museum Display	Hd MC	RC SW	Duration	SW staff plus Regional MCOs in support. Displays by cadets from local sqns at weekends and during school holidays.

21 Jun 14

ACO SENIOR CADETS' STRATEGY CONVENTION

Introduction

1. The ACO is developing an evolving Strategy and associated action plans to modernise and develop the Organisation out to 2020. One of the key themes of this work is inclusivity: involving all layers of the ACO in the decision-making process ensures that the best ideas are exposed and that associated change is widely supported throughout the Organisation.

Aim

2. The Aim of the ACO Senior Cadets' Strategy Convention is to involve the senior cadets of the ACO in the development of the ACO 2020 Strategy.

Objectives

3. The Objectives of the ACO Senior Cadets' Strategy Convention are:

- a. To hold a Convention of senior cadets from both the ATC and CCF (RAF) at HQ ACO RAF Cranwell.
- b. To obtain the senior cadets' views on a range of key issues currently under consideration, including: cadet leaving age, retention and the role of senior cadets; scope and priority of the cadet experience activities; the use of social media; and how best to mark the ATC 75th anniversary in 2016.
- c. To hold open forum sessions with the senior cadets to allow them to raise their issues of concern.
- d. To widely publicise the outcomes of ACO Senior Cadets' Strategy Convention both in print and on-line.

Execution

4. The Convention will be held at RAF Cranwell in the Station Learning Centre on 22-23 Jul 14. The Convention delegates will be high quality, senior air cadets aged 17-20. They will be drawn from the ATC, one from each wing (34), the CCF(RAF) (10), VGS Flight Staff Cadets (5) and the current holders of the Dacre Sword, Dacre Brooch and Sir John Thomson Sword, a total of around 50 cadets.

5. To promote and encourage free and open discussion and to get the maximum value from the limited time available, the cadets will be split into 6 small groups of around 7 cadets. Each group will discuss each of the issues in

turn. Each issue will be mentored by Topic Mentors, a VR(T) officer and/or HQ ACO staff, who will initiate the discussion and collate all the group's views on the issue for which they are responsible.

Dress

6. Dress for cadets and staff during the day and for the social event is to be smart casual clothes. Uniform is not to be worn.

Accommodation

7. Accommodation will be provided at RAF Cranwell. Accommodation for cadets and Mentors will be booked centrally by HQ ACO. Wg HQs (Wg Cdr CCF for CCF(RAF)) are to ensure that all accommodation requirements are detailed on the BADER page at the link below.

<https://sharepoint.bader.mod.uk/Lists/Cadets%20Convention/Cadets%20Convention.aspx>

8. The Camp Commandant is [REDACTED]. During the convention from 21 -23 July he can be contacted on [REDACTED]

9. On arrival at Cranwell cadets and mentors are to report to the Main Guard Room where accommodation details/keys will be issued.

Travel to Cranwell

10. Cadet's Region or Wing HQ or Section Commander is to organise the travel of cadets to Cranwell. Cadets are not entitled to claim Motor Mileage but if they travel with CFAVs attending the event the CFAVs are entitled to claim. Cadets can be issued with Rail Tickets by WHQ (ATC) or their Section Commander (CCF(RAF)). MT from and to Grantham Rail Station will be arranged as follows:

21 June – Depart Grantham station 1500.

22 June – Depart Grantham station 1000.

23 June – Depart RAF Cranwell to Grantham Station 1330.

Administration





11. All cadets attending the convention are to complete the attached Medical Declaration Form and the attached Cadet Activities Consent & Health Form. Both forms are to be carried by the cadet to the convention.



12. Adult staff attending are to bring a completed Staff Activities Next of Kin and Health form, also attached.

Costs

13. HQ ACO will cover all the accommodation and messing costs of the cadets. HQ ACO will also cover the costs of all refreshments at the Convention and the social event in the Bowling Alley.

Programme

Serial	Date Time	Event	Location	Action	Notes
1	21-22 Jul 14	Cadets arrive at RAF Cranwell		MT, Cadets, Camp Comdt	Those Cadets on the 22 Jun 1000 MT run from Grantham station to come directly to the Station Learning Centre for 1100 start.
2	22 Jul 0945- 1045	Topic Mentor Training Session	Station Learning Centre Classroom 2	 All Topic Mentors	
3	22 Jul 1100	Comdt Opening Address	Classroom 3 Station Learning Centre	Air Cdre McCafferty Cadets, Mentors,	
4	1130- 1145	Convention Briefing – Allocation of Group members	Classroom 3		
5	1145- 1230	Lunch in Groups	JRM		Groups to lunch together- 'Get to Know You'
6	1245- 1315	Meet in Classroom 3 Convention Photo Move to first Room	Classroom 3	 Topic Mentors, Comdt	Media and Comms to Organise Photographer
7	1315- 1400 1405- 1450	Group discussions 2 sessions of 45 mins with 5 min rotation time	Group Rooms Station Learning Centre	Topic Mentors	2 sessions of 45 mins with Groups rotating between Rooms

		between rooms			
8	1450-1520	Tea/Soft drinks break	TBC		
9	1520-1605 1610-1655	Group discussions 2 sessions of 45 mins with 5 min rotation time between rooms	Group Rooms	Topic Mentors	2 sessions of 45 mins with Group rotating between Group Rooms
10	1655-1715	Hot wash up day 1	Classroom 3	 Topic Mentors, Cadets	Chance to highlight admin and process problems
11	1715-1745	Evening Meal	JRM		
12	1930-2200	Social Event	Bowling Alley	Cadets, Mentors, COS, 	
13	O/N	Overnight	Accommodation Block	VR(T) Supervision as Required	OASC Candidates Mess if available
14	23 Jul 14 0700-0800	Breakfast	JRM		
15	0830-0915 0920-1005	2 x45 min sessions with 5 min rotation time between rooms	Rooms	Topic Mentors, Cadets	Topic Mentors to collate all the views of all Groups on their topic to present Feedback (Serial 16)
16	1005-1145	Feedback by. Topic Mentors. Discussion.	Main Hall	Topic Mentors, All	COS, Regn Comdts and in attendance
17	1145-1200	Closing Address	Main Hall	COS	
18	1200-1230	Lunch	JRM	Cadets	
19	1330	Cadets disperse		Cadets	MT Booked to Station as required

Topic Mentors

14. The Topic Mentors will each be allocated a topic (eg. The use of social media.). They will host each cadet group in turn for 45 mins, initiating the discussion and recording the views and decisions. The Topic Mentors remain in the same room, the cadets rotate around the rooms. The Topic Mentors are to promote and, where necessary re-focus the discussions. They are not to express their views or influence the cadets. They will then, during the last 2 sessions, collate all the views. Each mentor will be given 10 mins during the feedback session (serial 16) to summarise the views of the cadets; for example, "90% of the cadets believe X". "The most popular solutions to issue X are...." All the significant ideas and views are to be recorded in legible form for future action.

15. Mentors are to be VR(T) one from each region supported by some key HQ ACO staff. Mentor briefing and training will be provided by [REDACTED] from 0945-1045 on 22nd July in Classroom 2 in the Station Learning Centre.

Topics

Serial	Topic	Notes
1	Retention and role of senior cadets. Cadet leaving age.	How do we encourage more cadets to stay on past age 16? Impact of GCSE and A-level commitments. Cadets at University. Maximum age 20 or 18? Issues of cadets who are legally adults.
2	Scope and priority of the cadet experience activities.	Are the Core Cadet Activities the right ones? Changes and additions. Where should we prioritise funding within the Core Cadet Activities?
3	The use of social media.	Better positive use of social media. Problems, misuse and the current ACO Regulations. On-line relationships between senior cadets and young CFAVs
4	How best to mark the ATC 75 th anniversary in 2016	Ideas to best engage all cadets.
5	<i>(Two 20 minute sessions)</i> Adult Recruitment. Camps the future.	How do we attract and keep CFAVs? How do we improve camps?
6	Open Forum	Free discussion on any strategic issue (other than those above) that impacts the ACO as a whole. Avoid the parochial - "On my Sqn we...." Encourage the holistic - "The ACO would be better if..."

Convention Rules and Guidance

16. It is important that the senior cadets feel free to express their genuine views and that time is not wasted on the irrelevant or the parochial. To encourage this the following rules and guidance will be enforced:

- a. All discussions will be conducted with politeness and courtesy.
- b. There is no rank in the discussions, the view of each individual has equal value.
- c. 'Chatham House' rules apply. That means that the output from the Convention is anonymous – we will not report that " Cadet Sgt Smith said X" instead we will record that "80% of the cadets agreed X".
- d. The discussions must be strategic and focused on the future not on what happens on one particular Sqn or Wing, or what has happened in the past.
- e. The discussion must be realistic in particular in relation to resources and the law. The ACO is highly unlikely to have substantial increases in resources or to be able to change the laws that impact cadet activity – CRB/DBS etc.

Contacts

17. If you have any questions before the Convention please call or e-mail

[REDACTED]

[REDACTED]

SO1 Coord

Civil

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

16. During the Convention the emergency contact numbers is:

[REDACTED]

SO1 Coord

HQ ACO

Annexes:

- A. Session Plan.
- B. Internal Plan of Station Learning Centre.

Attachments:

1. Medical Declaration Form.
2. Cadet Activities Consent & Health Form.
3. Staff Activities Next of Kin and Health Form.

14 Sep 14

ACO SENIOR CADETS' STRATEGY CONVENTION FEEDBACK

Introduction

1. The ACO held a Senior Cadets' Strategy Convention at RAF Cranwell in the Station Learning Centre on 22-23 Jul 14 (Annex A). The Convention delegates were high quality, senior air cdt's aged 17-20, one from each wing (34), the CCF(RAF) (10), VGS Flight Staff Cadets (5), the current holders of the Dacre Sword, Dacre Brooch and Sir John Thomson Sword, a total of around 50 cdt's. The Aim of the ACO Senior Cadets' Strategy Convention was to involve the senior cdt's of the ACO in the development of the ACO 2020 Strategy thus involving all layers of the ACO in the decision-making process ensuring that the best ideas are exposed and that associated change is widely supported throughout the Organisation.

Aim

2. The Aim of this document is to compile the leading themes from the various topics of discussion and to produce a coherent set of recommendations to take forward and implement where practicable. The detailed notes from each discussion topic can be found in Annexes B to H.

Topics

3. The topics discussed at the ACO Senior Cadets' Strategy Convention were as follows:

Serial	Topic	Notes
1	Retention and role of senior cdt's. Cdt leaving age.	How do we encourage more cdt's to stay on past age 16? Impact of GCSE and A-level commitments. Cdt's at University. Maximum age 20 or 18? Issues of cdt's who are legally adults.
2	Scope and priority of the cdt experience activities.	Are the Core Cdt Activities the right ones? Changes and additions. Where should we prioritise funding within the Core Cdt Activities?
3	The use of social media.	Better positive use of social media. Problems, misuse and the current ACO Regulations. On-line relationships between senior cdt's and young CFAVs
4	How best to mark the ATC 75 th anniversary in 2016	Ideas to best engage all cdt's.
5	<i>(Two 20 minute sessions)</i> Adult Recruitment. Camps the future.	How do we attract and keep CFAVs? How do we improve camps?
6	Open Forum	Free discussion on any strategic issue (other than those above) that impacts the ACO as a whole. Avoid the parochial - "On my Sqn we...." Encourage the holistic - "The ACO would be better if..."

Summary of Findings

4. **Retention and role of senior cdt's and the cdt leaving age.** The top themes that resulted from this discussion (Annex B) were as follows:

- a. Cdts requested that CFAV treat cdts over the age of 16 as young adults and not as children. Giving over 16's small roles/projects and thus more responsibility would aid this making them feel valued. This was a prevalent theme throughout the conference.
- b. Approximately 90% of cdts believed that the main reason for cdts over the age of 16 who leave, leave due to not being promoted. By not being promoted, they believe they then become less of a priority both as not being part of the NCO cadre or for places on the cdt programme with cdts aged 13-15 being the priority.
- c. Whilst the advertising of the 16+ programme for cdts was acknowledged as being effective, 40% of the attendees were not knowledgeable and thus more promotion work was required. All agreed that a link from this to FE/HE and future employment needs to be strengthened including the BTEC, First Aid and DoFE.
- d. More work needs to be conducted across the ACO to formulate an 'Exam Strategy' such as; working the trg programme around the exam months, enabling cdts to submit a 'leave pass' for the exam period without their absence being frowned upon, local sqns joining up during the exam period to maximise resources.
- e. Cdts who are at University/FE College and who spend term times away from their sqn should be placed into a Admin Flt or a Non-Effective Pool to enable them to be managed better i.e. free up the place for promotion of other cdts, get them up to speed with sqn business faster and provide a better transfer service should the cadet wish to move to a sqn nearer their University.
- f. 95% of cdts agreed that the cdt leaving age should remain at 20 however, they stipulated that they would like the barriers to becoming a uniformed member of staff upon leaving the cdt force removed.

5. Scope and priority of the cadet experience activities. The top themes that resulted from this discussion (Annex C) were as follows:

- a. Flying for most, was the reason why they joined the Air Cadets and they would like more of it! This includes both gliding and other RAF assets such as helicopters and transport aircraft.
- b. Shooting was the other main attraction for joining the Air Cadets however, all agreed that the policy and running of the activity needs to be overhauled so that it is exposed to the cadets in a more standardised manner.
- c. All agreed that a first aid qualification was a useful one to have and all would like it to be mapped to their Cadet CV, older cdts would like to be offered the First Aid at Work qualification as a transferrable skill for future education/employment.
- d. All agreed that they would like to see opportunities for Sport, AT, Drill, Fieldcraft and Camps increase, agreeing that combination and cross use of resources to achieve this would be acceptable.
- e. Some areas of the cdt experience need to be modernised or removed such as; Radio, Basic Trg 1st Class Cdt logbooks, Senior/MAC modules, NCS and standardisation of JNCO/SNCO courses.

6. The use of social media. The top themes that resulted from this discussion (Annex D) were as follows:

- a. The majority of Cdts and Sqns had Facebook (FB) pages but were used in varying degrees with varying degrees of access granted to different groups (i.e. different ranks and

parents). It appears that there is no policy for FB pages but all agreed that the ACO would benefit if they were standardised. This sentiment was also shared for Sqn web pages.

b. Cdts disagreed with the ACO policy of deleting friends under the age of 18 once they had turned 18. Many of them found this a hard instruction to follow.

c. Cdts would like to see a dedicated YouTube channel hosting lessons, cdt induction/camp films and a filmed weekly update from the Cmdt.

d. Cdts would like to see the development of a free ACO App that hosted links to policy, documents and relevant social media pages.

e. The majority agreed that the impact of Social Media is huge and so would like to see a media course developed and delivered by the ACO covering the use of social media effectively, the do's and don'ts' and privacy settings.

f. All who took part in the Social Media discussion recognised the power and value of social media. The opinion was that the negatives were a result of lack of understanding by individuals, whether they be junior cdts or senior CFAVs. It was felt that abuse would always exist, but that social media was just a means by which the bully or abuser could now conduct their abuse; if social media did not exist, those same people would be bullying or abusing in different ways.

