



## **Council of Military Education Committees of the Universities of the United Kingdom**

### **Executive Committee Meeting**

**held on Thursday 22<sup>nd</sup> November 2018 at 1115hrs**

**at ULOTC, Yeomanry House, Handel Street, London, WC1N 1NP**

### **Minutes**

#### **Present**

Mr R G Livingston (Chairman), Mr B Ritchie (Vice Chairman); Professor E Archibald; Mr J S Castle; Ms A Lyon; Ms C Kinkead; Maj I Stoney; Dr J Smith; Dr P J R Mileham; Col N Tougher; Col D Guinness; Lt Col M Bishop; Sqn Ldr A Hawes

#### **In Attendance;**

Mr Jason Norris (Secretary); Mr S Crockbain; Mr J Greenrod; Ms S Rose

#### **Apologies**

Rev Professor J P Taylor (Treasurer); Mr R Hall; Mr H Hamilton; Gp Capt H Edwards; Cdr A McLennan RN

#### **1. Opening Remarks**

- NOTED: The Chairman welcomed Mr Crockbain, Mr Greenrod and Ms Rose, Defence Relationship Management, who would brief on the Armed Forces Covenant.
- NOTED: The Chairman noted Cdr A McLennan was moving on to a new role and thanked him for his service to COMEC. Cdr A McLennan's post was now gapped and in the meantime responsibilities will be delegated to Lt Cdr Oliver Loughran to ensure the COMEC relationship is maintained.
- NOTED: The Chairman welcomed Maj I Stoney (Leeds) and Dr J Smith (Cambridge and Member of the Armed Forces Parliamentary Scheme) to the COMEC Executive following their election at the AGM.

#### **2. Minutes**

- APPROVED: The Minutes of the Executive meeting held on 11 Sept 2018 (COMEC\_2018\_11\_A)
- NOTED: Professor E Archibald noted a typo on the minutes which has now been corrected.

- RECEIVED: The Minutes of the AGM held on 11 Sept 2018 (COMEC\_2018\_11\_A1), there were no observations.

### 3. Matters Arising

- Action points arising (COMEC\_2018\_11\_A2):

#### Continuation-Recruiting Statistics (Min 2 22 Feb 2018)

- RECEIVED: Service staff officers to email COMEC secretary with recruiting statistics in the autumn each year, down to unit level if available.
- RECEIVED: The Chairman requested data on UOTC leaver numbers – Lt Col M Bishop to send through.
- NOTED: This item to be discussed later in the agenda.

#### COMEC Prize (Min 2 22 Feb 2018)

- **ACTION: A successor to Ms A Lyon to be identified.**
- RECEIVED: It was agreed that Ms A Lyon, with the other adjudicators, would review criteria in 2018 for 2019 prize.
- NOTED: This item to be discussed later in the agenda.

#### Chairman's Report (Min 3 11 Sept 2018)

- RESOLVED: The Chairman will discuss with Southampton MEC their withdrawal from their membership of the Council and report back.
- NOTED: The Chairman noted he had contacted Neil Richardson and offered to meet with the MEC to discuss any issues. No response has been received to date. The Treasurer had also written to the MEC regarding their outstanding subscription and has not received a reply.
- NOTED: The Chairman noted that Brigadier Wheeler has undertaken to intervene in the light of the MoD investment in Southampton's students.

#### Defence People (Min 5d 11 Sept 2018)

- RESOLVED: Col D Guinness suggested inviting the Defence Relationship Management team to the next COMEC Executive meeting to talk about the Armed Forces Covenant, and how they work with Universities and can support COMEC / MECs.
- NOTED: This item is on the agenda.

#### UOTC Study (Min 7 11 Sept 2018)

- NOTED: This item to be discussed later in the agenda.

#### Conference (Min 8 11 Sept 2018)

- NOTED: This item to be discussed later in the agenda.

#### GDPR Statement (Min 9 11 Sept 2018)

- RECEIVED: Any observations by members of the Committee on the GDPR compliance statement and privacy policy.
- **ACTION: The GDPR compliance statement and privacy policy have been approved and are to be added to the website by the COMEC Secretary.**

#### Continuation-recruiting Statistics (COMEC\_2018\_11\_A3)

- RECEIVED: Continuation Recruiting Statistics were received from the Service Staff Officers.
- NOTED: The Chairman noted there were still some gaps and consistency remained an issue to be able to see trends over time. The move to DRS is causing issues resulting in some information not being collected.
- NOTED: Several members of the Executive noted the figures were difficult to read and interpret and this needs to be improved. A descriptor would be added adumbrating how figures were determined.
- NOTED: Lt Col Bishop noted that the previously quoted *% of UOTC Officer Cadets who don't join the Army* has been proved as spurious and the statistically significant proportion is of the final year leavers. Col Tougher noted that tracking data were manageable now that UOTCs report into Sandhurst.
- NOTED: The Chairman noted a disconnection in the Army reserve commission numbers. Lt Col Bishop noted there had been changes to the reserve courses, and regular commissions were not yet available. The Chairman noted it is helpful for COMEC to be aware of factors which affect recruitment. The Chairman also highlighted the need to have reliable management statistics on the USUs and continuation recruiting to the Services: as guides to the operation and usefulness of USUs, they should be readily available in a form appropriate to each Service.

