



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

**Executive Committee Meeting**

**held on Thursday 20<sup>th</sup> February 2020 at 1115hrs**

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

**Minutes**

**Present**

Mr R G Livingston (Chairman); Rev Professor J P Taylor (Treasurer); Mr J S Castle; Ms C Kinkead; Dr J Smith; Maj I Stoney; Col D Gray; Gp Capt H Edwards; Cdr N Downing RN; Lt Col M Bishop

**In Attendance;**

Mr Jason Norris (Secretary), Lt Col Neil Richardson; Maj Nicky Cripps

**Apologies**

Dr R Hall; Mr H Hamilton; Professor P Ivey; Dr M Vilnay; Col N Tougher

- NOTED: Lt Col Neil Richardson introduced the annual land combat conference taking place on 11-12<sup>th</sup> June 2020 in Westminster School, Church House, London and welcomed attendance from MEC representatives and officer cadets. The conference content is still to be confirmed with the theme relating to digital and technical innovation. Industry will be in attendance and it will be of interest to politics, international relations and technical, engineering and innovation students. COs will liaise with MECs on further details.

**1. Minutes**

- APPROVED: The Minutes of the Executive meeting held on 21<sup>st</sup> November 2019 (COMEC\_2020\_02\_A1)
- **ACTION: The February 2020 Executive Minutes to be uploaded to the COMEC website.**

**2. Matters Arising**

- Action points arising (COMEC\_2020\_02\_A2)

Minutes (Min 1 21 Nov 2019)

- RESOLVED: The September 2019 Executive Minutes and draft AGM minutes to be uploaded to the COMEC website.

Armed Forces Parliamentary Scheme (Min 3 21 Nov 2019)

- RESOLVED: MECs and USUs would be reminded in the New Year of the importance of including local parliamentarians in guest lists as appropriate in order to introduce them to how the units operate.

Treasurer's Report (Min 4 21 Nov 2019)

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

Reports from the Service Staff Officers – Army (Min 5b 21 Nov 2019)

- RESOLVED: STEM GIS team attendance - Col Tougher raised this matter with the Defence Academy team, but was told that they had severed links with us.
- RESOLVED: Independent Advisory Panel response - The Chairman thanked Brig James Carr-Smith for sharing with us the IAP review and their progress report. He values the strength of the relationship with us and our independent insights highly, and looks forward to working with us. He asked for assistance in two areas which have been broached at recent meetings and the Conference. There were four expressions of interest, bringing different areas of expertise, in identifying a set of metrics that could be used to determine a non-empirical measurement of effect for UOTCs. However, we had a disappointing response to enquiries about relationships with overseas institutions with strong military links, which could be exploited to mutual effect and add benefit to our USU overseas exercises. From the limited responses received the following links were noted: Undergraduate exchange with Australian Defence Force Academy, two articulations in China and the USA, postgraduate course offering to Bundeswehr and Potsdam, PhD supervision to Egyptian Military Technical College and Norwegian Defence University.

Relations with MECs (Min 8 21 Nov 2019)

- NOTED: This item to be considered later in the agenda.
- **ACTION: The Chairman will connect with Cdr N Downing to confirm the May COMEC Executive meeting at the invitation of the Liverpool MEC with the URNU as host.**

Publications (Min 9 21 Nov 2019)

- RESOLVED: Maj Ian Stoney volunteered, and was appointed as Publications Editor. Dr P J R Mileham has the COMEC Conspectus and Occasional Paper on Ethics in the pipeline.
- RESOLVED: Mr H Hamilton would advise on appropriate design for limited hardcopy printing, PDF and web publication of the Conspectus. Col Nick Tougher has provided corrected copy for the UOTC entry, and the RFCA entry is under review.

Any Other Business: (Min 11 21 Nov 2019)

- RESOLVED: To discuss whether a briefing by a DASA Innovation Partner to the Executive and case studies to the Conference would be of interest to members. It was suggested COMEC invite an innovation partner from Porton Down or Imperial College. Dr M Vilnay noted she had a contact from DASA she could invite who had possible case studies for the conference. Mr J S Castle noted this is of interest to both Defence and Universities.
- **ACTION: Chairman to take forward proposal to invite DASA Innovation Partner to brief the Executive.**
- Mr J S Castle noted progress with the FE / HE network of champions and hope to expand this from Scotland (90% of Scottish Universities and 70% FE Colleges signed up) to the rest of the UK.