7. **How best to mark the ATC 75th anniversary in 2016.** This activity is well established and a detailed plan of proposed events are detailed at Annex E.

8. **Adult Recruitment.** The top themes that resulted from this discussion (Annex F) were as follows:

a. 95% of cdts felt that more opportunities should be opened up to them at age 18 in order to "be more useful" as staff cdts, taking on more of a staff role by being offered courses such as RCO, BELA, ML the incentive of courses and training would encourage more to stay on as members of staff.

b. 90% of cdts had perceptions that "Officers are stuck in the office" and "uniformed staff don't get as much chance to interact with the cdts as CI's". As such, cdts were being put off making the transition to staff by this admin burden.

c. In the main, the cdts felt it took too long for them to become staff and around 50% of the cdts thought they had to become a CI before they became uniformed staff and were put off by this.

d. At least 60% of cdts did not realise they could transfer sqns when they moved to university. They also felt that if they had started to be trained as staff or undertaken adult courses demonstrated commitment on their part and so would be more of an incentive to transfer to a unit nearer to the university. The CCF representatives said they would like to be able to easily transfer to an ATC sqn when they go to university.

e. Cdts felt that the current adult recruitment material was not clear enough on the opportunities available to staff and the different activities they can do within the ACO.

9. **Camps the future.** The top themes that resulted from this discussion (Annex G) were as follows:

a. 100% of cdts said they would like to see more "Green Camps" and thought they were a very positive experience adding the much needed "adventure" they joined for. Cdts

were also quite keen to see more opportunities for AT abroad as they felt this is the sort of opportunities that the ACO should offer.

b. 95% of the cdts had no issue with going on an annual camp and staying in tents providing that; adequate ablutions were available, there was somewhere dry to keep kit in wet weather, space to iron and prep uniform and there was an adequate number of power sockets.

c. All cdts wanted more places on camps and felt that wing run camps were a good way to boost a cdts chance of going away on a camp however, they felt that these should be more standardised around the regions and Corps. Cdts also felt they didn't always have to stay on an RAF stations when they went on camps and would happily stay at other MOD sites if it increased the chances of more camps.

d. 90% of cdts were in favour of more participation in tri-service camps with the ACF/CCF/SCC at different DTE's around the country. Cdts seemed to keep suggesting a large scale tented camp for approx 500 cadets with a range of different activities akin to a scout's jamboree and cited RIAT as an example. Cdts wanted to see more overseas camp places as they felt that this is an excellent opportunity and adds much needed adventure to the cdt experience.

e. Cdts when on a "blue" camp wanted to experience more of the RAF in action by having a more focused work experience type camp spending a day working with a particular section rather than just visiting it as they felt that this was repetitive and boring. Cdts felt that this would help them have more of an insight into an RAF career and was something the cdts felt strongly about and would like to see changed.

f. Cdts would like a "senior camp" for cdts aged 17+ so "they weren't babysitting" enabling them to relax and enjoy the camp themselves; this theme was common among the cdts. Citing the Cadet Convention as an example how they felt they were "being treated as adults" rather than like the other junior cdts.

10. **Open Forum.** The top 6 themes that resulted from this discussion (Annex H) were as follows:

- a. .
- b. .
- c. .
- d. .
- e. .
- f. .

Recommendations and Observations

11. **Retention and role of senior cadets and the cadet leaving age.** It is recommended that:

- a. Give over 16's on the sqn small roles/projects thus more responsibility.

- b. Adult staff to work with over 16s encouraging them to embrace new opportunities that are not open to the younger cadets, in particular, taking advantage of the Air Cadet Magazine.
- c. ACO to work to strengthen the link between FE/HE and future employment and the ACO syllabus, including the BTEC, First Aid and DofE.
- d. ACO to formulate an 'Exam Strategy' policy directing the sqns to work their trg programmes around the exam months.
- e. ACO to develop a 'Roaming Pool' on SMS enabling cdts who are at University/FE College and who spend term times away from their sqn to be managed better.
- f. The cdt leaving age to remain at 20 however, barriers to becoming a uniformed member of staff upon leaving the cdt force to be removed.

12. Scope and priority of the cadet experience activities. It is recommended that:

- a. Increase the number of flying opportunities for cdts even if other assets are used such as helicopters and transport aircraft.
- b. ACO to overhaul and standardise the opportunities for cdts to be exposed to rifles and shooting. Additional types of shooting to be offered i.e. clay pigeon shooting and air rifles.
- c. Older cdts (16+) to be offered the First Aid at Work qualification as a transferrable skill for future education/employment.
- d. Increase opportunities for Sport, AT, Drill, Fieldcraft and Camps exploring combining resources with other cadet forces to achieve this.
- e. Modernise or remove; Radio trg, Basic Trg 1st Class Cdt logbooks, Senior/MAC modules, NCS and look at standardising JNCO/SNCO courses.

13. The use of social media. It is recommended that:

- a. ACO through best practice produce FB and website templates for sqns.
- b. ACO to review policy of deleting friends under the age of 18 once they themselves had turned 18.
- c. ACO to commission a YouTube channel hosting lessons, cdt induction/camp films and a filmed weekly update from the Cmdt.
- d. ACO to develop a free App that hosted links to policy, documents and relevant social media pages.
- e. ACO to produce a media road show trg cse covering the impact of Social Media, the use of social media effectively, the do's and don'ts' and privacy settings.

14. Adult Recruitment. It is recommended that:

- a. Offer professional cses to over 18s i.e. RCO, BELA, ML.
- b. ACO to investigate establishing an Adjt slot on sqns to tke control of sqn admin thus freeing up the other uniformed staff to engage more with the cdts.

- c. ACO to remove the requirement of a cdt to be a CI before applying to be a VRT.
- d. ACO to provide clear policy on the cdt transfer process between sqns – including CCF to ATC.
- e. ACO to review and improve the adult recruitment information.

15. **Camps the future.** It is recommended that:

- a. ACO to review how to enable the ability to increase 'Green Camps' and camps overseas adding much needed adventure to the cdt experience.
- b. ACO to investigate ways of improving tented camps and other ways of providing accommodation on camps i.e. mobile accn units.
- c. ACO to increase the number of Wg/Reg Tri-service level camps if this would increase available places on camps i.e. RIAT.
- d. ACO to engage with Stns to enable cdts when on a "blue" camps where possible to have a more structured work experience rather than just visiting, assisting them to have more of an insight into an RAF career.
- e. ACO to develop a Snr Cdt Camp for cdts aged 17+.

16. **Open Forum.** It is recommended that:

SO1 Coord

Ext

Civil

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

Annexes:

- A. ACO Senior Cadets' Strategy Convention Admin Order.
- B. Session Notes: Retention and Role of Senior Cadets and the Cadet Leaving Age.
- C. Session Notes: Scope and Priority of the Cadet Experience Activities.
- D. Session Notes: The use of Social Media.
- E. Session Notes: How best to mark the ATC 75th Anniversary in 2016.
- F. Session Notes: Adult Recruitment.
- G. Session Notes: Camps the Future.
- H. Session Notes: Open Forum.

ACO SENIOR CADETS' STRATEGY CONVENTION ADMIN ORDER

20140620-Strat Conv

21 Jun 14

ACO SENIOR CADETS' STRATEGY CONVENTION

Introduction

1. The ACO is developing an evolving Strategy and associated action plans to modernise and develop the Organisation out to 2020. One of the key themes of this work is inclusivity: involving all layers of the ACO in the decision-making process ensures that the best ideas are exposed and that associated change is widely supported throughout the Organisation.

Aim

2. The Aim of the ACO Senior Cadets' Strategy Convention is to involve the senior cadets of the ACO in the development of the ACO 2020 Strategy.

Objectives

3. The Objectives of the ACO Senior Cadets' Strategy Convention are:
- a. To hold a Convention of senior cadets from both the ATC and CCF (RAF) at HQ ACO RAF Cranwell.
 - b. To obtain the senior cadets' views on a range of key issues currently under consideration, including: cadet leaving age, retention and the role of senior cadets; scope and priority of the cadet experience activities; the use of social media; and how best to mark the ATC 75th anniversary in 2016.
 - c. To hold open forum sessions with the senior cadets to allow them to raise their issues of concern.
 - d. To widely publicise the outcomes of ACO Senior Cadets' Strategy Convention both in print and on-line.

Execution

4. The Convention will be held at RAF Cranwell in the Station Learning Centre on 22-23 Jul 14. The Convention delegates will be high quality, senior air cadets aged 17-20. They will be drawn from the ATC, one from each wing (34), the CCF(RAF) (10), VGS Flight Staff Cadets (5) and the current holders of the Dacre Sword, Dacre Brooch and Sir John Thomson Sword, a total of around 50 cadets.
5. To promote and encourage free and open discussion and to get the maximum value from the limited time available, the cadets will be split into 6 small groups of around 7 cadets. Each group will discuss each of the issues in turn. Each issue will be mentored by Topic Mentors, a VR(T) officer and/or HQ ACO staff, who will initiate the discussion and collate all the group's views on the issue for which they are responsible.

Dress

6. Dress for cadets and staff during the day and for the social event is to be smart casual clothes. Uniform is not to be worn.

Accommodation

7. Accommodation will be provided at RAF Cranwell. Accommodation for cadets and Mentors will be booked centrally by HQ ACO. Wg HQs (Wg Cdr CCF for CCF(RAF)) are to ensure that all accommodation requirements are detailed on the BADER page at the link below.

<https://sharepoint.bader.mod.uk/Lists/Cadets%20Convention/Cadets%20Convention.aspx>

8. The Camp Commandant is . During the convention from 21 -23 July he can be contacted on

9. On arrival at Cranwell cadets and mentors are to report to the Main Guard Room where accommodation details/keys will be issued.

Travel to Cranwell

10. Cadet's Region or Wing HQ or Section Commander is to organise the travel of cadets to Cranwell. Cadets are not entitled to claim Motor Mileage but if they travel with CFAVs attending the event the CFAVs are entitled to claim. Cadets can be issued with Rail Tickets by WHQ (ATC) or their Section Commander (CCF(RAF)). MT from and to Grantham Rail Station will be arranged as follows:

21 June – Depart Grantham station 1500.

22 June – Depart Grantham station 1000.

23 June – Depart RAF Cranwell to Grantham Station 1330.

Administration

11. All cadets attending the convention are to complete the attached Medical Declaration Form and the attached Cadet Activities Consent & Health Form. Both forms are to be carried by the cadet to the convention.







12. Adult staff attending are to bring a completed Staff Activities Next of Kin and Health form, also attached.

Costs

13. HQ ACO will cover all the accommodation and messing costs of the cadets. HQ ACO will also cover the costs of all refreshments at the Convention and the social event in the Bowling Alley.

Programme

Serial	Date Time	Event	Location	Action	Notes
1	21-22 Jul 14	Cadets arrive at RAF Cranwell		MT, Cadets, Camp Comdt	Those Cadets on the 22 Jun 1000 MT run from Grantham station to come directly to the Station Learning Centre for 1100 start.

2	22 Jul 0945-1045	Topic Mentor Training Session	Station Learning Centre Classroom 2	 All Topic Mentors	
3	22 Jul 1100	Comdt Opening Address	Classroom 3 Station Learning Centre	Air Cdre McCafferty Cadets, Mentors,	
4	1130- 1145	Convention Briefing – Allocation of Group members	Classroom 3		
5	1145- 1230	Lunch in Groups	JRM		Groups to lunch together- 'Get to Know You'
6	1245- 1315	Meet in Classroom 3 Convention Photo Move to first Room	Classroom 3	 Topic Mentors, Comdt	Media and Comms to Organise Photographer
7	1315- 1400 1405- 1450	Group discussions 2 sessions of 45 mins with 5 min rotation time between rooms	Group Rooms Station Learning Centre	Topic Mentors	2 sessions of 45 mins with Groups rotating between Rooms
8	1450- 1520	Tea/Soft drinks break	TBC		
9	1520- 1605 1610- 1655	Group discussions 2 sessions of 45 mins with 5 min rotation time between rooms	Group Rooms	Topic Mentors	2 sessions of 45 mins with Group rotating between Group Rooms
10	1655- 1715	Hot wash up day 1	Classroom 3	 Topic Mentors, Cadets	Chance to highlight admin and process problems
11	1715- 1745	Evening Meal	JRM		
12	1930- 2200	Social Event	Bowling Alley	Cadets ,Mentors, COS, 	
13	O/N	Overnight	Accommodati on Block	VR(T) Supervision as Required	OASC Candidates Mess if available
14	23 Jul 14 0700- 0800	Breakfast	JRM		
15	0830-	2 x45 min	Rooms	Topic	Topic Mentors to collate

	0915 0920-1005	sessions with 5 min rotation time between rooms		Mentors, Cadets	all the views of all Groups on their topic to present Feedback (Serial 16)
16	1005-1145	Feedback by Topic Mentors. Discussion.	Main Hall	Topic Mentors, All	COS, Regn Comdts and in attendance
17	1145-1200	Closing Address	Main Hall	COS	
18	1200-1230	Lunch	JRM	Cadets	
19	1330	Cadets disperse		Cadets	MT Booked to Station as required

Topic Mentors

14. The Topic Mentors will each be allocated a topic (eg. The use of social media.). They will host each cadet group in turn for 45 mins, initiating the discussion and recording the views and decisions. The Topic Mentors remain in the same room, the cadets rotate around the rooms. The Topic Mentors are to promote and, where necessary re-focus the discussions. They are not to express their views or influence the cadets. They will then, during the last 2 sessions, collate all the views. Each mentor will be given 10 mins during the feedback session (serial 16) to summarise the views of the cadets; for example, "90% of the cadets believe X". "The most popular solutions to issue X are...." All the significant ideas and views are to be recorded in legible form for future action.

15. Mentors are to be VR(T) one from each region supported by some key HQ ACO staff. Mentor briefing and training will be provided by 0945-1045 on 22nd July in Classroom 2 in the Station Learning Centre.