Armed Forces Covenant Briefing (Defence Relationship Management team)

- RECEIVED: A briefing from the Defence Relationship Management team
- NOTED: The Armed Forces Covenant was introduced into law in 2011, and is a pledge by organisations that the Service community will not be disadvantaged. Universities can support by signing the Covenant and introducing practical policies that support military personnel and their families. Examples of this include recognising impact of military life on schooling and contextualising admissions. It was also noted the Ministry of Defence is the largest provider of apprenticeships in the UK, supporting the STEM and social mobility agendas – how can the MoD and Universities work together to further enhance this? Many of these activities are already happening so the Covenant is about formalising this and opening up further discussion.
- NOTED: Defence Relationship Management (DRM) is the link between employers and MoD across the UK. 3 key objectives: 1) recruitment of reservists, 2) retention of reservists (employers being supportive and understanding) and, less obliquely, regular Service staff, 3) positive impact on transition and resettlement of Armed Forces regulars. DRM generate signings of the Covenant, with new signings averaging 25-30 per week at present (in total, over 3000 in 4 years).
- NOTED: The DRM team also facilitate professional placements (placing serving members of regular Armed Forces into civilian organisations for 6-9 months) and manage the employer recognition scheme (ERS). The ERS is key to moving employers from goodwill to firm actions, with key criteria required to move through Bronze, Silver and Gold with associated benefits to the company and employees e.g. discounts and staff training opportunities.
- NOTED: 47 Universities have signed the Covenant (3 are Russell Group) and DRM hope to work with COMEC to sign more (noting Durham and

Queen's have not signed, for example). 3 Universities are Gold (London South Bank, Lincoln and South Wales). DRM would be open to innovative engagement opportunities e.g. arranging sports competitions between military sports teams and University teams. DRM also noted benefits of attracting Service staff to Universities with the associated benefits this brings.

- NOTED: The Chairman noted that a third of university institutions had signed the Covenant.
- NOTED: Mr J S Castle noted the success in Scotland of engaging other organisations through recommendation and promoting institution to institution, and would be pleased to widen this to other institutions in the UK.
- NOTED: Professor E Archibald asked if there was a single website we could direct PVCs to regarding the detail and benefits of signing the Covenant, as well as a resource for Universities to promote any support schemes they may have in place.
- **ACTION: The DRM team will send through a link to information on the Covenant that would be useful to share with PVCs and other senior University staff.**
- NOTED: The Chairman observed that Universities would be amenable to the aims of the Covenant, but they would expect a member to champion it to ensure its implementation. The DRM team noted relationship managers are in place to support activity by sharing best practice, there are also requirements for Silver and Gold award holders to have Covenant activities embedded in their policy. It was also noted that most Gold award Covenant holders have an "Armed Forces Champion" who ensures the Covenant profile is raised throughout the organisation. Mr J S Castle noted there is an example of this at Glasgow Caledonian and invited colleagues to see this in action.
- NOTED: The Vice-Chairman noted the need for academia to be kept aware of opportunities to engage military personnel in undergraduate and postgraduate study, as Lt Col M Bishop noted these opportunities are increasing.
- **ACTION: Dr P J R Mileham invited DRM team to send copy text for the COMEC Conspectus**

#### 4. Treasurer's Report

- RECEIVED: A report from the Treasurer (COMEC\_2018\_11\_B)
- NOTED: The Chairman noted that the "Sep 2018 AGM: Other Costs" comprised hospitality in ULOTC, but also the 2017 Proceedings, which should be charged to Publications. The Chairman also queried if the £500 in "Travel for Representation" should be in the "COMEC Prize" row.
- NOTED: Mr R Hall had proposed in his absence that we should reduce the number of COMEC meetings to reduce costs, as he has done for Wales MEC. The Chairman noted this had been tried previously, but it compromised the discharge of our responsibility to represent the interests of our MECs in the development of policy with regard to our USUs, which requires the maintenance of regular communication with MECs and Defence. It was agreed that the most convenient dates were mid-term, in addition to September coincident with the AGM.

## 5. Reports from the Service Staff Officers

- RECEIVED: A report from each of the Service Staff Officers:
  - a. Royal Navy (COMEC\_2018\_11\_C1)

### **URNU REPORT**

#### **Significant Events**

1. *The start to the academic year is the busiest time of the URNU calendar with the critical recruiting phase. Despite strong levels of interest across the country, this did not translate into significant numbers at interview for all units. With the overarching guidance of quality over quantity this has meant that some units are under Bourne. Anecdotally, COs have been told or felt that many of the Freshers at some Universities have been told (or are just more concerned about) not overcommitting themselves with extracurricular activities. Those with spaces will start to plan follow on events for 'ReFreshers' and using current members to reach out to their peers for further recruits.*
2. *As the first big event of their time in the URNU, the latest recruits attend one of three New Entry Weekends at BRNC for induction training. The Northernmost URNUs reverted to local New Entry events with Northumbria and Edinburgh combining at HMS CALLIOPE and G&SURNU using the facilities at their unit and at Faslane.*
3. *The next significant evolution of recruitment process is the Recruit Medical. This has been problematic over the last couple of years; it has taken up to 6 months in a number of cases and can also result in high failure rates (up to 50% in some units). We have worked closely with the RN Service Medical Entry Cell to refine the process where possible but there will still be elements of the process that are out of our control because of the contract.*

#### **Personnel**

4. *The CO at Cambridge URNU has changed with Captain Tim Pitcher RM taking over from Lt Peter Hesse who is leaving the Service. The planned personnel changes up to the end of Q2 2019 have been determined with selections for the changes for the rest of 2019 expected before the end of the year.*
5. *I am moving on before the end of Nov 18 however, due to personnel challenges at the OF4 level, the next incumbent will not arrive in post until Apr 19. A transition plan has been put in place to cover my Terms of Reference but in essence the URNU CoS (Lt Cdr Loughran -CO Edinburgh URNU) will cover the role of Commander Universities with support from BRNC.*