### 3. Chairman's Report

- RECEIVED: A report from the Chairman

#### *Chairman's Report February 2020*

##### CRFCAs

*Darin Gray and I attended the CRFCA Annual Briefing where we heard from CDS, ISL, DCGS and RAF Deputy Commander Operations.*

*The message was consistent:*

- *Building alliances.*
- *Using new technologies and innovation. STEM.*
- *An SDSR to match ambition to resources.*
- *Interoperability.*
- *Importance of the RFCA footprint.*
- *Initiation of an enterprising and visionary FR30?*

*I took the opportunity after the presentations to speak with:*

- *Tony Radakin on the impact of his cull of senior appointments on our relations, and on recruitment.*
- *Chris Tickell on the STEM GIS, and on Sandhurst's implementation of the IAP report and the two UOTC items we hoped to be able to assist with.*
- *AVM (Maj Gen) Ranald Munro, CG RAuxAF, on recognition of UAS training, and on career progression for reserve officers.*

##### Networking

*The President and I have been discussing how to build relationships with the new cohort of senior Defence appointments. We intend to arrange an early meeting with Maj Gen James Swift, the new Chief of Defence People, and build a relationship with Tobias Ellwood, the new Chairman of the Defence Committee. There is scope for building on*

*their ambition to exploit alliances with university research and our common partners in business and industry from meeting with junior ministers.*

- NOTED: Dr J Smith noted issue of knowledge and experience in MoD by ministers who are constantly being moved about before they can fully contribute.

#### **4. Treasurer's Report**

- RECEIVED: A report from the Treasurer (COMEC\_2020\_02\_B)
- NOTED: It is expected that the policy to reduce reserves to one year's income will be met in 2021, noting the Executive has been actively drawing down on a surplus for several years. Options will then need to be considered on how best to maintain budget going forward, looking at savings, subscription increases or other sources of funding. Suggestions included looking at external funding from industry e.g. JP Morgan Chase, Tutor contractor and Gold covenant employers looking to contribute more.
- **ACTION: To resolve the COMEC budget, projected financials and future subscriptions. The Treasurer to present options for discussion.**

#### **5. Reports from the Service Staff Officers**

- RECEIVED: A report from each of the Service Staff Officers:
  - o Royal Navy (COMEC\_2019\_11\_C1)

### ***URNU REPORT***

#### ***FOST Directive 002/19***

1. *In Dec 19, Flag Officer Sea Training (FOST) directed Commander Universities (Cdr U) to conduct a review of the Universities Royal Naval Units (URNU). The review will provide the URNUs with: an updated governance framework; revised training programme; and appropriate resourcing to enable the individual units to deliver the organisation's Mission Statement. To achieve this aim, the review will consider how the organisation is governed and managed while looking at the objectives of the organisation and the way it delivers the maritime experience to the students that it is working to influence.*
2. *The review will be delivered in two phases:*
  - a. ***Phase 1.*** *Produce a paper, providing a clear indication of the current position, which incorporates recommendations on the actions required to ensure that the URNU organisation is able to deliver on its mission statement in an effective cost-efficient manner.*
  - b. ***Phase 2.*** *Having delivered the paper, the Universities Department within BRNC will:*

- i. Consider the suitability of the current governance provided within BRd 3(2) Chapter 25, review content and begin to develop an overarching guidance document built around the existing URNU Standing Orders, taking account of identified best practice in other sS USUs.*
- ii. Develop, in collaboration with CM WF SO1, a revised draft policy for the selection of URNU COs and consider how Military Command Selection Boards can be used to ensure SQEP are appointed to these key positions.*
- iii. Investigate, in collaboration with appropriate PCAP Desk Officers, innovative ways by which potential Coxswains can be identified, selected and appointed to URNUs.*
- iv. Work to identify a Training Requirements Authority, consider whether a Customer Executive Board structure needs to be established, develop a Role Performance Standard and provide an agreed statement on the purpose of the URNUs.*
- v. Taking into account other Naval and sS models, review the existing URNU training syllabus to ensure: progression; the existence of identifiable milestones; and a balanced delivery model which provides a range of learning opportunities.*
- vi. Consider how best to encourage / facilitate ease of progression from URNU to a Naval Career in either the Regulars or Reserves.*
- vii. Develop a career structure for URNU Training Officers (TO) designed to Recruit, Train, Retain and Recognise while improving the professionalism of the cadre as a whole.*
- viii. Work with RN Media, Comms and Engagement, to develop an inward and outward facing Comms Strategy designed to raise awareness and promote the URNU to the wider stakeholder community.*

*3. The Briefing Paper produced in response to Phase 1 of the directive, outlines the issues that have been identified in four main categories: Governance; Personnel; Administration and Training Delivery. Within each of these categories the issues are outlined, and recommendations have been given as to the possible courses of action. These categories are not mutually exclusive, and it is recognised that they will overlap with clear interdependencies.*