Topics

Serial	Topic	Notes
1	Retention and role of senior cadets. Cadet leaving age.	How do we encourage more cadets to stay on past age 16? Impact of GCSE and A-level commitments. Cadets at University. Maximum age 20 or 18? Issues of cadets who are legally adults.
2	Scope and priority of the cadet experience activities.	Are the Core Cadet Activities the right ones? Changes and additions. Where should we prioritise funding within the Core Cadet Activities?
3	The use of social media.	Better positive use of social media. Problems, misuse and the current ACO Regulations. On-line relationships between senior cadets and young CFAVs
4	How best to mark the ATC 75 th anniversary in 2016	Ideas to best engage all cadets.
5	(Two 20 minute sessions) Adult Recruitment. Camps the future.	How do we attract and keep CFAVs? How do we improve camps?
6	Open Forum	Free discussion on any strategic issue (other than those above) that impacts the ACO as a whole. Avoid the parochial - "On my Sqn we...." Encourage the holistic - "The ACO would be better if..."

Convention Rules and Guidance

16. It is important that the senior cadets feel free to express their genuine views and that time is not wasted on the irrelevant or the parochial. To encourage this the following rules and guidance will be enforced:

- a. All discussions will be conducted with politeness and courtesy.
- b. There is no rank in the discussions, the view of each individual has equal value.
- c. 'Chatham House' rules apply. That means that the output from the Convention is anonymous – we will not report that "Cadet Sgt Smith said X" instead we will record that "80% of the cadets agreed X".
- d. The discussions must be strategic and focused on the future not on what happens on one particular Sqn or Wing, or what has happened in the past.
- e. The discussion must be realistic in particular in relation to resources and the law. The ACO is highly unlikely to have substantial increases in resources or to be able to change the laws that impact cadet activity – CRB/DBS etc.

Contacts

17. If you have any questions before the Convention please call or e-mail [REDACTED]

[REDACTED]
SO1 Coord

Ext [REDACTED]

Civil [REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

16. During the Convention the emergency contact numbers is: [REDACTED]

[REDACTED]
SO1 Coord
HQ ACO

Annexes:

- A. Session Plan.
- B. Internal Plan of Station Learning Centre.

Attachments:

1. Medical Declaration Form.
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3. Staff Activities Next of Kin and Health Form.

SESSION NOTES: RETENTION AND ROLE OF SENIOR CADETS AND THE CADET LEAVING AGE

SENIOR CADET CONVENTION 22 – 23 JULY 2014 – RETENTION AND ROLE OF SENIOR CADETS AND THE LEAVING AGE REPORT

1. The Mentors were tasked to discuss five aspects:
 - a. What can the Air Cadets do to encourage cadets to stay past the age of 16
 - b. The role of school exams and pressures on cadets leaving
 - c. What changes could be considered for cadets involved with school exams?
 - e. How do we make the Air Cadets more appealing for senior cadets?
 - f. Should the Air Cadets change the leaving age? if so, how and what should it be replaced with?
2. The discussion topics above were split into categories inline with example during the Mentor Trg Session. The full topic was discussed over a 45 minute period by each group in turn:
 - a. Encouraging cadets aged 16 plus to stay
 - b. The impact of exams
 - c. Cadets attending university
 - d. Max age, 18 or 20?
 - e. The legal age of 18
3. Encouraging Cadets aged 16 plus to stay: The following points were highlighted by the cadets:
 - a. CFAVs need to be strongly encouraged to treat cadets (specifically cadets aged 16 plus) as young adults and not as children (Young cadets). This appears to be a substantial area of concern.
 - b. It was perceived by 85-90% cadets in attendance that cadets leave the Air Cadets at age 16, as they have likely not been promoted (It was understood by all that not all can be promoted). The attendees believed the main issue for non-NCO cadets aged 16 not staying in the organisation was a lack of motivation, due to the fact the non-NCOs 'believed' that they could only complete the normal training cycle of cadet activity they had been previously completing aged 13 – 15, thus their 3rd year of being a 'cadet'. This was impounded by the fact it was likely to involve a lack of camp places and AEF/GIC being offered, as the cadets aged 13-15 would now take precedence for the limited slots to encourage them to stay.
 - c. All cadets showed enthusiasm for wider advertisement of Air Cadet Courses for the 16 and over via the Air Cadet magazine, social media and eye catching posters. There was also comment by a Staff Cadet to add an area to the Air Cadet web page where course reports written by cadets could be uploaded, which would assist other cadets (and CFAVs) know exactly what the courses entail. There were also suggestions made that links to you-tube videos or other media could be added to enhance the site. 40% of cadets present at the convention who were aged 18 - 19 were not knowledgeable on the activities open to cadets age 16 plus. This was commented on frequently by the cadets throughout the discussion periods. Many of the Convention attendees had excelled in the corps, but equally some had attained little and were frustrated they did not have access to all the facts available via Sharepoint, or through the Chain of Command. In the main they had stayed

committed, as they were NCOs and had a motivation to gain the next rank, not realising exactly what other opportunities were available.

d. Another idea that was discussed briefly to encourage cadets to stay on past age 16 was to highlight the skills/qualities the Air Cadet Organisation provides its young people to assist with entry into Further/Higher Education or employment. One group thought this may assist in motivating cadets to stay on to complete the BTEC in Aviation Studies, Activity First Aid Course or DOE Awards).

e. Squadrons need to be encouraged to work together, supported by Wing/Regional Staff Officers to provide the full cadet experience to avoid Sqns being 'branded' the AT/Shooting Sqn by the cadets on those Units. If cadets are not highly interested in the 'one' topic provided by the Sqn, then the general feeling was the cadets will leave.

f. CFAVs should be encouraged to give cadets over the age of 16 small roles within the Sqn, even if not a NCO. Giving them some of sense of responsibility, should help them feel valued and not give them a repetitive cadet experience as they have had since joining.

g. Sharepoint Trg/use should be provided at Sqn level for older cadets.

h. Standardisation is a massive issue, with regards to how cadets age 16 are treated on the Sqn and what opportunities are advertised to them.

4. The impact of exams: The following points were highlighted by the cadets:

a. Activities at Wing level need to be planned in advance and advertised at Sqn level for cadets to see, but most importantly the activities should not clash with the exam period or indeed the revision lead period. This is mainly because specific progressive training preparation may be required for competitions, such as Drill. Cadets reported at times; they can feel pressured into attend Trg sessions and are sometimes informed by the CFAV personnel they should not let the Sqn down.

b. If Sqns are short of cadets during the exam period, joint working with local Sqns should be looked at (or Sector Trg). If not possible, then specific cadet Trg should take place for the younger cadets to develop them while the older cadets are absent.

c. Bader SMS should have a tick box on the register for 'exam leave', to emphasise it is an acceptable absence. CFAV should be educated and encouraged to positively accept cadets will take exam leave.

d. CFAVs should plan fun activities in the period when the exams are over and the school holidays begin. Another popular idea was to have a certain date agreed prior to the exam period where the Sqn would have an end of exam party/BBQ. There was also a thought to have an Air Cadet National end of exam party week, where every Sqn would be encouraged to have a 'party' at some point during the selected week. (It was appreciated that some exam periods are different and this would need to be looked at).

e. There was a consensus that a number of CFAVs did not fully understand the exam pressures of today's cadets or the need to gain good grades, which was thought needed to be formally addressed, as the attendees at the convention felt cadets should not feel obliged to attend at this important time. Some cadets did emphasise that they would attend the Sqn as normal during the exam time, but they saw it as a break away from the revision (as agreed with parents etc). It was noted; however, exam time was not the appropriate time of year to have Classification Trg, or Ultilearn Assessments for the cadets taking exams at school.

f. A number of the attendees liked the idea of senior cadets running exam study Trg sessions, where facilities allowed for the cadets involved in the school exams.

5. Cadets attending University: The following points were highlighted by the cadets:

a. The cadets who were already at University and had been involved in re-location for long periods of time in the main appeared to wish to stay with their local Sqn, but some showed interest to transfer to a closer Sqn to their University location during term time. There were strong views on being authorised to represent their local Sqn, or attend local Sqn based activity, where possible at any time during term time. The majority of cadets were not aware of the simple process of transferring a cadet to another Sqn. It was clear that in some areas, this process had been discouraged resulting in cadets leaving, or believing it was a difficult process or would affect local Sqn statistics.

b. Discussions highlighted when cadets move to University out of the local area it can be a disadvantage to the cadets who are in the lower ranks, as the establishment for NCOs does not allow further promotions, while the university student is out of area for long periods of time. Some cadets reported their Sqns did currently promote other cadets; but all agreed, that there should be a formal change to the official policy to standardise the process to allow an increased establishment in this particular circumstance.

c. A number of cadets reported they did not like the University cadets returning after many months of absence and 'throwing their weight around', or wishing to make changes to what the present NCO Team had put in place in their absence. It was highlighted by one group that cadets who have been absent for long periods of time should have an interview on their return, to bring them up to speed and a role provided, that will be more supportive of the Sqn activity, rather than IC Sqn/NCOs again for example. A number of cadets from larger Sqns mentioned they had an Admin Flight, where 'university cadets' would be placed, so out of the chain of command of the cadet flights. There was another common agreement by the discussion groups, cadets attending university, but still wished to attend the Sqn at holiday times only should be put in a pool, a bit like the Non-Effective Pool (NEP) for CFAVs.

d. Cadets were keen to encourage the cadets going off to university to train 'the NCO Team' in the roles they were performing, prior to their departure, so it was a slick process. In a number of Sqns the top layer of NCOs can be lost to university, so recognised training possibly could be mentioned in the Jnr/Snr NCO Courses specifically may help recognise this common issue.

e. Although the discussion centred on university students, it should be noted that Further Education College courses can put similar demands on students, with mandatory work placements and courses, with little free time. Cadets may also have to commute long distances to the course of their choice, or like university students they may have to move locations.

b. A number of cadets thought it would be the end of the CWO rank (leaving at age 18), as it could not be fitted in effectively between 12- 17. They also thought an 18 year old CIs would be too young and would lack experience, although appreciated presently there are CGIs at 18, but it was recognised that the role on a VGS would be very specialist compared to one on an average Sqn.

c. There was a high percentage of cadets present who admitted they would have/ will leave at 18 if it was to be the upper age, as there would be little for them to return to do as CFAVs. There was a strong consensus that they wanted to keep participating in ACO activity aged 18 – 20 and not become facilitators of ACO activity. Some cadets discussed what they had achieved in the time after turning age 18 and pointed out they would not have had the time to fit in prior to age 18. Some expressed the 18+ yrs were the best years of their Cadet Service.

d. When a pebble was thrown into the pond, giving the cadets the option of a possible CFAV role, which gave them the opportunity to continue with sports and completing the plums of the ACO, such as the Scholarships, IACE etc. it became far more appealing to the majority to stay in the organisation until age 20. It was apparent that the overwhelming thoughts were that the cadets all still need to have a sense of achievement/participation to motivate them, as they felt they were not yet able to cope with only organising activity/ instructing activity for cadets with no other motivation than to witness cadets develop and improve performance, or develop their own personal skills.

e. It was well documented that the cadets wished to have specific/meaningful roles on a Sqn, starting at age 16 (whether a NCO or not) and being actively developed up to age 18 and beyond. This was important to all. It was thought the roles could become official roles across the Corps and that all Sqns would be encouraged to delegate to their cadets. This would formally focus and give responsibility to the cadets and encourage more to stay longer. The roles could be based loosely on the CFAV roles; therefore, contributing to an effective transition period, prior to reaching age 20.

f. A great number of Wgs impose a ruling that cadets must become a CI prior to Uniformed Service, no matter the thoughts of the cadet (Duration averaged around the 6 month mark). Moving Sqns is not an action the cadets in general liked and a number stressed they would rather leave and reported a number of their peers have. It is without doubt a difficult step to take (to move Unit), but can assist in the development of junior members of staff/assist other units lacking in CFAVs. (Possibly standardising the process/giving understanding of the process may help) It was thought that direct entry to uniformed service needed to be widely encouraged, where there are suitable candidates to standardise the process. A number of cadets mentioned CWOs (Wg Appointment) were being asked to move to other Sqns in the Wg to assist, or give help with an area they were specifically qualified or experienced in. This appeared to appeal to a number of cadets, as it would enhance their skills and give them a real sense of value. (The only negative area appeared to be cadets can't claim for fuel costs).

7. The Legal Age of 18: The following points were highlighted by the cadets:

a. Very few cadets wished to take full responsibility as an 18 yr old adult. In the main, where a cadet held a National Governing Body (NGB) award they were confident in their ability and knowledge of the activity to act as the legal adult responsible. The difficulty came, when there was no NGB award required and therefore the cadets felt they would always look to the CFAV for advice. Some cadets did feel the training of new staff should be substantial/progressive, as the Basic Adult Staff Induction Course was possibly not enough.

b. One cadet came up with the idea of a disclaimer, where 18+ aged cadets could opt in/out of agreeing to take on the full responsibility as a legal adult. This idea was welcomed by the majority who were informed about the idea, after it was raised by one group on the Tuesday afternoon.

c. The subject of social media was raised, with the gripe that 18+ cadets should be able as a legal adult be friends with CFAVs. At present they can't be friends with cadets or CFAVs, so in affect do not fit in with either category.

SESSION NOTES: SCOPE AND PRIORITY OF THE CADET EXPERIENCE ACTIVITIES

Flying

Difference of opinion on whether there was enough of it. Some groups said it was absolutely fine (but obviously even more would be welcome), some groups said there wasn't enough.

Able to ask Sqns about further chances

Possible big gap after getting 1st AEF before flying again

Concern about small stature cadets vs labeling flying as a "core activity" – they can't participate if they're too small

Can we lower/remove the minimum age, otherwise cadets lose interest. Particularly with lower joining age

Flight sims as an alternative, although difference of opinion on whether they would be useful in training cadets prior to flight. A computer in a classroom is not the same as flying for real in a Tutor!

Have simulators at AEF/VGS in case of not being able to fly (otherwise it can be a wasted trip)

If flying was removed as a core activity, only a small amount of cadets would leave

It puts the "Air" into "Air Cadets" – promotes interest in aviation (core aim)

It's why people join

Older cadets aren't getting flights due to lack of slots – given to newer/younger cadets as priority.

Shorter flights – more funding for servicing?

Staff cadets at AEF/VGS need financial support for transport costs.

What's the point of a flying scholarship if you don't go solo?

More RAF-based experience flights (chinooks and similar)

Gliding

Similar big gap between 1st time and anything else (GS or otherwise)

But people enjoy their GS when they get it

Condense the GIC1/2/3 into a single course? (a few said this)

More gliding slots required! Concern over allocation fairness

Suggestion that rather than a Wg FGLO contacting the VGS and managing it that way, that the VGS staff handle allocations for Sqns and pass that directly to Wing.

Training prior to actual flights eg on simulators

Consideration should be given to the balance of GS vs normal experience flights – felt that there was a larger prioritization of GS.