#### **Training**

6. *The renewed URNU syllabus and associated Task Books are now hosted on the Defence Learning Environment along with relevant URNU Standing Orders. The next stage of work will be to engage the Maritime Reserves to agree the transition process for URNU graduates. Our 2UP HQ, COMCOE, will also start a new format*

*of Assurance visits in Q2 2019 using the OFSTED Common Inspection Framework in preparation for future OFSTED inspections.*

- NOTED: The Chairman highlighted the issue raised in the first paragraph “COs have been told or felt that many of the Freshers at some Universities have been told (or are just more concerned about) not overcommitting themselves with extracurricular activities” and noted this is new feedback compared to previous years. Mr J S Castle noted this was part of the MECs’ remit to ensure there is a balance between students’ studies and extracurricular activities.
- NOTED: The Chairman noted the ongoing medical issues, and discussion was had regarding Capita and issues across Services. Lt Col Bishop noted the medical bar for UOTC cadets was the same as for the regular Army which had benefits in terms of medical progression at a later stage.

b. Army (COMEC\_2018\_11\_C2)

**ROYAL MILITARY ACADEMY SANDHURST GROUP (RMAS Gp) UNIVERSITY OFFICERS TRAINING CORPS (UOTC) – COMEC REPORT MAY-NOV 2018**

**GENERAL**

1. **Introduction.** *This report covers the period May to Oct 18 and is aimed at providing COMEC with an overview of the Army strategic (4\*), operational (1/2\*) and tactical (UOTC) issues and activities that are related to military education. Context is vital to understand the complex and challenging educational environment in which we find ourselves.*

2. **Strategic MEC Related Headlines.**

- *Army numbers c76,700 (Aug 2018) 5,300 lower than target of 82,000. Capita (outsourcing recruiting contract) largely blamed for over bureaucratic process (over 300 days to start training).*
- *New CGS (Jul 18) Main Effort is “Manning the Army”. Commander Home Command (3\*) and new Commander Army Recruiting Initial Training Command (2\*, ARITC) have been given task. Many work streams flowing as a result, main one affecting OTCs is the Basic Training Transformation Programme (BTTP).*
- *“OTC Utility<sup>1</sup>” has been reviewed at the Executive Committee of the Army Board (ECAB) and whilst there may be some minor changes to laydown and resource allocation, OTCs are viewed as vital for Officer inflow (37% of men and 75% of women who commission into the Regular Army are “non-core intenders”).*
- *Increasing volatility in the higher education landscape over changing government policy, funding streams, student recruitment and Brexit.*

3. **Operational MEC Related Headlines.**

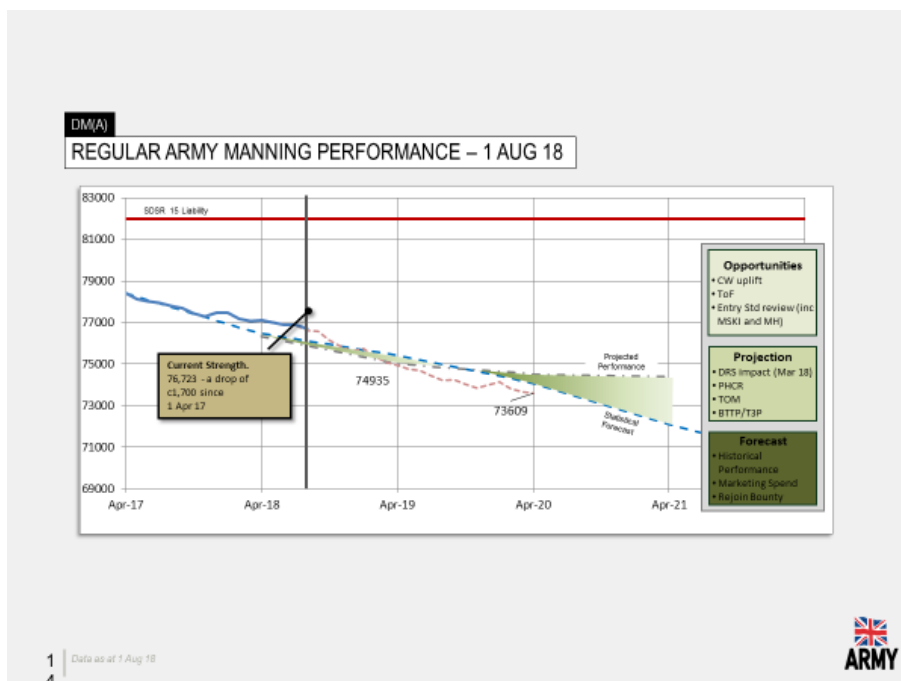
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<sup>1</sup> 17x OTCs and 2x OTRs cost the Army c£40m a year

- OTCs now come under newly formed 1\* Royal Military Academy Sandhurst (RMAS) Group (new Msn, management processes etc).
- Comd OTC is looking to move resource internally amongst all the OTCs to reinforce high output establishment like Northumbria, Wales and Exeter.
- There are a tighter governance mechanisms to target more committed students.
- OFSTED will now inspect OTCs.
- JP Morgan is scoping a strategic relationship with OTCs as their values and leadership characteristics closely align with the Army.