### **Significant Events**

*4. This year, the URNU New Entry Weekends, that are seen as first major event of the Training Year (TY) were staged in regional hubs to reduce travel time and take account of the availability of resources. The trial use of this regional model will continue throughout the 19/20 TY to explore the feasibility of the concept. At this stage for administration purposes the fifteen existing URNUs have been allocated to one of four regional groups:*

- *Central: Liverpool, M&S and Yorkshire.*
- *Northern: Edinburgh, G&S and Northumbrian.*
- *South East: Cambridge, London, Oxford, Southampton and Sussex.*
- *South West: Birmingham, Bristol, Devon, and Wales.*

5. *To take account of drop off due to medical failures, and pressure of studies, units have been authorised to recruit above their liability. Despite this, a number of units remain below their full liability and are now embarking on a second phase of recruiting. The Recruit Medical process continues to be problematic, eating significantly into the TY and resulting in high failure rates. Individual units continue to liaise closely with the RN Service Medical Entry Cell to resolve identified issues and seek waivers where appropriate.*

*Having reviewed the progress of the 19/20 recruiting medical process to date, Virtual HQ staff will be meeting with RN Service Medical Entry Cell staff in the near future to table possible improvements to the system. However, there will still be elements of the process that are out of our control because this process is completed under contract.*

6. *The delivery of Sea Training Periods (STP) is proving problematic, due to a number of challenges impacting on the ability of the URNUs and IPBS to maximise training opportunities. These include but are not limited to:*

- a. *Deployment timings not fitting within University holidays; (in particular the BALTOPs deployment which is driven by a major NATO Exercise).*
- b. *Geographical dislocation between the Ships and Units.*
- c. *Difficulties in liaison between URNU COs/TOs and Ships.*
- d. *Availability of hulls due to weather, engineering period overruns and Fleet Tasking requirements.*

*To mitigate the risk to delivery, the URNU HQ, is using the regional model to facilitate full utilisation of available short STPs, while a national approach is being adopted to increase the utilisation of bunk spaces during Easter and Summer deployments. To achieve this goal a new position of URNU Ops Officer has been established within the Virtual HQ.*

### **Personnel**

7. *During Q4 19 and Q1 20 there have been a number of changes to personnel:*

- a. *The position of CO at Birmingham URNU is gapped as Lt Cdr C Andrews RN leave the Service. In the short term the gap will be covered by URNU ACOS Lt V Joynes RN who will support the Unit Coxswain on a part-time basis.*

- b. *Lt V Joynes RN who is transferring to an Operational role has been relieved as CO of Bristol URNU by Capt J Phelps RM.*
- c. *Lt L Canosa RN has taken up his assignment as CO of G&S URNU.*
- d. *Lt R Jackson RN will return from Maternity Leave in Mar 20 to re-establish herself as CO of M&S URNU.*
- e. *Lt L Roach RN has moved from Wales to taken up his new assignment as CO of Southampton URNU via Lt P Thackery RN who has transferred to the staff of Naval Regional Commander North of England. The post of Coxswain at Southampton URNU is gapped until May 20 and is currently being covered using internal resources.*
- f. *Lt Cdr R Priest RN has taken up her assignment as CO of Wales URNU.*

*The URNU HQ continues to work closely with the Career Managers to identify SQEP to fill the roles of Commanding Officer and Coxswain of each unit. Personnel have been identified to fill the majority of the planned changes up to the end of Q2 20. However, it is hoped that changes up to the end of 2020 will be determined by selection.*

### **Infrastructure**

- 8. *Glasgow & Strathclyde URNU's extension of lease has been secured. The unit has sourced funding from RNRM to refurbish the Gunroom, while Navy Infra are now working with other stakeholders to develop and agree a full refurbishment plan utilising secured joint funding.*
- 9. *The planned re-location of Wales URNU to the new HMS CAMBRIA site in Cardiff Bay is on Schedule for completion with the march in planned for May 20.*
- 10. *Infrastructure improvements funded by Navy Infra, for Bristol URNU have now been completed, while work is ongoing at HMS Vivid in Plymouth where the Devon URNU is co-located.*