Perception that the funding is in the wrong place – aircraft seem to be serviced at End of Life rather than regularly ongoing

Powered gliding is not real gliding! (may be possible local issue – pilots refusing to turn the engine off in Vigilant flights)

Shooting

USP for the ATC

Attraction to new recruits as we offer this (and other ACF activities) AND flying – like the ACF+1

Instills discipline – carries through into the rest of the cadets' ATC life

More funding required

Concerns raised about the Shooting Development Team being too cliquey, a "closed" group with the same participants – not spread around enough

We don't do enough of it!

More courses should be made available for staff, and advertised better.

Recent changes in qualification requirements for staff have been problematic – existing qualifications were rendered invalid and staff struggle to find time to attend the small amount of courses which are spread over long periods.

Definite support for the introduction of air rifles and clay pigeon shooting

Inconsistencies between us and the ACF – ACF can fire blanks on exercises, we can't.
More involvement from Region to regulate equal access – some Sqns getting loads of shooting time at larger ranges, others getting none.
Needs an overhaul – money appears to be wasted with ranges not being used or maintained
Weapons and ammunition transport policy has hindered availability of shooting and made it more difficult.
More L81 opportunities needed – some cadets hadn't seen the weapon, others had fired it multiple times
Consider changing the No.8 rifle – some cadets said it was too heavy for the younger cadets to manipulate.
Allow staff cadets to do coaching courses/other qualifications – they're adults.
More communication/liaisons between us, ACF and CCF to encourage use of each others' facilities.

First Aid

Make YFA compulsory as part of 1st class
Make YFA compulsory anyway (some groups differed in opinion on this)
We should offer First Aid at Work
VGS query – is this offered for VGS cadets? Didn't appear to be.
Useful qualification to have outside of ATC – seen as valuable by employers. Life skills!
Integrate the Heartstart course into the AFA course
Shouldn't need a separate Heartstart instructor qualification if you already hold a higher FA qualification anyway.
Concern over equipment availability (one cadet mentioned that the BHF had supplied gear for them free of charge upon asking)
Requal period is too long eg 3 years – compared to something like a WHT which is only 6 months. Seems daft!
Course equivalence – you can do other FA courses that equate to or teach more than the green badge, but you can't get the green badge because of accreditation reasons – seems daft.
Wing/Region/Corps FA competitions awareness – not consistently promoted, so cadets were unaware they existed.

BTEC

Valuable
Frustration about the delays in getting them issued
What about opportunities to do Level 3 qualifications?
What about engineering BTECs? We should be encouraging **relevant** qualifications
Definite win for those cadets who perhaps aren't the traditional "academics" in school.

Sports

Introduce basketball (every group said this), lacrosse, water polo, racquet sports, tug o' war.
Generally the current core sports (minus gender bias) are fine, but we do need a wider variety, some suggested we concentrate too much on certain sports
We need to remove the gender bias – allow women's football and rugby, men's hockey
Some Wgs already do this – possible inconsistency on how this is advertised or made available
Include competitive AT activities as part of sports – climbing, kayaking etc
Great opportunity for cadets to mix
Makes you proud to play for your Sqn/Wg/Rgn etc
Opportunity for cadets to achieve in sports, outside of a normal "sports club" which can often be too expensive.
Do more sports at Corps level, and against other "Corps".
5-a-side not recognized as a core sport – should be reviewed.
Timings are wrong – netball was highlighted specifically – ATC has 10 min matches, vs norm of 1 hour matches.
Relevant sport qualifications should be offered.

D of E

Good

Depends on staff availability/qualifications

Gold D of E is an issue – time and so on – particularly if the maximum age is lowered to 18!

Possible lack of guidance on project completion

Make cadets aware that D of E is not just walking/hiking – you can complete it in other ways eg canoeing

Employers love it

Big emphasis on how useful it is during UCAS applications – apparently there's a specific section on the UCAS application for D of E.

ACO subsidy helps in achieving it – too expensive through school

Cadets feel they're helped to achieve it more through cadets than they are in school

Big emphasis on Bronze and Gold, not so much on Silver

AT

Bring this up more – the "Adventure" in the ATC motto

Provides an "experience" for cadets

More overseas expeditions required

Qualifications – all Wings should have a core of qualified people. Lack of staff contributes to lack of activity.

Offer qualification achieving to cadets.

More fun than blues camps

More water-based activities (this may be a result of imbalance across Wings)

Have a "Core 5" of activities or similar

Syllabus

Introduce public speaking into MOI

Comms badge needs reviewing – not seen as relevant, content is "padded" and not useful; the syllabus is outdated.

Suggestion to combine Radio into Fieldcraft?

Still definitely important to keep syllabus training but needs modernising

Utilearn – issues with it being open book exams (cadets Googling answers), the application crashing, password reset issues

More trade-related courses required (engineering and similar) – projects can link in with these

Concerns over cadet progression with small numbers of cadets – NCOs teaching other cadets rather than having time to learn themselves

Imbalance of resources (staff, hands-on equipment eg engines)

Projects

Air rec/Aeromodelling – indifferent. Some cadets like it, some don't.

Fieldcraft

Cadets love this! But there isn't enough of it

Question – is it a lack of instructors? Or a lack of people with experience? And are the latter category of people not taking the official instructional course because "I don't need to"-syndrome?

H&S barriers curtail the enjoyment sometimes

We should liaise more with the ACF – they do lots of it, we should utilise that.

Drill

Instills discipline! Definitely keep it

Good training for those interested in joining the regular forces.

Make DI/DIT courses available for senior cadets – they can progress in everything else except this.

Some form of recognition (lanyard, badge etc).

Wing DI courses don't appear to be standardised.

Sense of pride and tradition

Lacking a DI results in differing standards between Sqns
More weapons drill – not available/insufficient training.
Frequency of drill manual changes – not being filtered down, some DIs refusing to teach new changes “We’ve always done it this way”-mentality, resulting in inconsistencies across Sqns.

Music

Differing take-up on this. Is it about the (prohibitive) cost of obtaining instruments? Or the availability of them generally?
More funding for bands is required
Wing Bands – sometimes not a viable alternative if there isn’t a Sqn band. Transport costs can be large and cadets aren’t reimbursed for this, but expected to participate
Lack of instructors

Camps

Not enough anymore
Region camps would be good – eg 150 cadet places
Wider range of camps required – Europe, USA – push overseas more and not just “blues & greens”-style camps. Obviously careful not to conflict with IACE.
IACE criteria is clear; overseas criteria not so much
We should mix more people from across different Regions on camps.
Make the selection process more transparent
Costs for things like IACE are prohibitive given the age criteria vs cadets going to college or university. The latter has to take precedence.

If you could remove/revamp one activity, what would it be?

Radio – either remove it, or modernize it. Cadets aren’t learning useful skills (although the Comdt suggested that they did given how she saw them being used at RIAT this year!). Involve the regular forces – Signals and similar. Reduce the time needed to achieve the qualifications; cadets lose interest otherwise.

Basic training – 1st class cadet logbooks aren’t working – the timescale isn’t practical (too short re. expectations), and it’s boring. Pushes cadets away, takes too long to complete realistically. Topics such as History of Flight considered dull.

Senior/MAC modules need revisiting. MAC is a higher qualification than Senior so why is it the same exams? Also, loads of choices here, revisit and maybe cull some.

NCS – not needed if you’re in cadets, we teach the same values. And it’s removing cadets’ time from other activities

JNCO/SNCO courses – need standardizing.

Other leadership courses (ACLC, JL, ...) – remove/revisit the age criteria, expand it.

General

Over-advertising to new recruits of what we offer, but then can’t deliver (flying/gliding is a prime example)

More inter-Sqn sharing of skills – qualified staff on one Sqn helping out another Sqn.

Generally there’s something for everyone in the Corps, so it’s hard to remove an activity

Better advertising of what you can do at certain ages eg:

- At 13 you can....
- At 14 you can....
- At 16 you can....

SESSION NOTES: THE USE OF SOCIAL MEDIA

ACO SENIOR CADET STRATEGY CONVENTION DISCUSSION GROUP FEEDBACK

'SOCIAL MEDIA – EXPLOITING POTENTIAL BENEFITS & PREVENTING MISUSE'

Introduction

1. This discussion group looked at the use of social media within the ACO. All of the senior cadets, without exception, were fully engaged on this topic and there was a wide range of views. To add structure to the discussion group, each discussion was divided into the following 3 areas:
 - a. Current use of social media – What was good, bad, worked and did not work.
 - b. Abuse of social media – Abuses the cadets had seen and the restrictions placed on members of the ACO, relating to the use of social media, to avoid abuse.
 - c. Future developments in social media – Exploitation of other forms of social media.

Current use of Social Media

2. **Facebook.** All cadets involved held a Facebook (FB) account and were active users of FB. They described how FB was very useful to their Sqns, which all held FB pages – closed pages for messages and notices and open pages for publicity. There were a number of people criticised their Sqn FB pages; the first was that the FB page were not updated as often as they ought to be to remain current. The other criticism was related to an incident of cyber bullying and it was felt that the OC had clamped down on FB, but that this was an over reaction. There was one criticism that a Sqn had more than 10 FB pages (CO, Sqn, Sgts, Cpls etc) and this caused confusion, and a dilution of the message. There was a collective opinion held by the majority of people that either the younger cadets, the older CFAVs or both groups did not fully understand FB. Some Sqns allowed parents to have access to the closed sites, whilst some did not. There were mixed opinions on the appropriateness of parents having access to the closed pages. There were also examples where it had been a benefit and other instances where it was felt parents had abused their access by interfering in Sqn activity.
3. **Twitter.** About 80% of cadets present had Twitter accounts. The general opinion was that many of the younger cadets did not use Twitter. Some felt that Twitter was a useful and powerful way of sending out immediate messages. But most felt that it was less useful than FB. Everybody followed, and liked, the Comdt's Twitter account and felt that it gave them a sense of access to her. They, and all of their friends, were very excited when the Comdt acknowledge their tweets.
4. **Website.** Most Sqns had a website, but it generally felt that unless the site was regularly updated, it was not relevant and could send out a detrimental image of the ACO. The website also provided a good source of information for the younger cadets who were not allowed to access FB by their parents. It was felt that the websites should be standardised and uniform in their appearance, using appropriate corporate branding. It was suggested that HQ AC produce a standard website template from which all sqns could develop their own website.
5. **Instagram.** Two cadets said that their sqns used Instagram as a means to publicise activity through photographs. There were mixed opinions on the use of Instagram, although all agreed on the power of imagery vs text.

Abuse of Social Media

6. Around 50% of cadets could describe incidents of abuse through social media, mainly relating to bully. However, they saw social media as just being a tool for bullying and this if it were removed then the bullies would find another means.
7. There was much discussion regarding the use of social media for inappropriate sexual interaction. All cadets recognised that this could be a problem, but felt that incidents of misuse of social media should not be used as a reason for not using social media. Some cadets pointed out that all over 18yrs had DBS checks and, therefore, should use social media responsibly.
8. The issue that generated the most discussion from this entire topic, was the direction from the HQ AC that all cadets, on turning 18 yrs of age, should delete anybody under the age of 18yrs from their FB friends list. Cadets cited examples where they had turned 18yrs, but their friends were 17 yrs and 11 months, and they found it very difficult to carry out this instruction. It was suggested that the ACO promoted the development of friendships and this was very much part of the ethos of the organisation. To have to delete younger friends when you turned 18yrs appeared to contradict this ethos. One cadet described how younger cadets on his sqn asked questions of him over FB as they felt unable to ask for advice face to face.
9. There were similar concerns regarding CFAVs deleting their friends who are under 18yrs of age. Most cadets felt that adults and younger cadets should be allowed to remain friends on FB. It was expected that CFAV conduct on social media should be professional and any breaches of this should be acted upon immediately. It was also noted that neither schools nor FB insisted that people over 18yrs should unfriend those people under 18yrs.

Future Developments in Social Media

10. **Youtube.** It was suggested by all groups that there could be greater use of Youtube. The ACO could have a dedicated Channel on which a selection of standardised and high quality videos are placed on such subjects as shaping berets, ironing trousers etc. In addition, it could also store an induction package, a Comdt's weekly update, and video montage of what to expect when you go on Camp. There was strong opinion that a series of professionally made videos (or at least made to a high standard) would put the ACO in a good light, would ensure the organisation was speaking with 'one voice'.
11. **App.** All groups suggested the development of an ACO App that would act as a 'one-stop' location to access all social media and policy sites and documents. The App would have links to the ACO Facebook and Twitter sites, the Youtube Channel, as well as links to policy documents and other official sources of information. It was judged to be vital that any App should be accessible through iPhones and Android, and should also be free – most cadets said that would not be willing to pay 69p for this App (!).
12. **Training.** Most groups recognised that there was a need for training/education in the use of social media and the application of privacy settings. Some groups suggested that this was required for the junior cadets, whilst others also suggested that it was appropriate for the CFAVs. Training and education could be achieved through the issuing of cards that explained the 'Do's and Don'ts' of social media and how to set privacy settings. Some suggested that this topic could be included on a Youtube Channel. It was also suggested that this subject could be included on the ATF courses. One cadet in particular was very concerned about the geo-tagging that social media allowed and thought that all should be made aware of this. In addition, a media course could be developed and delivered as a roadshow across the ACO.
13. **Photos.** Most cadets agreed that greater use could be made of photos on social media. They suggested a centralised gallery, maybe hosted by HQ AC, or held on Flickr, on which good

quality photos could be stored and accessed. It was suggested that Twitter or Instagram could be used for a 'Picture of the Day' posting.

14. **Websites.** Some cadets still felt a need for sqn websites as a source of information. However, they recognised there was a lack of standardisation and quality of websites across the ACO. It was suggested that HQ AC develops and issues a standard website template and provides funding to ensure that all sqns can develop their own websites. It was recognised that the quality of a website was dependant upon the expertise of the person on a sqn tasked with developing the website, and this varied greatly across the ACO.

15. **Northern Ireland.** One cadet quite rightly pointed out the security restrictions and implications of using social media in NI; It is important that we remain cognisant of this.

Summary

16. All those that took part in the Social Media discussion recognised the power and value of social media. It was generally felt that the negatives were a result of lack of understanding by individuals, whether they be junior cadets or senior CFAVs, and that there were processes to reduce incidences of abuse. It was felt that abuse would always exist, but that social media was just a means by which the bully or abuser could now conduct their abuse; if social media did not exist, those same people would be bullying or abusing in different ways. The overwhelming sense was that social media should be further developed for the ACO (standfast NI) and there were suggestions as to how this could be achieved. Finally, the issue that prompted most heated discussion was the ACO requirement for 18yr olds to delete their Facebook friends that were under 18yrs old.