**STRATEGIC LANDSCAPE**

4. **Army 4\* Space.** The period May to Oct 2018 has been principally dominated in the Army 4\* space, by the change of CGS from Gen Sir Nick Carter to Gen Sir Mark Carleton-Smith. The main issues at CGS level is the very low manning figures. In Aug, the Regular Army was manned at 76,723, 1,700 short of the previous year and over 3,500 short of the SDSR mandated 82,000 (see diagram below). The trajectory is for this to get worse. Capita pipeline processes are partly responsible for the poor statistics along with the historical norms of a contracting Army after a major campaign. The positive news is that the recruiting figures are on target (new Belonging advertisement) and things should stabilise next year. Commander Home Command (3\*) and Commander ARITC have produced a “Manning Campaign” to rectify and improve the situation along 8 lines of development at 2\* level (Branding, Engagement, The Offer, Marketing and Attraction, Entrance Policy, Recruiting, Basic Training and Lived Experience).



5. **ECAB Paper on OTCs.** In response to the previous CGS’s concerns over the utility of the OTCs a review was conducted by the RMAS Group on behalf of Comd ARITC and Home Command. COMEC has previously seen a copy of the paper. There

are unlikely to be wholesale changes to the OTC laydown or resources, more a rationalisation of existing resource to reinforce the OTCs that statistically recruit the most cadets for reserve or regular commissioning.

6. **Volatility in the Higher Education Space.** COMEC will only be too aware of the significant operating challenges for Higher Education. Top of mind concerns appear to be linked to changes in government policy, rising staff and pension costs, student recruitment, increasing competition for demanding students, changes to tuition fees and funding models. Added to this are the government post 18 Education Review<sup>2</sup>, Brexit and question marks over the UK’s continuing international appeal. As a result of this uncertain environment many universities are considering 2 year consolidated degrees and increasing distance and blended learning. What is critical for OTCs, is understanding this environment in order to stay in step with the university and higher education colleges executive boards, so as to remain relevant and useful for enhancing the student experience during their degrees and better preparing students for life as graduates.

**OPERATIONAL LANDSCAPE**

7. **Changes to Command and Control (C2).** The summer period has seen significant changes in the Army command and control network for OTCs. A new 1\* Commander RMAS Group has been formed under Brig Bill Wright. This HQ now has responsibility for RMAS, AOSB and all the OTCs, reporting to the new 2\* ARITC, Maj General Paul Nanson. The RMAS Gp HQ is under staffed and it will take time to establish an effective relationship. Under the Army’s Assurance policy, it has also been decided that OTCs will also be visited by OFSTED. These visits will be Advisory rather than Inspections. The initial tranche is detailed below.

<b>Date</b>	<b>Venue</b>	<b>Lead inspector</b>
Nov 15	East Midlands	Martin Hughes
Nov 21	London	Richard Beynon
Dec 05	Exeter	Helen Flint
Jan 23	Northumbria	Martin Hughes
Jan 29	Cardiff	Mark Shackleton

8. **Commander ARITC Readout.** Having attended a conference at RMAS recently, Maj Gen Nanson’s headlines were:

- a. We need to be honest, the numbers coming into the Army are poor, especially soldiers. ITC Catterick (where we train Infantry Phase 1 and 2) is only 28% full.
- b. Our training is outstanding and world leading and there are only marginal gains to be made. Different pathways are being scoped to fast track the best recruits.

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<sup>2</sup> The review will ensure that post-18 education is giving everyone a genuine choice between high quality technical, vocational and academic routes, students and taxpayers are getting value for money and employers can access the skilled workforce they need (Gov.uk Dept for Education 19 Feb 18).



c. *The Millennials we are targeting are very keen to know “what’s in it for me?” and “what personal development opportunities are there?”. How can an army experience “make me better?”. The Army apprenticeship schemes are nationally important and very attractive.*

d. *We have great policy but as yet are not good at operationalising it.*

9. ***JP Morgan Relationship with OTCs.*** *There is no doubt that being in the OTC improves your CV; helping to separate an individual from a big pack by show casing examples of leadership and character development. JP Morgan came to a conference at RMAS to publicly declare their interest in the types of young men and women that have the drive, motivation and values based leadership training and management skills that join the OTC. This confirms what we already know and should also help the OTCs recruit. There may also be some sponsorship opportunities.*

### **TACTICAL LANDSCAPE**

10. ***Recruiting.*** *The recruiting period is now very much underway and results will be promulgated once final attestations are known. Initial indications are positive. Units now have to retain, develop and nature them.*

11. ***Cambrian Patrol.*** *A number of OTCs entered teams in this world-renowned patrols competition achieving the following results:*

- a. *Bristol OTC – Gold*
- b. *Cambridge OTC – Silver*
- c. *Northumbria OTC – Silver*
- d. *Oxford OTC – Silver*
- e. *Wales OTC – Silver*
- f. *Glasgow OTC – Bronze*
- g. *Southampton OTC – Bronze*

*Birmingham, East Midlands, London and Queens UOTC also entered the competition. However, due to storms the entirety of Phase I was cancelled for all teams. As a result, they obtained certificates but were not able to compete for medals.*

### **FUTURE TRAINING**

12. *OTCs continue to have a busy calendar of events throughout the year focused on the following activities:*

- a. *Core military training – 7 weekends focused on taking OCdts through the RMAS Mod A and Mod B syllabus.*
- b. *Leadership development training – a number of weekends focused on helping to prepare OCdts for the Army Officers Selection Board (AOSB).*
- c. *Other military training – participation in shooting and other military competitions such as the Cambrian Patrol.*

- d. *Attachments – Individual attachments to regular army units and also support to ACF summer Camps.’*
- e. *Sport – opportunities to compete against other OTCs and also participate in Army sports competitions.*
- f. *Adventure Training – Multiple expeditions each year both in the UK and overseas.*
- g. *Social.*

### **ENGAGEMENT**

**13. General.** *External engagement with specific target audiences to influence and achieve desired effects is one of the key responsibilities for the Commanding Officer, in the “up and out space”. OTCs still work alongside and closely with Regional Brigades to achieve engagement and influence. The key target audiences identified are:*

- a. *University/College Business and Employment Officers/Business Enterprise Directors.*
- b. *University/College Vice Chancellors.*
- c. *College Masters/Principals (Cambridge only).*
- d. *MEC.*
- e. *Selected Faculties Head of Departments e.g. Engineering, Medicine and Law.*
- f. *Relevant Sports and Society’s such as rugby, shooting, hockey and netball.*
- g. *Other OTCs for best practice and natural synergies such as East Midlands and Oxford.*
- h. *Local Military Units/Organisations.*
- i. *Local businesses.*
- j. *County or regional leaders such as Lord Lieutenants, High Sheriffs and Councillors.*
- k. *Local Media.*
- l. *OTC Alumni.*

**14. The Offer UOTCs Can Make.** *OTCs will not be able to have strong relationships with all the above audiences. A priority list will be made so resources can be focussed*

to achieve specific effects. Leadership and Development training is the *raison d'être* of the Unit. Units will be looking to offer training to selected University/College management staff (similar to Executive Leader) and students to enhance the military/university relationship, improve leadership and business output and enhance employability.

UOTC Cadets Commissioned on Res CC/CCS Courses

UOTC	CC151	CC151+	CC152	CC+152	CC161	CC162	CC163	CC171	CC172	CC173	CCS171	CCS181	CCS182	Total
Aberdeen	0	0	0	1	0	3	0	0	3	0	0	0	0	7
Birmingham	3	0	1	2	0	2	0	0	3	2	0	0	5	18
Bristol	0	1	0	1	0	1	0	0	2	0	0	0	4	9
Cambridge	1	3	0	1	0	3	0	1	6	1	0	2	3	21
East Midlands	1	1	1	1	0	2	3	0	7	2	0	0	10	28
Edinburgh	1	0	0	0	0	1	0	0	2	0	0	0	1	5
Exeter	1	2	1	2	1	4	0	0	2	1	0	0	6	20
Glasgow & Strathclyde	1	1	0	3	0	3	1	0	1	0	0	0	3	13
London	1	3	0	4	1	4	0	1	6	1	0	2	5	28
Northumbrian	0	4	0	4	0	3	0	1	2	3	0	1	1	19
NWOTR	1	1	1	6	0	4	0	0	3	3	0	0	4	23
Oxford	0	0	0	3	0	0	0	1	3	2	0	0	2	11
Queens	1	2	0	0	0	2	0	0	1	1	0	0	1	8
Southampton	0	1	0	0	1	0	0	1	2	2	0	2	3	12
Tayforth	1	0	0	1	0	1	0	0	1	0	0	1	2	7
Wales	0	0	0	5	0	8	2	0	7	2	0	0	4	28
YOTR	1	1	0	3	0	0	3	0	4	5	0	1	14	32
<b>Total</b>	<b>13</b>	<b>20</b>	<b>4</b>	<b>37</b>	<b>3</b>	<b>41</b>	<b>9</b>	<b>5</b>	<b>55</b>	<b>25</b>	<b>0</b>	<b>9</b>	<b>68</b>	<b>289</b>
ResPO	2	49	2	24	10	15	16	25	33	13	11	14	26	240
Course total	15	69	6	61	13	56	25	30	88	38	11	23	94	529
%	87	29	67	61	23	73	36	17	63	66	0	39	72	55

<b>Total</b>	<b>13</b>	<b>20</b>	<b>4</b>	<b>37</b>	<b>3</b>	<b>41</b>	<b>9</b>	<b>5</b>	<b>55</b>	<b>25</b>	<b>0</b>	<b>9</b>	<b>68</b>	<b>289</b>
<b>Female</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>52</b>
<b>% Female</b>	<b>31</b>	<b>20</b>	<b>25</b>	<b>16</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>36</b>	<b>0</b>	<b>11</b>	<b>12</b>	<b>18</b>

- NOTED: Col N Tougher noted the original request to review OTCs and their contribution to Army recruitment has now moved to getting more outputs. The study was not discussed at the ECAB meeting noting it was deemed not strategic (3\* level) but seen as good governance and business practice and achieving value for money without reducing footprint.
- NOTED: Col N Tougher noted in terms of next steps that OTRs are being looked at as one option, however there are no plans to move any UOTCs (no loss of location or cap badge). There is continuing interest in financial efficiencies and outputs.
- NOTED: The Chairman asked when the ECAB report could be distributed to MEC members to keep them informed.
- **ACTION: Lt Col M Bishop will create a narrative on the UOTC study that can be communicated to MECs, including financials.**
- NOTED: The Chairman noted the change of RMAS Group Command could have been communicated better, instead of having to rely on the RMAS Trust Newsletter. Col N Tougher noted that nothing has been devalued by the new command structure and in fact adds more senior level resource to take things forward. The Chairman noted this reassurance from Col N Tougher would have been useful at the time of the announcement. Col N Toucher noted he would be pleased to take calls or queries from MECs.
- NOTED: With regards to tighter governance mechanisms being introduced Lt Col M Bishop noted this is already being implemented e.g. resource being moved from Oxford and Cambridge to Exeter and other units. There is also a restriction to 1 overseas expedition each year per unit with emphasis on professional training (noting some units undertook 4 expeditions in the past).