[REDACTED]
Wg Cdr
OC Admin Branch
Ext [REDACTED]

SESSION NOTES: HOW BEST TO MARK THE ATC 75TH ANNIVERSARY IN 2016

AIR TRAINING CORPS 75TH ANNIVERSARY 2016

'Remembering where we have been, reflecting on where we are going and recruiting for the journey'

PURPOSE

- **Objectives:** Celebrate success - Increase footprint - Raise funds
- **Scope:** To include ATC and CCF¹
- **Timeline:** ATC Sunday until Armistice Sunday (7 Feb to 13 Nov)
- **Workstrands:** Commercial – Ceremonial - Engagement

DELIVERY

- **Steering Group:** Comdt, COS and CACWO.
- **Working Group:** RCCE, Principal Advisor, Wg Cdr Admin, Wg Cdr CCF (see footnote 1), Wg Cdr Phys Ed, Hd MC, ARC LaSER, Event leads, VR(T) SMEs and SO/Comdt (for Cranwell-based events only)

DELIVERY FRAMEWORK

Serial	Activity	Co-ord	Owner	Timing	Comments
1	St Clement Danes Church Service	ARC - LaSER	RC LaSER	7 Feb	LaSER staff plus Corps Chaplain, Regional Chaplains, RWO CE (as ceremonial SME) and CACWO in support. Founder Sqns to be seated at front.
2	ATC Sunday Reception Australia House	ARC - LaSER	RC LaSER	7 Feb	LaSER staff plus Hd MC (as PR SME) and (OC Devon & Somerset Wg) in support.
3	Woodland Trust Tree Planting in each Region	ARC - WW	RC WW	7 Feb to 13 Nov	Regional DofE Officers in support. Scope for planting during WFDs and/or RFDs.
4	Lands End to John O'Groats (LEJOG) Challenge	ARC - CE	RC CE	Apr/May	Regional Sports Officers in support. Hand-off of baton at Regional boundaries on set dates at set times. Transit thru' Regions a Regional undertaking. Ambassador(s) invited to participate in a convenient section.

¹ Being confirmed. Decision expected by end-Sep.

5	York Minster Church Service	ARC - N	RC N	Jun	North staff plus Corps Chaplain, Regional Chaplains, RWO CE (as ceremonial SME) and CACWO in support. Founder Sqns to be seated at front.
6	Aerospace Camp at RAF Syerston	2 FTS Aerospace Officer	OC 2 FTS	Jul	2 FTS staff plus RGLOs and RTOs in support. Scope to include a 1941 theme, a gliding record challenge, a number of air experience flights and other cadet approved activities.
7	Flagship Parade at Cranwell	Wg Cdr TG - HQAC	RC CE	13 Aug	CE staff plus RWO CE (as ceremonial SME), other RWOs, Principal Advisor and CACWO in support. Founder Sqns to have prominent role/positioning. Live internet feed tba.
8	Music-on-the-Orange at Cranwell	ARC - CE	RC CE	13 Aug	CE staff plus RAF Principal Director of Music, Corps Band Officer and Regional Band Officers in support. Live internet feed tba.
9	Double Channel Relay Swim (Dover/Calais/Dover)	Wg Cdr Phys Ed - HQ AC	COS HQ AC	Jul to Aug period	Swim iaw extant channel swim regulations. Cadets and staff eligible. Number in team(s) tbc. Regional Sports Officers and RATOs in support.
10	Fitness Challenge	Wg Cdr Phys Ed - HQ AC	COS HQ AC	WFDs and RFDs	Regional Sports Officers in support. Scope for a series of physical tests that are easy to administer and participate in, the successful completion of which generates a certificate of achievement.
11	Time Capsule	Hd MC	COS HQ AC	13 Nov	To be buried at Cranwell – locn tbd. To include 'stuff' from 75 th Anniversary. To be unearthed by VIP guest on 100 th Anniversary in 2041.
10	Branding and Merchandising	Hd MC - HQ AC	COS HQ AC	Duration	Regional MCOs in support plus Air Cadet Connect as required.
11	Commemorative Coin	Regional Chair - WW	RC WW	Duration	WW staff in support.
12	Sponsorship	ARC - SNI	RC SNI	Duration	Industry Forum, (OC Plymouth & Cornwall Wg) in support.
13	RIAT 16 Concert Tour/RIAT 16 Theme/Farnborough	ARC - SW	RC SW	Duration	SW staff plus Corps Band Officer and Regional Band Officers in support.

	16 Theme				
14	RAF Museum Display	Hd MC	RC SW	Duration	SW staff plus Regional MCOs in support. Displays by cadets from local sqns at weekends and during school holidays.

SESSION NOTES: ADULT RECRUITMENT

ACO Senior Cadet Strategy Convention- Discussion Notes

Adult Recruitment

Cadet To Staff

95% of the cadets felt that more opportunities should be opened up to them at 18 years old so they can "be more useful" as staff cadets and take on more of a staff role by perhaps being able to do courses such as RCO, BELA, ML and other specialist courses to get the ready for a smoother transition to staff and this incentive of courses and training would encourage more to stay on as members of staff. They also felt that more time should be invested in training them to do different roles on squadrons by having staff mentors and more structured training.

90% of the cadets had perceptions that "Officers are stuck in the office" and "uniformed staff don't get as much chance to interact with the cadets as CI's".

Sadly the major thing putting cadets off from making the transition to staff was the admin burden they saw the staff under and is very much noticed by the cadets.

Cadets also felt it took too long for them to become staff from being a staff cadet and around 50% of the cadets thought they had to become a CI before they become uniformed staff and they felt this was putting them off making the transition. To help this they suggested being able to take the training and boards for uniformed staff while being a staff cadet to speed up the process.

To summarise all the cadets felt that if the transition to uniformed staff roles was easier then at least 60% of the cadets would have continued to serve with the ACO as a member of staff and would like to be able to "more or less finish as a cadet and put on an adults uniform and start as an adult member of staff".

University

At least 60% of cadets didn't realise they could transfer squadrons when they moved away to university. They also felt that if they had started to be trained as staff or undertaken courses this is added commitment so would be more of an incentive to transfer to a unit nearer to the university.

And the CCF cadets said they would like to be able to easily transfer to a ATC sqn when they go to university.

Outside Recruitment

Cadets thought having Sir Chris Hoy as Ambassador to ACO was a very positive thing however felt that the current adult recruitment material wasn't clear enough on the opportunities that are available to staff and the different activities they can do that are different to other members of the public.

Notes are copied up from direct quotes and feedback from the cadets at the Convention.

Topic Mentors-

[REDACTED]

SESSION NOTES: CAMPS THE FUTURE

ACO Senior Cadet Strategy Convention- Discussion Notes

Camps- The Future

Lots of common themes on the feedback for camps were as follows:

"Greens Camps"/AT camps.

100% of the cadets thought that the "green" camps that were organised at local level (Sqn/Wings) were a very positive thing, they said they would like to see more of them and thought they were generally very positive experiences and added much needed "adventure".

Cadets were also quite keen to see more opportunities for adventure training abroad as they felt this is the sort of opportunities that being in the ACO should offer.

Tented Accommodation= Good!

95% of the cadets had no issue with going on an annual camp and staying in tents providing that adequate ablutions are available and somewhere dry to keep kit in wet weather and iron and prep uniform, also they want adequate power sockets for the number of people accommodated in the tents.

Camp Places

All cadets wanted more places and felt that wing run camps were a good way to boost a cadets chance of going away on a camp, however they felt that these should be more standardised around the regions and Corps.

Cadets also felt they didn't always have to stay on an RAF stations when they went on camps and would be happy to stay at other MOD sites if it increased the chances of more camps due to the closure of a lot of RAF stations.

Tri Service Camps

90% of cadets asked were in favour of more participation in tri service camps with the ACF/CCF/SCC at different DTE's around the country.

Large Scale Camps

Cadets seemed to keep suggesting a large scale tented camp for approx 500 cadets with a range of different activities like a scout's jamboree type camp and pointed out that camps on this scale are achievable using RIAT as an example.

Overseas Camps

Cadets wanted to see more overseas camp places as they felt that this is an excellent opportunity and adds much needed adventure to the cadet experience.

Activities

Cadets felt that when they went on a "blue" camp they wanted to experience more of the RAF in action by having a more focused work experience type camp where they spent perhaps a day working with a particular section on the station rather than just visiting it as they felt that this was repetitive and boring more so if they have had the visits before which were the same but on different station. This was something the cadets felt strongly about and would like to see change and felt like that it would help them have more of an insight into an RAF career.

With new activities the cadets mentioned Skiing and paragliding as something they would like to see introduced.

Senior Camp

The cadets felt they would like a "senior camp" for cadets aged 17+ so "they weren't babysitting" and they could relax and enjoy the camp themselves, this theme was common among the cadets and the way in which the convention was run sparked this idea for them as they felt they were "being treated by adults" rather than like the other junior cadets.

Notes are copied up from direct quotes and feedback from the cadets at the Convention.

Topic Mentors-

[REDACTED]

ANNEX H TO:
20140914-Strat Conv
Dated Sep 14

SESSION NOTES: OPEN FORUM

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED] on behalf of ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 16 September 2015 10:38
To: ACO-HQAC-ADMIN-WgCdr [REDACTED] ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: RE: Cadet Exam Leave

Sir, [REDACTED]

.....I know it's spoon feeding but some times this is a necessary evil....?

Kind regards

[REDACTED]
[REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED]
DII(R) e-mail ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail

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From: ACO-HQAC-ADMIN-WgCdr [REDACTED]
Sent: 16 September 2015 09:41
To: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: FW: Cadet Exam Leave

[REDACTED]

This looks great to me, but I have attached one minor amendment from [REDACTED] for your consideration. I am not sure how necessary this amendment is.

Once agreed we are happy to have it added to ACP4 – please send that back to me and I will ensure it goes in.

Regards

[REDACTED]
[REDACTED]
[REDACTED]
Wing Commander Administration
Headquarters Air Cadet Organisation
RAF Cranwell, Sleaford, Lincs NG34 8HB
DSTN: [REDACTED]

Civilian: [REDACTED]
e-mail: ACO-HQAC-Admin-WgCdr@mod.uk

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From: ACO-HQAC-PERS-SO2 [REDACTED]
Sent: 16 September 2015 09:33
To: ACO-HQAC-ADMIN-WgCdr [REDACTED]
Subject: FW: Cadet Exam Leave

Boss,

Looks good to me. I have amended one sentence.

[REDACTED]
[REDACTED]
Sqn Ldr
SO2 Personnel
HQ Air Cadets
RAFC Cranwell, Sleaford, Lincs, NG34 8HB
DSTN: [REDACTED]
Civilian: [REDACTED]
Fax: 95751 7643
Civilian Fax: [REDACTED]
e-mail: ACO-HQAC-SO2 Casework@mod.uk

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From: ACO-HQAC-ADMIN-WgCdr [REDACTED]
Sent: 16 September 2015 08:53
To: ACO-HQAC-PERS-MGT-SO3 [REDACTED], ACO-HQAC-PERS-SO2
Subject: FW: Cadet Exam Leave

[REDACTED] any thoughts on this policy proposal (its only short). I know we don't actually deal with cadets, but it makes absolute sense to me and I think it's a good idea.

[REDACTED]
[REDACTED]
[REDACTED]
Wing Commander Administration
Headquarters Air Cadet Organisation
RAF Cranwell, Sleaford, Lincs NG34 8HB
DSTN: [REDACTED]
Civilian: [REDACTED]

e-m ACO-HQAC-Admin-WgCdr@mod.uk

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From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 15 September 2015 09:34
To: ACO-HQAC-MC-Head [REDACTED] ACO-HQAC-PEd-WgCdr [REDACTED] ACO-HQAC-TG-SO1 [REDACTED]; 'ACO HQAC CESO'; ACO-HQAC-ADMIN-WgCdr : [REDACTED]
Cc: ACO-HQAC-CCF-WgCdr [REDACTED] ACO-HQAC-CST-COS [REDACTED]
Subject: FW: Cadet Exam Leave

Colleagues, at the Senior Cadets Strategy Convention one of the issues raised was the impact of school exams on retention of our senior cadets. There was a strong view that in many Sqns the conflict between the pressure to perform well in GCSE and A-Level exams and to continue to attend air cadets was the significant factor in cadets leaving at that point. Whilst many of the best Sqns make allowances for this, many do not.

Comdt tasked me with producing a policy that delivered the senior cadets intent. The final draft is attached for you comment/endorsement.

[REDACTED] once endorsed I will sent to [REDACTED] to get this included in the appropriate ACP. I see few wider implications.

[REDACTED] for info only, not really a CCF issue.

Regards [REDACTED]

[REDACTED]
SO1 Coord

Ext [REDACTED]

Civil [REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Sent: 23 April 2015 15:39
To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-RHQ-WalesWest-RC (MULTIUSER); ACO-RHQ-ScotlandNIreland-RC [REDACTED] ACO-RHQ-CentralEast-RC [REDACTED] ACO-RHQ-SouthWest-RC [REDACTED] ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED]
Cc: ACO-HQAC-CST-COS [REDACTED] : ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: FW: 20150317-Managing Exam Leave-O
Attachments: 20150317-Managing Exam Leave-O.doc

Ma'am, gentlemen, one of the issues raised by the Senior Cadets Strategy Convention was the impact of exam pressures (GCSE and A Level) on retention of cadets aged 15-18.

This will be one of the topics for discussion during the Wg CO session on Friday morning of the convention. The attached paper sets out the issues and will be sent to all Wg COs tomorrow so that they can prepare and to focus the discussion.

Regards [REDACTED]

[REDACTED]
SO1 Coord
Ext [REDACTED]
Civil [REDACTED]

e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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17 Mar 2015

MANAGEMENT OF CADETS 15YRS AND OLDER DURING ACCADEMIC EXAM PERIODS

Introduction

1. In Jul 2014 the ACO introduced an anonymous exit survey. The survey is hosted by Survey Monkey and is sent via email to cadets within 6 weeks of them being recorded on BADER as having left the ACO. After 6 months of the survey running, ACO staffs analysed the data. Of initial concern was that the survey highlighted that 57% of cadets cited that the reason for leaving the ACO was due to 'Educational Reasons' as the reason for leaving. Additionally, the cadets who attended the Cadet Convention in summer 2014 highlighted that their cadet career was disadvantaged by them having time off to complete exams i.e. their potential promotion was postponed or they were not offered places for flying/gliding/camps.
2. As a result of this data and information, the Policy and Plans Team were tasked to investigate this further in order to identify, if possible, route causes resulting in advice on best practice in order to reduce the older cadets leaving the ACO.

Aim

3. The aim of this brief is to identify best practice options to try to reduce the older cadets within the ACO leaving at critical exam points i.e. GCSE and A Level.