- NOTED: There was positive discussion on the JP Morgan (and other employers) recognition of UOTC cadet skills as a fast track through their recruitment and selection process. Prof E Archibald noted this is hugely important to Universities and needs to be highlighted at senior level. Col N Tougher noted need to be wary on how this is publicised, but could possibly be linked to letter from General Paul to Vice-Chancellors. Col D Guinness also noted the value of this to DRMs' work with employers and raising the value of USUs both in Universities and companies.

c. Royal Air Force (COMEC 2018 11 C3)

## **COMEC EXECUTIVE COMMITTEE UAS UPDATE 22 NOV 18**

### **Key Points**

- **Recruiting to establishment.**
- **Delivered 1,477 AT places.**
- **Basing (BUAS, MASUAS, LUAS, YUAS & NIUAS).**
- **Planning for 2019 Tutor display season**

1. **Recruitment.** *Recruitment has gone well and there is a general consensus that fewer individuals sought us out at the Freshers Fairs but the quality of the candidates who did was higher than in previous years. The exception was NIUAS who saw over 225 applications for 34 places. It is planned to have a sqn of 40 students this year increasing to 60 for the next academic year. The replacement of TAFMIS with the Defence Recruiting System has presented a number of challenges when trying to process sponsorship applications which have had to be done manually as an interim measure. From Sep 19 HQ 6 FTS will become a 'virtual AFCO' and we will fast-track UAS sponsorship applications. We currently have 75 sponsored students (58 male & 17 female) with a further 15 in the system; this number will increase as we go through the year. We exceeded our recruitment target of 30% of students into Initial Officer training having achieved 35%. The target for this coming year has been set at 40%.*

2. **Adventurous Training.** *One thousand, one hundred and thirty-one places were taken up in the UK, 114 overseas and 232 skiing overseas; total 1,477. HQ 6 FTS was successful in being granted financial assistance through the RAF Charities Trust Paul Bowen Award; East Midlands University Air Squadron took 10 students to Guyana and Bristol University Air Squadron took 12 students to Peru. UAS organised AT is specifically designed to deliver UAS training objectives within a safe environment for pre-Phase 1 trainees: it requires student engagement in every aspect of planning, delivery and recovery of an expedition. It builds team cohesion within individual UASs and tests individuals' suitability for military service by taking people outside of their comfort zone.*

3. **Bristol UAS.** *Confirmation as to the future location of BUAS is dependent on DIO completing their Business Case which will not be before Feb 19. BUAS continues to fly from Boscombe Down, albeit at a restricted rate. To mitigate this, we have programmed 4 one week flying camps at Newquay Airport, formerly RAF St Mawgan; the first one having been held in Oct 18.*

4. **RAF Woodvale.** *The hangar doors have been replaced and we are hopeful that work to the runway surface will commence at the start of the coming financial year. Both LUAS & MASUAS continue to operate off the short runway but we have had to cease Air Cadet flying until the main runway has been repaired.*

5. **Yorkshire UAS.** *It has been formally announced that RAF Linton on Ouse will close in 2020. We are exploring a number of options and will update the Committee at the next meeting.*

6. **Northern Ireland UAS.** *Funding has been approved to upgrade the infrastructure and work is programmed to be completed this financial year. We envisage aircraft being based permanently at Aldergrove from Jul 19.*

7. **Tutor Display.** *Another successful display season where we flew 19 full displays at 14 venues and attendance figures for the shows we attended totalled some 1.9M. Three displays were cancelled due to weather and one because of aircraft serviceability. The Tutor display at Royal International Tattoo narrowly missed out on 'best display' award, having been pipped to the post by the Red Arrows. The display commentary conveyed a powerful RAF 100 and recruiting message designed to encourage and influence our target audience and inform the general public. The Tutor Display Team was supported by a different UAS at each venue. The students set up PR stands and engaged confidently and successfully with members of the public.*

- NOTED: Sqn Ldr A Hawes noted the nominal cadet establishment of 1000. However, last year was 850 as manning was not 100% but expects a higher number this year.
- NOTED: The Vice-Chairman asked if gliding was still available to cadets. Sqn Ldr A Hawes noted it was severely reduced but still available.

d. Defence People (COMEC 2018 11 C4)

## **RF&C UPDATE FOR COMEC EXECUTIVE BOARD – 22 NOVEMBER 2018**

### Defence Overview

1. *The MOD continues to progress the final elements of the FR20 programme and a number of new work strands have commenced to ensure the progress made under FR20 is maintained (e.g. examining the wider use of Reservists and delivering greater parity across the Single Services). Support to the wider People Programme also remains a key focus to ensure that Reserve specific issues are factored in as the Defence People Strategy and People's contribution to the Modernising Defence Programme (MDP) are being finalised.*

2. *MDP programme is split into four strands. The first three will optimise how the MOD is organised and is operating, identify further efficiencies and ways to be more productive, including through an aggressive programme of business modernisation and improve our performance on the commercial and industrial issues. Work is undergoing to address the vision and outcomes for the People Defence Function including the design principles for the operating model. The last strand will look at the capabilities that defence requires to contribute to our three national security objectives today and in the*

*future. RF&C are actively involved in ensuring the Defence People Strategy is reflective of the Reserved Forces.*