Background

4. **Survey Data.** On behalf of the ACO, Survey Monkey hosts a 'Cadet Exit Survey' which is issued via email to cadets within 6 weeks of them being recorded on BADER. During the 6 month period Jul – Dec 14, 294 cadets completed the survey. The pertinent points from the survey are bulleted below:
 - a. 41% joined at age 13.
 - b. Leaving age was fairly even across the ages 14 to 18 with the peak being age 17 at almost 17%.
 - c. 60% of cadets surveyed left with the rank of 'Cadet'.
 - d. Reasons for leaving cadets were cited as follows (participant was allowed to select more than one option; integers rounded to zero decimal place):

Answer Choice	No. of Responses	Percentage
Loss of Interest in the Cadets	99	34
Lack of Variety of Cadet Activities on my Unit	67	23
Education Reasons – A Levels	56	19
Education Reasons – GCSEs	49	17
Education Reasons - University	40	14
Reached age 20	24	8
Education Reasons – Other	22	8
Moved out of the Area	15	5
Joined other Armed Forces	14	5
Entered Full-time Employment	12	4
Joined the RAF	4	1

- e. From the table above, a worryingly 57% of those survey cited 'Education' as reason for leaving the cadets.

Further Investigation

5. **Sqn OC's Viewpoint.** As a result of this data set and to gather further information, SO2 Policy and Plans emailed all Sqn OCs 5 generic questions to ascertain how they manage cadets during the GCSE and A Level exam period and what effect it has on the cadet and sqn. Approximately 20% of OCs replied. In the main, the replies contained very similar approaches and themes, the top 10 are listed below:
- Offer a leave of absence on a case by case basis.
 - Offer a block leave of 2-3mths to cover exam period.
 - Offer a reduction in attendance to one night to cover exam period.
 - Move one of the parade nights to a Friday.
 - Offer 'Study Periods' at the cadet centre.
 - Realign the training programme to deconflict ATC academic subjects with the main exam months.
 - Reduce subs for cadets during exam leave.
 - Cadets who are taking exams are moved into another flight to be managed appropriately (by the CWO) during this period.
 - Social night to congratulate cadets on completing their exams.
 - Produce a return programme identifying courses now available to them i.e. Gold DofE, MOI course, FA Course, Range Coaching Course etc.
6. **Alternative Options.** Additionally, alternative options gathered from this brief study which warrant consideration are as follows:
- ACO to consider reducing to 1 night a week across the board.
 - ACO to offer a facility to reduce subs for cadets who have a reduced attendance due to exam leave – such as a specialist flight akin to the adult 'Non-effective pool'.
 - ACO to realign its academic programme and courses/camps to deconflict with the school academic programme as far as is practicable. Additionally, remap the classification activities and syllabus against cadet age – reflecting the new joining age.
 - ACO to forge links with UASs' as a natural next step.
 - Empower the most senior NCO with the responsibility of 'buddying' cadets who are on exam leave to make sure they are fully informed of cadet activities and thus they still feel part of the Sqn.
 - Develop a parent's only information area, on the Sqns social media preference, where the successes of the cadets are promulgated thus encouraging parents to be more engaged and value the contribution of the cadet experience to their son/daughters future.

- g. 'Plug the age gap' between cadets who are 18 and 20 years of age. If a cadet leaves at 18 to join University for example, they cannot rejoin a local Sqn until they are 20.

7. **Additional Quotes from Sqns.** Attached at Annex A is a selection of positive options that could warrant further investigation. Attached at Annex B is a selection of negative options that could warrant further investigation.

Conclusion

8. It was clear from the evidence returned that the views from Sqns were wide and varied. However, what became quickly apparent was that there is a need to allow a cadet to reduce their attendance without prejudice for the lead up to and during the 2 main exam points – GCSE and A Level. This was also supported by the feedback obtained from the senior cadet cadre who attended the Cadet Convention in Jul 14. The ACO recognises and categorically supports the mantra that a cadet's education comes before their cadet service. Consequently the ACO mandates that all Sqns offer its cadets during this time a 4 month leave of absence, during which the cadet has to attend a minimum of one parade night per month. This leave period is to in no way affect the cadet's opportunity to be both promoted and afforded other opportunities such as flying, gliding, shooting and camps.

9. Acknowledging that Sqns vary in size and level of adult support, the ACO strongly recommends that each OC considers adopting the following practices:

- a. Offer a leave of absence on a case by case basis providing the mandated requirement is offered to the cadet.
- b. Offer 'Study Periods' at the cadet centre.
- c. Realign the training programme to deconflict ATC academic subjects with the main exam months.
- d. Social night to congratulate cadets on completing their exams.
- e. Produce a return programme focused on leadership identifying courses now available to the cadet i.e. Gold DofE, MOI course, FA Course, Range Coaching Course etc.
- f. Develop a parent's only information area on the Sqns social media preference where the successes of the cadets are promulgated, thus encouraging parents to be more engaged and value the contribution of the cadet experience to their son/daughters future.
- g. Move one of the parade nights to a Friday.
- h. Cadets who are taking exams are moved into another flight to be managed appropriately (e.g. by the CWO) during this period.

Annexes:

- A. Positive Consideration Points to Consider for Managing Cadets during Exam Periods
- B. Negative Consideration Points to Consider for Managing Cadets during Exam Periods

**Annex A To:
20150317-Managing Exam Leave-O**

Positive Consideration Points to Consider for Managing Cadets during Exam Periods

"The other thing to consider is having ploughed through exams the cadets are then faced with the senior and master cadet classification syllabus, the cadet may, to be quite frank have had enough of exams and study, which is very close to their school studies. It may be worth considering accelerating or delaying the aviation syllabus so they either gain their senior/master cadet at 15 or at 17. If you accelerate then the cadets who are aged 16 moving to 17 have probably a year before the exams and assessment become critical, so this period could be used to focus on personal development in softer skills such as leadership, teamwork, problem solving and so on, particularly if they are linked into ILM awards and qualifications, which gives a carrot in regards to employment and further education applications. This in itself would really prepare cadets for staff cadet roles and essentially make them probationary members of staff at age 18 giving us the opportunity to bring in higher quality staff at age 20, potentially directly into uniform service."

"I would say that the number of cadets staying to age 20 is pretty small - many join the RAF or the other Armed Forces, go to University at 18 years or leave for full time employment. Many have commented that they are really keen to return to the Corps as a Civilian Instructor but can't rejoin until they are 20 years."

"Yes, we have our main flights, but we also champion a flight specifically for Cadets on GCSE/A1/A2 years that attend Sqn throughout. We see these individuals as our 'future' leaders and so support their studies and tailor our activities to be of greater interest/relevance to them. We have also offered successful Cadets activity weekends as a reward for exam completion, usually at a Scout centre whereby the limited few are able to camp and undertake high-ropes courses, revising leadership, communication etc before re-introducing them to main Sqn training and other camps with younger cadets. These camps are run by the adult staff but are free from Cadet rank; we have the Sqn Padre attend and hold a short session in which we 'TRIM' assess the Cadets to judge their levels of post exam stress/result nerves. We also use this period to encourage the 'mistakes and bad leadership' so as to hit the ground running after said exam stress without the awkwardness of this being in front of junior cadets. We've run this camp twice to great success and hope 2015 will prove to be as useful as in the past."

"I have just re-worked the entire Squadron training programme. It has become clear it is possible to run classification training during two periods a year, completely avoiding the exam period. I am doing this, this year and hope it will result in more attendance during the exam period. The cynics may say this means doing 'just fun stuff' between April and September, but in reality providing a different training regime (practical outdoor vs lessons indoor) provides a good escape from exam work, and also encourages retention generally. My theory is if a cadet sees exam work at home and exam work at cadets, then they are likely to just do it at home and avoid cadets."

"I also think that University leavers and over 18s on Squadron may benefit from an entirely different approach. There are limited university UAS places, but many cadets that leave (me included) because they are joining university. A US style ROTC unit at University linked to the ATC rather than the RAF's UAS' may be more appropriate. This could be a position as an 'officer cadet' much like a UAS cadet, but with training and activities more in tune with VR(T) future service. This would maintain a link to the ACO for what are now simply 'ex-cadets', and help fill Commissioned VR(T) roles at ATC squadrons for the many ex-cadets who do not wish to join the forces, or wish to and are not successful, or have not managed to successfully get a UAS place. Membership could be open to anyone in full time education or ex-cadets between the ages of 18 and 25. (This covers 4 year Scottish courses, and 3 year bachelors + 2 year Masters + x year PhD courses)."

"One point we have thought, that as we now have 12 yrs olds joining, who are actually quite focussed on getting through the cadet syllabus and very willing to learn, could we use this to our advantage and encourage them to get through the cadet syllabus sooner - this will then free up the

formal training time/lesson on the squadron for more senior cadets who need to be doing GCSE/GCE revision and this time can then be spent revising school subjects but on the squadron. The cadets do revise better in a structured facility and this can only benefit the cadet and the squadron."

"Over 15's need cadet skills and qualifications for job applications/university - we try to show them the importance of the skills they are gaining for their future."

"The area that I am looking at is how we provide the more challenging/exciting/UCAS form friendly activities for our college age cadets - as well as making use of them as instructor cadets."

"I think long term this issue needs looking at and maybe even considering lowering the age for CWO to 16 and making the upper age limit 18. Anyone who wished to remain would then become CI's on a 2 year probationary period with uniformed service becoming an option at 20. I know a lot of staff I talk to think this would make sense and align us better with the other Cadet Forces and the 2 year period of being a CI would give a much better understanding of the CFAV role as well as allowing them to mature and develop rather than being thrown in at the deep end – maybe helping to aid retention of high calibre cadets as staff."

Negative Consideration Points to Consider for Managing Cadets during Exam Periods

"For those that return there can be a disadvantage in gaining promotion as I find it difficult to justify promoting someone who has not been there for months over someone that turns up regularly".

"Well it obviously impacts their attendance which in turn influences the decisions I take at a tactical level when allocating cadets to activities.

We have 51 cadets (with another 5 just joined) right now and there are obviously not enough of everything to go around for each cadet - so we have to make selections based on attendance, uniform standard, deportment, enthusiasm and obviously whether or not they are old enough.

Again, as OC, I can only make tactical decisions with the intelligence I have on cadets performance. You could argue this directly impacts their cadet experience."

"What I & my staff cannot handle on top of the growing school demands is the shambles of the ACO classification system / CVQO. The move to Ultilearn & CVQO have caused our biggest problems, cadets are faced with the Corps becoming more like school and less like a hobby / fun.

When exams were simple paper tests then the cadet system was a long way from school so they were happy to attend and take the tests. They were then rewarded with classifications progress, promotion and be able to move on through their cadet career.

Due to the emphasis of 'online systems' like e-Dof E, linked to a very poor quality Ultilearn experience, they are now not progressing. We as an organisation have let them down very badly over Btechs, a whole generation of cadets have lost out, as the system has clearly failed with all the tweaks and changes, especially when we don't issue the appropriate certificates."

"In my unit I will not offer any qualification other then the bare minimum (Master Cadet), as parents seem to think we are now a substitute for school exams! Also, more importantly we now no longer emphasis the Btech connection to gaining Master cadet.

In my humble opinion, when we stop trying to be an educational establishment and go back to being a hobby we can spend more time delivering the cadet experience. The whole cadet experience is under pressure from all sides. From no Gliding, minimum AEF, lack of RAF support and no uniforms little wonder we have problems."

"They have less time to do what they enjoy, and overwhelmingly they don't want further exam pressures and death by PowerPoint at a Sqn. They can cope with their schoolwork, but the additional amount of cadet 'schoolwork' and online exams are off-putting. Something has to give, and cadets leave.

The ACO I believe is putting cadets off by trying to turn a previously adventurous organisation into a night school. Look at the first class workbook a 12 year old has to complete to start with when they are wanting excitement not more school. I believe they need instruction, but on a much more interactive level."

[REDACTED]

From: ACO-HQAC-SO2-ACO Developer [REDACTED]
Sent: 09 November 2016 11:12
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: RE: 20161109-ID Card Software-O

Hi [REDACTED]

I've got it installed and I'm trying to find my way around it.

By the looks of it you can import all the information we need, but I'm not sure that you can import a picture. I was going to let you know when I have a definitive answer.

If you want to pop down and have a look you are more than welcome.

Cheers,

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 09 November 2016 11:03
To: ACO-HQAC-SO2-ACO Developer [REDACTED]
Subject: 20161109-ID Card Software-O

Hi [REDACTED]

Have you had chance to review the software at all for the printer?

Cheers

[REDACTED]

[REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB

DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
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[REDACTED]

From: CRN-SPT-C4I-GovChgMgr [REDACTED]
Sent: 05 October 2016 15:33
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED] CRN-SPT-C4I-SDTMgr
[REDACTED]
Subject: RE: 20160905-Volunteer Card-O

[REDACTED]

Sorry for the delay in responding, MODNET is taking most of my time up at the moment. The job has been sent through to our Tech Support Team, who should be in touch shortly. The manager is [REDACTED] who returns from leave next week.

[REDACTED] - I can fill some of the gaps on this one to give you a head start.

Regards

[REDACTED]
Mr [REDACTED]
C4I Governance and Change Mgr
C4I Sqn, Trenchard Hall, RAF College Cranwell, Sleaford, Lincolnshire NG34 8HB
[REDACTED]

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 29 September 2016 11:24
To: CRN-SPT-C4I-GovChgMgr [REDACTED]
Subject: RE: 20160905-Volunteer Card-O

Hi [REDACTED]

How are we doing with this? Are there any in the short list for us to have a look at?

Cheers

[REDACTED]
[REDACTED] | SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
[REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 13 September 2016 17:33
To: CRN-SPT-C4I-GovChgMgr [REDACTED]
Subject: RE: 20160905-Volunteer Card-O

Hi [REDACTED]

Yes! Been meaning to email all day!

2 sided printing
Needs to be able to work on a Mac
Good photo detail

If you can let me know of any options before we are good to go – [REDACTED] our software guru needs to make sure he can write an add on to whatever it is we choose – won't take long he knows what he is looking for! If you have carte blanche to source from anywhere, [REDACTED] was the company I was looking at – cheap for the same printer and they are based in [REDACTED]

Kind regards

[REDACTED]
[REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB

DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail : [REDACTED]@mod.uk

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From: CRN-SPT-C4I-GovChgMgr [REDACTED]
Sent: 13 September 2016 14:16
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Cc: CRN-SPT-C4I-GovChg (MULTIUSER)
Subject: RE: 20160905-Volunteer Card-O

Hi [REDACTED]

Thanks for the request form. I remember from our conversation that photo quality is a requirement are there any others before we start the ball rolling with getting a suitable printer? Things such as double sided printing, magnetic strips, RFID Chips (Chip and Pin) etc...

Thanks

Regards

[REDACTED]
Mr [REDACTED]
C4I Governance and Change Mgr

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 12 September 2016 11:46
To: CRN-SPT-C41-GovChgMgr [REDACTED]
Subject: FW: 20160905-Volunteer Card-O

Hi [REDACTED]

PSB and attached. Let me know what other info you need from me.

Kind regards

[REDACTED]

[REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB

[REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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From: CRN-BusFin-ACO-BFM [REDACTED]
Sent: 12 September 2016 11:38
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: 20160905-Volunteer Card-O

[REDACTED]

I've had another look at this with fresh eyes and I don't think I need to add anything more than a UIN to attribute direct charges so hopefully this will now be ok. If there are any issues I'm happy to chat direct with [REDACTED]

Cheers

[REDACTED]

[REDACTED] SEO/C1
BFM ACO
[REDACTED]

[REDACTED]

From: CRN-SPT-C4I-iHub (MULTIUSER)
Sent: 12 September 2016 14:13
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: 20160905-CR16193 Volunteer Card-O
Attachments: 20120603-C4I Form 4 NSR Non Standard - ACO Printer-O.doc

Sqn Ldr [REDACTED]

Your request has been booked in and given the reference number **CR16193**. Please find a link below should you wish to check its progress:

CR16193 - Photo membership card printer

Please keep this email for your reference until the task has been completed.

Regards,

[REDACTED]

IHub Admin
C4I Sqn, Trenchard Hall, RAF College Cranwell, Sleaford, Lincolnshire NG34 8HB

Email: Mil: CRN-Spt-C4I-IHub Civ: CRN-SPT-C4I-iHub@mod.uk

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From: CRN-SPT-C4I-GovChgMgr [REDACTED]
Sent: 12 September 2016 14:00
To: CRN-SPT-C4I-iHub (MULTIUSER)
Subject: FW: 20160905-CR16193 Volunteer Card-O

Please process through change system...

Regards

[REDACTED]

Mr [REDACTED]
C4I Governance and Change Mgr
C4I Sqn, Trenchard Hall, RAF College Cranwell, Sleaford, Lincolnshire NG34 8HB

[REDACTED]

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 12 September 2016 11:46
To: CRN-SPT-C4I-GovChgMgr [REDACTED]
Subject: FW: 20160905-Volunteer Card-O

Hi [REDACTED]

PSB and attached. Let me know what other info you need from me.

Kind regards

[REDACTED]
Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB

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From: CRN-BusFin-ACO-BFM [REDACTED]
Sent: 12 September 2016 11:38
To: ACO-HQAC-CST-PolicyPlans-SO2 ([REDACTED])
Subject: 20160905-Volunteer Card-O

[REDACTED]
I've had another look at this with fresh eyes and I don't think I need to add anything more than a UIN to attribute direct charges so hopefully this will now be ok. If there are any issues I'm happy to chat direct with [REDACTED]

Cheers

[REDACTED]
[REDACTED] SEO/C1
BFM ACO

C4I NON-STANDARD REQUEST FORMC4I Use Only
NSRF NoCompleted forms must be emailed to **CRN-SPT-C4I-Hub (MULTIUSER)**
Incomplete forms cannot be processed and will be returned

This form is to be used to request any non DII IT related Service. Do not provide a shopping list or a predefined solution otherwise the form will be rejected. C4I will discuss suitable solutions based on your needed capability in line with current guidelines and policy.

SECTION 1 - Details of the Request

Mandatory Section to be completed by Requester

1a Needed Capability - (This is not a description of a particular item of hardware, software or a system or solution)

Describe the needed capability or technological opportunity in terms of functions to be performed or outputs to be delivered. Detail all relevant authority such as policy, e.g. APs, JSPs, DINs, Op Orders, Command Directives; or regulatory requirements, e.g. Parliamentary Acts, EU Directives, BS and ISO standards; to support the needed capability.

The ACO currently has no way of recognising its civilian volunteer cadre. In order to do this going forward, Comdt ACO has decided that all CRB registered CFAVs will be issued with a photo membership card. Discussions have taken place between the ACO IT department and the CRN Graphics dept. The ACO IT team will write additional code for SMS akin to the current process for the cadet 3822 booklet. Each CI will then apply for a card through their WExO who will authorise the card on SMS. Each week the programme will run and an email with all the data for the required cards be produced by the CRN Graphics team. The printer needs to be able to print on both sides, it needs to be able to print high resolution photographs. In the first instance, the printer would need to be able to print 10,000 cards as this is how many CFAVs the ACO currently has. After then, it is anticipated that c500 cards per year will be produced. Cards will be re-issued every 3 years.

1b Current Capability - (Detail existing systems, equipment or other assets currently deployed or planned and funded associated with the need)

Currently there is no joined up way of producing this requirement. We have the man power and the intellectual capability but no printer to produce the end product.

1c Expected Benefits - (these should be expressed in terms of increased output, new opportunities, reduced work load, cost savings, reduction in resources, etc)

The value of this card will be 2-fold; it will make the CI feel valued as a volunteer member of the organisation. Additionally, for those Stn Cdr's who agree to accept it, it will be utilised as a recognised form of identification when used for accompanying cadets on ACO business.

1d Capability Shortfall - (Describe the capability shortfall and explain the specific limitations of current equipment or other assets to meet the needed capability)

The CRN Graphics team currently do not have an ID card printer in order to conduct this task.

1e Impact of Not Approving the Need - (Impact should be relative to reduction in outputs, lost opportunities, increased work load or costs, additional resources or noncompliance with a policy)

This process has been identified as a priority by the Comdt ACO - if it cannot be publically funded, alternative funding streams would have to be sought. If the non-public funding avenue was to be followed, additional manpower and security controls would need to be introduced which would put the project at risk. Many volunteers see this small card as huge recognition for the volunteering that they do within the ACO - without it, the ACO are in danger of losing some very capable, valuable and skilled people.

SECTION 2 - Budgetary Considerations

Mandatory Section to be completed by Requester

2 Funding/ Budget Holder - (Confirm budget holder awareness by providing their details, final costs will be confirmed with the budget holder before purchase. Please note for Voicemail this section is not required.)

Name:

Ext:

UIN:

Item	Provider	Timescale/period (if applicable)
Day-to-day support costs (break fix/updates)		
Technical refresh costs		
Replacement costs (theft/damage)		

SECTION 3 - Security Considerations

Mandatory Section to be completed by Requester

3 Security Classification - (State the maximum security classification of the information to be processed on the system)

Not Protectively Marked	<input checked="" type="checkbox"/>
Protect (see JSP 440 PART5 Sect 1) provide descriptor	
Restricted	<input type="checkbox"/>
Secret	<input type="checkbox"/>

Name:

Rank/Title:

Ext:

Date: 5 Sept 16

SECTION 4 - Supporting Statement

Mandatory Section to be completed by Requester

Supporting Justification - (The SqN Cdr/Head of Department must support the submission and can provide additional support as necessary. Unsupported submissions will be returned)

Name:

Rank/Title:

Ext:

Date:

SECTION 5 – Inventory Holder

Mandatory Section to be completed by Requester

Inventory Holder – (for telecoms requests only)

Name:

Rank/Title: CRN Media Mgr

Inv Code:

Date: 5 Sep

[REDACTED]

From: CRN-Spt-CMS-OC [REDACTED]
Sent: 22 July 2016 16:11
To: CRN-Serco-MediaMan [REDACTED] / ACO-HQAC-IT-SO2 : [REDACTED]
ACO-HQAC-CST-PolicyPlans-SO2 : [REDACTED]
Cc: CRN-BusFin-ACO-BFM ([REDACTED]; CRN-BusFin-College-BM [REDACTED]
[REDACTED] CRN-Serco-Media-Graphics1 [REDACTED]; CRN-Spt-CMS-CMT1
[REDACTED]
Subject: RE: ID Card Print

All,

I am content from a Contract Monitoring perspective for this task to be undertaken by Serco operated Cranwell Media Sect, provided it does not impinge on their contracted output, or result in a request/requirement for an uplift in resource.

Regards

[REDACTED]
[REDACTED]
Sqn Ldr
Officer Commanding Contract Management Squadron, RAF College Cranwell, Sleaford,
Lincolnshire NG34 8HB

[REDACTED]
Email: Mil: CRN-SPT-CMS-OC Civ: CRN-Spt-CMS-OC@mod.uk

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From: CRN-Serco-MediaMan [REDACTED]
Sent: 22 July 2016 15:40
To: ACO-HQAC-IT-SO2 [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Cc: CRN-BusFin-ACO-BFM ([REDACTED]; CRN-BusFin-College-BM [REDACTED] CRN-Spt-CMS-OC
[REDACTED] CRN-Serco-Media-Graphics1 [REDACTED]
Subject: RE: ID Card Print

Hi [REDACTED]

Just been speaking with my [REDACTED] and we don't think it would be a problem if the printer is purchased and task considered to be in the public interest. You would have to purchase the printer inks too [REDACTED] has just produced a load of IACE ID cards for W/C [REDACTED] and they had photos on, so this is just a case of materials and equipment to do the job. We would need to get together sort out data bases/spread sheet and instructions on how to provide a useable photograph as the IACE photos sent in looked like they were really poor quality and low res etc. (we can chat). Distribution again we can chat about. Any postage costs are borne by Cranwell as far as I'm aware.

Let us know what you decide

Kind regards

[REDACTED]
Media Services Manager
Taj Mahal, Building 383
Serco UK Central Government
RAF College Cranwell
SLEAFORD
Lincolnshire, NG34 8HB
Tel: [REDACTED]
Email: CRN-Serco-MediaMan@mod.uk
[REDACTED]

From: ACO-HQAC-IT-SO2 [REDACTED]
Sent: 22 July 2016 14:53
To: CRN-Serco-MediaMan [REDACTED] ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Cc: CRN-BusFin-ACO-BFM [REDACTED] CRN-BusFin-College-BM [REDACTED] CRN-Spt-CMS-OC [REDACTED]
Subject: RE: ID Card Print

Hi [REDACTED]

If public money being spent then this could be considered as just a different material for a public requirement and could possibly fall into the remit of the Taj.

These are basically membership cards (Business cards). The Taj currently prints business cards as a public requirement. This is similar information but being printed on plastic instead of paper/card. I've ccd all of the relevant individuals to comment but it may be a possibility to purchase the equipment for the Taj to accomplish. We would be responsible for new supplied of the plastic cards to be printed on at roughly [REDACTED] Chicken feed to put the responsibility into a properly resourced area and do things correctly.

The process (bear in mind I have not seen the software) would be an email from the WHQ/RHQ validating that the attached jpg picture is a true likeness of the individual and to fill in a form/spreadsheet with the relevant information for the Taj to mailmerge it in.

Less equipment/security issues, same postage logistical issues. Posting from Cranwell to Highland much the same as posting from RHQ SNI to Highland. Not sure if Taj would post or whether it would be returned to HQAC for onward distribution.

Have a think and I'll wait for any other responses on the viability of the Taj accomplishing if we provide the equipment to them.

Regards

[REDACTED]
SO2 IT - IT Manager
HEO - C2
HQAC
[REDACTED]

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From: ACO-HQAC-IT-SO2 [REDACTED]
Sent: 22 July 2016 14:35
To: CRN-Serco-MediaMan [REDACTED]
Subject: RE: ID Card Print

Hi [REDACTED]

The business case was built around this site.

[REDACTED]
however [REDACTED] prefers [REDACTED] who are quoting cheaper.

[REDACTED] has given another option which I'll put to you.

How about we buy the equipment, and provide the staff to run it for the entire initial distribution, but after that you can keep the equipment for whatever requirement (or new facility you can provide) you have.

Cheers

[REDACTED]
From: ACO-HQAC-IT-SO2 [REDACTED]
Sent: 21 July 2016 17:24
To: CRN-Serco-MediaMan [REDACTED]
Subject: ID Card Print

Hi [REDACTED]

Long-time no speak. I hope you are well, I tend to be chained to my desk pretty much permanently now so I rarely get around station like I used to.

We have a requirement to produce identity cards. I have a Business case on my desk with the costings etc. for taking photos/scanning them in and then printing them on an id card size piece of plastic.

The first thing that occurred to me is whether this may be business best placed in the Taj. Do you have the capability of printing on an id card size piece of plastic? If you do and we supplied a template and photograph would you be willing to produce ACO membership cards for us?

As you've probably guessed I'm exploring the art of the possible. These will be membership cards not id cards with the security constraints they often have.

Regards

[REDACTED]
SO2 IT - IT Manager
HEO - C2
HQAC
[REDACTED]

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[REDACTED]

From: CRN-BusFin-ACO-BFM [REDACTED]
Sent: 21 July 2016 14:25
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: FW: ACOBC1617008 Photo Membership Card
Attachments: 20160620-ACOB1617008 Final PhotocardBC.docx; [REDACTED]

[REDACTED]

As promised this e-mail trail includes the original quote that [REDACTED] obtained.

Cheers

[REDACTED]
[REDACTED] SEO/C1
BFM ACO
[REDACTED]

From: CRN-BusFin-ACO-BFM [REDACTED]
Sent: 05 July 2016 13:00
To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-COS [REDACTED]
Cc: ACO-HQAC-CMD-ComdtSO [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: ACOBC1617008 Photo Membership Card

Comdt, COS,

Please find attached the subject BC that I have re-worked taking into account the DPA and IT procurement issues alluded to in the e-mail trail. Given the very small sum involved I am content to find the public funding headroom if you feel that is the best option however procurement will be far quicker and easier if the non-public option is taken.

Regards

[REDACTED]
[REDACTED] SEO/C1
BFM ACO
[REDACTED]

From: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)
Sent: 04 July 2016 09:28
To: CRN-BusFin-ACO-BFM [REDACTED]; ACO-HQAC-CST-COS [REDACTED]
Cc: ACO-HQAC-CMD-ComdtSO [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: Re: CI/Chaplain Photo Membership Card Business Case

Thanks to all - let's take forward as fast as we can but I appreciate the devil is always in the detail.

D

Message sent from a MoD Blackberry device.

From: CRN-BusFin-ACO-BFM [REDACTED]
Sent: Monday, July 04, 2016 09:06 AM
To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-COS [REDACTED]
Cc: ACO-HQAC-CMD-ComdtSO [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]
Subject: RE: CI/Chaplain Photo Membership Card Business Case

Comdt, COS,

If it helps, I will progress it.

[REDACTED] and I spoke with [REDACTED] last week and we have resolved most of the potential issues however we may have a slight problem with some of the IT aspects if we fund publicly (a problem with what we are allowed to put on publicly funded IT equipment). I will complete the BC and address that sticking point in the recommendations.