*3. Outside the MDP, the department's priorities remain delivering operations overseas, especially against Daesh, and supporting the Government in its work to deliver the United Kingdom's exit from the European Union. The financial situation for the department continues to be challenging and ensuring that the budget is balanced remains a priority. It is unlikely that there will be any relief, in the short term, from the financial controls, but RF&C remains actively engaged regarding any savings measures that might affect Reserves and Cadets.*

#### Reserves Policy

*4. Apart from the work on the MDP the other key priorities for the Reserves Policy team are:*

*a. Flexible Engagement Strategy (FES). Overall there is very little in this programme which affects the management of reserves. However, we are looking at a number of small initiatives that might help Reserves exploit any opportunities that might arise from FES.*

*b. Use of Reserves. As part of the Department's focus on whole force we are examining ways that we might make better use of the reserves. Specifically, we are looking at ways that we might make it easier for the Services to use reserves across the spectrum of defence activities. As these ideas progress we will be engaging with stakeholders including the RFCAs.*

*c. Modernising FTRS. RF&C are focused on delivering VfM to Defence and have undertaken a review of FTRS commitment types (CT) to ensure they are fit for purpose and able of delivering the right people into the right roles for the sS. Wider initiatives are also being scoped alongside the wider CDP area looking at the value a Reservist's civilian skills can add value to Defence.*

*d. Reserve Forces Act 1996. In the time between now and the next Armed Forces Bill, we will be examining the 1996 Act to ensure that it continues to meet the requirements of the whole force concept in the modern defence context.*

*e. Data Protection Act 2018. Since the last Executive Board, the Bill received Royal Assent and has become law. We are now working to build the data sharing framework with HMRC in order to deliver this important tool for understanding our Regular Reserve capability.*

*f. RFCA Review. RFCA have committed to reviewing the RFCAs against the following objectives:*

- a) Ensuring the RFCAs continue to deliver to Defence output,*
- b) Ensuring the RFCAs continue to deliver the best VfM for Defence*

c) *Identifying additional opportunities that RFCAs could undertake which delivers value to Defence*

5. *A further discussion will be held to discuss the aims and objectives of the review including its scope.*

6. *EST. We have received the 2018 External Scrutiny Team report. This report has been laid in Parliament. RF&C are collating the sS response to the recommendations and will publish a formal response in the Autumn.*

FR20 (Update info from the latest UK Armed Forces QSPS info)

7. *The trained strength of the Volunteer Reserves continues to increase. Whilst the overall trend is upwards there remain significant challenges to deliver 35,000 reserves trained strength by 2019, in particular from the Army.*

8. *Reserves from all Services continue to operate in every theatre alongside their regular counterparts.*

9. *The following table shows Actual Trained Strength and Targets:*

*Trained Strength Against Target*

	<b>01 July 18 Trained Strength (Actual)</b>	<b>01 July 18 Trained Strength (Target)</b>	<b>Progress</b>	<b>FR20 Target Mar 19</b>
<b>Maritime Reserve</b>	2,770	2,868	-98	3,100
<b>Army Reserve</b>	26,790	28,975	-2,185	30,100
<b>Royal Aux. Air Force</b>	2,560	1,860	700	1,860
<b>Total</b>	<b>32,120</b>	<b>33,703</b>	<b>-1,583</b>	<b>~35,000</b>

Employer Engagement

10. *The latest updates on EE initiatives are:*

a) *Project PORRIMA. The new Measures of Effectiveness in the EE space are now being finalised prior to being reported to the Employer Engagement Executive Group in Nov 18. The measures will also be used to inform new KPIs to be included in the revised EE SLA for Mar 19. and will be reported for the first time in Nov 18. e*

- b) Employer Notification. *The Defence EN Directive for 18/19 has been published, together with a revised JSP766 Single Service action is now under way to deliver EN by 28 Feb 19.*
- c) Armed Forces Covenant (AFC). *The rate of signings continues to increase at an average of more than 20 per week. The total number of signings (as at 14 Sep18) is 2825. It is expected that the 3000<sup>th</sup> covenant signing will take place during Nov 18.*
- d) ERS Awards. *A total of 51 organisations were selected to receive Gold Awards at the 2\* Board in Jul 18. RF&C and DRM are now planning for the Gold Awards Presentation which will take place at Lancaster House, hosted by the SofS and HRH Prince Edward on 12 Nov 18. A request for Royal Patronage for the awards is still being considered.*
- e) Reserves Day. *RF&C are in the process of reviewing Reserves Day to ensure it continues to deliver the desired effects. It is planned to report the outcome of the review to the Employer Engagement Executive Group (E3G) in Nov 18. A revised Defence Reserves Day Directive will be issued before the end of the year.*

### Cadets

11. *The Cadet Expansion Programme (CEP) continues on track to achieve the target of 500 cadet units in UK schools by March 2020 with 418 units parading as at 5 July. On 28 September the Secretary of State (SofS) for Defence, the Rt Hon Gavin Williamson MP, visited the CCF(RAF) contingent at Aston University Engineering Academy (AUEA) in Birmingham. During the visit SofS announced the latest approval of 30 new school cadet units, details of which have now been published on Gov.UK.*

12. *At the AUEA visit SofS also promoted the 2<sup>nd</sup> interim report from the University of Northampton's ongoing research into the social impact of cadets. The report concludes that being a cadet increases self-efficacy, improves motivation, improves school attendance and behaviour, and could lead to greater academic success, potentially contributing to increased social mobility.*

13. *Speaking at the Conservative Party Conference on 30 September SofS announced an initiative for MOD cadet organisations and the GCHQ National Cyber Security Centre to deliver the CyberFirst programme to cadets from 2019. The intention is that the programme will provide training for 2,000 cadets each year and will also offer a 'train the trainer' course for 50 Cadet Force Adult Volunteers (CFAVs) per year to enable them to deliver CyberFirst to cadets. This will enhance the cyber training already available to cadets.*

14. *SofS also announced an ambition to increase the number of cadets in schools from 43,000 to 60,000 by 2024 and a plan to celebrate cadets' achievements through a National Cadet Week. It is intended that the Cadet Week will be an annual event which will provide communities and families, local dignitaries and MPs, the opportunity to celebrate the achievements of cadets and CFAVs across the UK.*



- NOTED: The Vice-Chairman noted on paragraph 13 regarding GCHQ and CyberFirst programme that this may be an opportunity for Universities to get involved.
- NOTED: The Chairman requested further detail on the RFCA review. It was noted that there had been changes to the activities the RFCAs undertake, which has triggered the review to determine additional opportunities.
- NOTED: Professor E Archibald asked if there were any statistics of school cadets going into University Service Units. Ms A Lyon noted that the key issue is that school cadets are not aware of the University Service Units. Col D Guinness noted the need to signpost the opportunities better for cadets but the need to be wary on how this is perceived i.e. not seen as pushing military recruitment. Dr P J R Mileham noted the COMEC Conspectus could be a good vehicle to promote these opportunities.

#### DTUS

- NOTED: Ms A Lyon has been trying to liaise with DTUS through Wellbeck connection. It was noted that Commander Stuart Blackburn was now in post and following an initial meeting would be pleased to liaise through Ms A Lyon to COMEC.
- NOTED: There were 167 new students this year although 15 have dropped out which is high. There is an issue regarding the Training Officer being gapped to next summer.
- NOTED: The DTOEES scheme is currently under review with expected outcomes in January 19. Ms A Lyon will keep COMEC advised on any updates.
- NOTED: Recruitment remains an issue at Wellbeck and there remains a concern with marketing and promotion.

### **6. Conference 2019**

- CONSIDERED: Timing, format and location of the COMEC Conference 2019
- NOTED: Discussion was had on the location and timing of the 2019 COMEC Conference. It was agreed that the first week in September is the best option for the majority (Wednesday – Thursday) and London would be the easiest location to travel to.
- NOTED: The Vice-Chairman noted that the Victory Services Club and HMS President are both available. Accommodation at the Victory Service Club is £108 per night (£138 double occupancy). Costs for a half day reception with staffing and coffee is £585. There are various options for a full day conference which works out about £60 per head. Dinner is £61 per head. In total expect approximately £230 per person for the whole conference including 1-night accommodation. The Chairman noted this was double the cost of previous conferences, it was recognised cheaper options would involve multiple locations and transport.
- **ACTION: The Vice-Chairman to send round further details and costs once available to the Executive and confirm bookings.**
- NOTED: The format and structure of the event was discussed. Dr J Smith has provided contacts for possible speakers. Discussions were had on a more academic conference with call for papers, as well as a more service led conference with a focus on the Navy. Another option discussed was

approaching a University for a speaker on an area of wide interest e.g. terrorism.

- **ACTION: The Vice-Chairman will consult with MECs for further discussion at the February COMEC Executive meeting.**

## 7. COMEC Prize

- RECEIVED: An update on criteria for the 2019 prize.
- **AGREED: Ms A Lyon and the COMEC Prize adjudicators proposed that eligibility for the prize should be restricted to students with not more than three years' service with the USUs or Reserve Forces as students in their 4<sup>th</sup> or 5<sup>th</sup> years had a significant advantage. This would need to be introduced for the 2019/20 academic year. The Executive agreed to the proposal.**
- NOTED: Discussion was had on the criteria and the weighting. It was proposed to widen sports and social criteria to initiative and organisation skills and make all the weightings the same across all criteria. It was noted that credit was only given to activities undertaken after joining the USU.
- **ACTION: Ms A Lyon to re-draft proposals on criteria and circulate to the Executive for final ratification.**
- **AGREED: Ms C Kinkead will join the COMEC Prize adjudication panel.**
- **AGREED: The COMEC Prize deadline to be 3<sup>rd</sup> May 2019.**
- **ACTION: The Chairman will send out a note regarding nominations for the Prize Lead Adjudicator, noting Ms A Lyon's term of office ending in September 2019.**

## 8. Publications

- RECEIVED: An update on Occasional Papers and Conspectus
- NOTED: Dr P J R Mileham noted the aim of the Conspectus is to have a publication (paper and digital) that informs what COMEC does, how it works and how it is connected, both formally and informally. The aim is to complete the publication for the May Executive meeting.
- **ACTION: Conspectus copy text is required by the end of January 2019. Dr P J R Mileham will notify what content is required to the Executive.**
- NOTED: Discussions were had on new Occasional Papers with ideas including: Naval Unit History, Moral Aspects of Military and a second instalment of Air Squadrons. Dr P J R Mileham will consider and take forward.

## 9. Dates and Venues of Future Meetings:

- NOTED: The dates and venues of future meetings:
  - Thursday 21 February 2019 at 1115hrs (ULOTC, London)
  - Thursday 16 May 2019 at 1115hrs (ULOTC, London)
  - September 2019 (London)
  - Thursday 21 November 2019 at 1115hrs (ULOTC, London)