Regards

[REDACTED]

[REDACTED] SEO/C1
BFM ACO

From: ACO-HQAC-CST-COS [REDACTED]

Sent: 04 July 2016 08:49

To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-PolicyPlans-SO1 [REDACTED]

Cc: ACO-HQAC-CMD-ComdtSO [REDACTED]; CRN-BusFin-ACO-BFM [REDACTED]

Subject: RE: CI/Chaplain Photo Membership Card Business Case

Comdt

[REDACTED] was discussing the IT element of this with [REDACTED] and the team last week. He may be able to take it on before [REDACTED] returns, I will ask him when he gets back from Windermere later this week.

[REDACTED]
Gp Capt
COS ACO

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From: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre)

Sent: 01 July 2016 20:28

To: CRN-BusFin-ACO-BFM [REDACTED] ACO-HQAC-CST-COS [REDACTED] ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]

Cc: ACO-HQAC-CMD-ComdtSO [REDACTED]

Subject: Re: CI/Chaplain Photo Membership Card Business Case

COS,

I suspect this will have to be picked up by [REDACTED] unless [REDACTED] has capacity in the interim to refine the BC - [REDACTED] did some minor amends before he left. Pls confirm if work can continue or whether we need to wait until Sep to progress, bearing in mind [REDACTED] will no doubt have lots to catch up with on her return.

D

Message sent from a MoD Blackberry device.

From: CRN-BusFin-ACO-BFM [REDACTED]

Sent: Tuesday, June 28, 2016 02:47 PM

To: ACO-RHQ-WalesWest-RC [REDACTED] ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-COS [REDACTED] ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]

Cc: 'oc.thamesvalley@aircadets.org' <oc.thamesvalley@aircadets.org>; ACO-2FTS-Comdt [REDACTED]

ACO-RHQ-CentralEast-RC [REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED] ACO-RHQ-

North-RC [REDACTED] ACO-RHQ-ScotlandNIreland-RC [REDACTED]; ACO-RHQ-SouthWest-RC [REDACTED]
[REDACTED] CRN-BusFin-ACO-BM [REDACTED]

Subject: CI/Chaplain Photo Membership Card Business Case

[REDACTED], Comdt, COS,

Given my re-think of the BC in light of my better understanding of the purpose of the card and the de-coupling from the security issue I am confident we can resolve this very quickly. I am happy to sit down with the nominated writer and iron out the creases at a mutually convenient time although I suspect you may wish to move this along before Sqn Ldr [REDACTED] returns from her current course?

Regards

[REDACTED]

BFM ACO

From: ACO-RHQ-WalesWest-RC [REDACTED]

Sent: 28 June 2016 14:40

To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CST-COS [REDACTED] CRN-BusFin-ACO-BFM [REDACTED]; ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]

Cc: 'oc.thamesvalley@aircadets.org'; ACO-2FTS-Comdt [REDACTED] ACO-RHQ-CentralEast-RC [REDACTED]; ACO-RHQ-LondonSouthEast-RC [REDACTED] ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-ScotlandNIreland-RC [REDACTED]; ACO-RHQ-SouthWest-RC [REDACTED]

[REDACTED]

Subject: CI/Chaplain Photo Membership Card Business Case

Ma'am/Colleagues

I attach a new version of the Photocard Business Case, in which I have addressed a (small) number of [REDACTED] concerns, and – at least – produced something of a Strawman including [REDACTED] guidance which can now be built upon. Quite frankly, finding and expressing this info took long enough, I do not have the time to explore – for example – the possibility of hiring such equipment.

I am unaware of such a facility (hiring) so have not been able to explore it to Business Case required standards. As an intelligent layman, I would deem it unlikely, as the Project involves the sale and licensing of specialised software. But what do I know? It may exist out there somewhere.....

I have also made a first stab at designing the cards themselves; see attached PowerPoint slides. The format is easily changed, but – for [REDACTED] and whoever else gets involved - anything is better than a blank sheet of paper. There are also notes to the slides

It seems to me that handing this Project to an HQAC Staff Officer will facilitate easier liaison with the Budget Manager, to produce what is eventually decided we need in the Business Case.

I hope this is helpful, I can still (just) take any questions or comments.

Best regards

[REDACTED]

Gp Capt
Rgnl Comdt

[REDACTED]

Dii Role: ACO-RHQ-WalesWest-RC@mod.uk

Dii Personal: [REDACTED]@mod.uk

BADER: rc.ww@aircadets.org

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO1 ([REDACTED]) on behalf of ACO-HQAC-CST-COS [REDACTED]
Sent: 19 May 2016 14:43
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: FW: Update - CI and Chaplain Photocards
Attachments: 20160518- CivPhotcard.docx

[REDACTED]
SO1 Coord
Ext [REDACTED]
Civil [REDACTED]
e-mail: ACO-HQAC-CST-PolicyPlans-SO1@mod.uk

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From: ACO-RHQ-WalesWest-RC [REDACTED]
Sent: 19 May 2016 09:54
To: ACO-HQAC-Comdt (McCafferty, Dawn Air Cdre); ACO-HQAC-CMD-ComdtSO [REDACTED] ACO-2FTS-Comdt [REDACTED] ACO-HQAC-CCF-WgCdr [REDACTED] ACO-HQAC-CST-COS [REDACTED] Capt); ACO-RHQ-LondonSouthEast-RC [REDACTED] ACO-RHQ-North-RC [REDACTED]; ACO-RHQ-ScotlandNIreland-RC ([REDACTED]); ACO-RHQ-SouthWest-RC [REDACTED] Corps Padre (Des) [REDACTED] CRN-BusFin-ACO-BFM [REDACTED]; 'Wg Cdr [REDACTED] 'Wg Cdr [REDACTED] 'WO [REDACTED] 'oc.thamesvalley@aircadets.org'
Cc: 'oc.thamesvalley@aircadets.org'
Subject: Update - CI and Chaplain Photocards

Ma'am and colleagues,

Attached is a short update on the Civilian Photocard workstream of

It may be worth wider discussion if time permits at Convention, which I regret I am unable to attend.

As ever, happy to receive comments, suggestions etc

Best regards

[REDACTED]
[REDACTED]
Gp Capt
Rgnl Comdt

[REDACTED]
[REDACTED]
Dii Role: ACO-RHQ-WalesWest-RC@mod.uk
Dii Personal: [\[REDACTED\]@mod.uk](mailto:[REDACTED]@mod.uk)
BADER: rc.ww@aircadets.org

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 09 November 2016 11:13
To: ACO-HQAC-SO2-ACO Developer [REDACTED]
Subject: RE: 20161109-ID Card Software-O

Hi [REDACTED]

Cheers for that, I'll probably pop down tomorrow –

Cheers

[REDACTED]

Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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From: ACO-HQAC-SO2-ACO Developer [REDACTED]
Sent: 09 November 2016 11:12
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Subject: RE: 20161109-ID Card Software-O

Hi [REDACTED]

I've got it installed and I'm trying to find my way around it.

By the looks of it you can import all the information we need, but I'm not sure that you can import a picture. I was going to let you know when I have a definitive answer.

If you want to pop down and have a look you are more than welcome.

Cheers,

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 09 November 2016 11:03
To: ACO-HQAC-SO2-ACO Developer [REDACTED]
Subject: 20161109-ID Card Software-O

Hi [REDACTED]

Have you had chance to review the software at all for the printer?

Cheers

[REDACTED]
Sqn Ldr [REDACTED] | SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 05 October 2016 15:34
To: CRN-SPT-C4I-GovChgMgr [REDACTED]; CRN-SPT-C4I-SDTMgr [REDACTED]
Subject: RE: 20160905-Volunteer Card-O

Cheers [REDACTED]! Thanks for the update!

[REDACTED] happy to chat too please just so we make the right choice!

Cheers

[REDACTED]

Sqn Ldr [REDACTED] | SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
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From: CRN-SPT-C4I-GovChgMgr [REDACTED]
Sent: 05 October 2016 15:33
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]; CRN-SPT-C4I-SDTMgr [REDACTED]
Subject: RE: 20160905-Volunteer Card-O

[REDACTED]

Sorry for the delay in responding, MODNET is taking most of my time up at the moment. The job has been sent through to our Tech Support Team, who should be in touch shortly. The manager is [REDACTED] who returns from leave next week.

[REDACTED] - I can fill some of the gaps on this one to give you a head start.

Regards

[REDACTED]

[REDACTED]

C4I Governance and Change Mgr
C4I Sqn, Trenchard Hall, RAF College Cranwell, Sleaford, Lincolnshire NG34 8HB
Mob: [REDACTED] Mil: [REDACTED] Civ: [REDACTED] Fax: Mil: [REDACTED] Civ: [REDACTED]

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 29 September 2016 11:24
To: CRN-SPT-C4I-GovChgMgr [REDACTED]
Subject: RE: 20160905-Volunteer Card-O

Hi [REDACTED]

How are we doing with this? Are there any in the short list for us to have a look at?

Cheers

[REDACTED]
Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 13 September 2016 17:33
To: CRN-SPT-C4I-GovChgMgr [REDACTED]
Subject: RE: 20160905-Volunteer Card-O

Hi [REDACTED]

Yes! Been meaning to email all day!

2 sided printing
Needs to be able to work on a Mac
Good photo detail

If you can let me know of any options before we are good to go – [REDACTED] our software guru needs to make sure he can write an add on to whatever it is we choose – won't take long he knows what he is looking for! If you have carte blanche to source from anywhere, the [REDACTED] was the company I was looking at – cheap for the same printer and they are based in

Kind regards

[REDACTED]
Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
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From: CRN-SPT-C4I-GovChgMgr ([REDACTED])
Sent: 13 September 2016 14:16
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Cc: CRN-SPT-C4I-GovChg (MULTIUSER)
Subject: RE: 20160905-Volunteer Card-O

Hi [REDACTED]

Thanks for the request form. I remember from our conversation that photo quality is a requirement are there any others before we start the ball rolling with getting a suitable printer? Things such as double sided printing, magnetic strips, RFID Chips (Chip and Pin) etc...

Thanks

Regards

[REDACTED]
[REDACTED]

C4I Governance and Change Mgr
C4I Sqn, Trenchard Hall, RAF College Cranwell, Sleaford, Lincolnshire NG34 8HB
Mob: [REDACTED]

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From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 12 September 2016 11:46
To: CRN-SPT-C4I-GovChgMgr [REDACTED]
Subject: FW: 20160905-Volunteer Card-O

Hi [REDACTED]

PSB and attached. Let me know what other info you need from me.

Kind regards

[REDACTED]

Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
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From: CRN-BusFin-ACO-BFM [REDACTED]
Sent: 12 September 2016 11:38
To: ACO-HQAC-CST-PolicyPlans-SO2 ([REDACTED])
Subject: 20160905-Volunteer Card-O

[REDACTED]

I've had another look at this with fresh eyes and I don't think I need to add anything more than a UIN to attribute direct charges so hopefully this will now be ok. If there are any issues I'm happy to chat direct with [REDACTED]

Cheers

[REDACTED]
[REDACTED] SEO/C1
BFM ACO
[REDACTED]

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 09 September 2016 11:18
To: ACO-HQAC-SO2-ACO Developer [REDACTED]
Subject: 20160909-Taj Mtg - CI Cards-O

Importance: High

Hi [REDACTED]

I need to do a presentation at the ACMB on Wed 14 Sep regarding the CI Cards. Is there any chance we can have a mtg with [REDACTED] over at the Taj to talk process and technicalities on Mon/Tue?

Cheers

[REDACTED]

Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 05 September 2016 13:01
To: CRN-BusFin-ACO-BFM [REDACTED]
Subject: 20160905-Volunteer Card-O
Attachments: 20120603-C4I Form 4 NSR Non Standard - ACO Printer-O.doc

Hi [REDACTED]

Can you cast your eye over this please – I've spoken with [REDACTED] this morning and he thinks he might be able to absorb the cost of the printer into their budget – we would just need to buy the accessories. I don't understand the budget box though.....happy to chat when you get 5mins!

Cheers

[REDACTED]
Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] | Mil-tel no [REDACTED]
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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 10 August 2016 14:40
To: ACO-RHQ-CentralEast-RC [REDACTED]
Cc: ACO-RHQ-CentralEast-ARC [REDACTED]
Subject: RE: 20160808-Membership Cards-O

Sir,

I'm hoping this year!! The 2 unknowns are – how quick [REDACTED] can write the code into SMS (he thinks 2 days tops) in and around their work priorities and how quick we can source the printer through public means – I'm not sure if the recent cease on travel expenditure will extend to a stop in procuring the printer?

Whilst the short term gain would be to procure it through the GPF, we would not be able to connect it to the DII network, the Taj then would not be able to man the task and the burden would come back to us. [REDACTED] has just popped in, I've given him a bit more info and he says he'll back brief you in the morning at breakfast?!! Fnarr fnarr ;o)

Regards

[REDACTED]

Sqn Ldr [REDACTED] SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail : [REDACTED]@mod.uk

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From: ACO-RHQ-CentralEast-RC [REDACTED]
Sent: 10 August 2016 14:30
To: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Cc: ACO-RHQ-CentralEast-ARC [REDACTED]
Subject: RE: 20160808-Membership Cards-O

[REDACTED]

That's fine – thanks. I am really interested in an introduction date, as opposed to the mechanics. How we do it I am ambivalent about, when we do it is more apposite ☺.

[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 : [REDACTED]
Sent: 08 August 2016 10:06
To: ACO-RHQ-CentralEast-RC [REDACTED]
Cc: ACO-RHQ-CentralEast-ARC [REDACTED]
Subject: 20160808-Membership Cards-O

Sir,

Just replied to your request for an update on the cards for CIs/Chaplains – if you or [REDACTED] want to give me a quick bell I'll give you a more indepth update and talk you through the changes we made and why.

Kind regards

[REDACTED]
Sqn Ldr : [REDACTED] | SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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[REDACTED]

From: ACO-HQAC-CST-PolicyPlans-SO2 [REDACTED]
Sent: 08 August 2016 10:06
To: ACO-RHQ-CentralEast-RC [REDACTED]
Cc: ACO-RHQ-CentralEast-ARC [REDACTED]
Subject: 20160808-Membership Cards-O

Sir,

Just replied to your request for an update on the cards for CIs/Chaplains – if you or [REDACTED] want to give me a quick bell I'll give you a more indepth update and talk you through the changes we made and why.

Kind regards

[REDACTED]
[REDACTED] | SO2 Policy & Plans - Headquarters Air Cadets, RAF Cranwell, Lincoln, LINCOLNSHIRE, NG34 8HB
Civil tel no [REDACTED] Mil-tel no [REDACTED]
DII(R) e-mail : ACO-HQAC-CST-PolicyPlans-SO2 | Civilian e-mail: ACO-HQAC-CST-PolicyPlans-SO2@mod.uk | Pers e-mail :
[REDACTED]@mod.uk

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