### **Training**

- 11. *The URNU fielded a team of 18 OC representing 6 units at the Royal Navy Winter Sports Association (RNWSA) Alpine Championships in Jan 20. The championship focus is on racing, and all personnel had the opportunity to take part in at least one race. Although week 2 is the main race week where the RN/RM team is selected, each week has a beginner's race which invariably included many thrills/spills, and Grand Slalom events for the 'less expert'. During week one URNU managed some impressive results claiming 4 x Gold and 1 x Bronze medals.*
- 12. *Liverpool URNU hosted the annual URNU TOs' Conference in Jan 20. A total of 32 TOs from 12 units attended the conference that was facilitated by Universities HQ Staff. During the course of the two day event the attendees were briefed on the FOST Directive and had the opportunity to discuss a range of the identified issues.*

13. *The Universities HQ continues to conduct IPA on all units on an annual cycle, while the COMCORE HQ is consolidating a 2PA strategy that is now entering its second phase.*

*During Q1 20, the IPA process will be further strengthened with the instigation of Commander's Advisory Visits (CAV) which will involve the full HQ Team visiting a unit to conduct a detailed 'health check'. It is envisaged that four CAVs will take place each year with a view to giving new COs an assured baseline from which to work.*

14. *Two URNUs were the subject of successful Ofsted Welfare Duty of Care Inspections (WDoC) in Nov 19.*

### ***Future Activity***

15. *Manning will continue to be a challenge in the coming months, with several units being gapped in the CO or Coxswain's roles. To mitigate this, experienced COs and Coxswains are being used to support remaining unit that and to ensure that there is an appropriate level of WDoC available at all times. In addition, it is hoped that the filling of all of the vacant clerical posts will provide some added stability.*

16. *The annual STP is well underway with all units already having participated in several short STP with one of the affiliated P2000s. Plans are also well developed for both the Easter and Summer Deployment periods. The new 'bidding system' means that the available bunks are already starting to fill and that both Training Officers and OCs are being encourage to commit well in advance.*

17. *Currently, OCs from four units are training to participate in Nijmegen 20. It is anticipated that two teams from Liverpool / Manchester & Salford URNUs and Devon / Oxford URNUs, will attempt to qualify for this prestigious event.*

18. *Approximately 24 x Midshipmen from Liverpool and Bristol URNUs will embark on HMS Prince of Wales with HQ Staff and TOs to participate in training evolutions prior to the ship's first visit to its affiliated city.*

- NOTED: Gp Capt H Edwards offered to share information from the UAS review to help with the URNU review e.g. Defence Systems Approach to Training compliance and link to command plan.
- NOTED: The Chairman welcomed the review and noted it addressed the previous queries COMEC had raised. The Chairman asked if the review would involve MECs and Cdr N Downing RN confirmed it will do, especially in relation to duty of care and role. Working groups would be set up involving MECs, students and staff.
- NOTED: Cdr N Downing RN noted that funding was an issue for Nijmegen and asked if MECs may be able to support. Ms C Kinkead suggested students could also seek sponsorship as individuals or teams to help raise money.

a. Army (COMEC\_2020\_02\_C2)

***RMAS GP UOTC SITREP TO COMEC AS AT 12 FEBRUARY 20***

1. **Aim.** *The aim of this sitrep is to provide a comprehensive update of UOTC activity. Further information is in Annex A.*

**BLUF**

- *The UOTC Establishment Review revealed that 80 Reserve PIDs can be released from UOTC establishment.*
- *Despite the release of 80 x PIDs, existing levels of RSD funding must be maintained.*
- *The UOTC BTTP measures will deliver predicted targets.*
- *The UOTC medical situation is much improved but an enduring solution is needed for Sep-Dec 2020.*
- *RMAS Gp are stood by to support RG Target Market Analysis (of UOTCs).*
- *Eight (four at any one time) UOTCs are suitable for Reserve command.*
- *FTRS (LC) are suitable for XO posts in four OTCs. XO posts are now open to IG2.*
- *UOTC Finances. RMAS predict a <5% overspend (£104k) on operating costs and <6% (£485k) underspend on RSDs (FY 19/20).*
- *UOTCs continue to support both the Regular and Reserve Commissioning Pipeline.*

2. **UOTC Reserve Manning Review.** *UOTC Reserve manning is poor but with many Reserve posts unfilled, UOTCs continue to deliver core outputs. RMAS Gp completed an establishment review of 17 x UOTCs and can release **80 x Reserve PIDs** to ARITC for re-investment. The breakdown is as follows:*

a. **53 x Reserve PIDs** from UOTCs (less Aberdeen and Tayforth): 17 x OF2, 15 x OR7, and 21 x OR 2-4.

b. **27 x Reserve PIDs** from the merger of Aberdeen and Tayforth UOTCs (FOC Apr 21).

3. **UOTC Medicals.** *RMAS Gp conduct Army Entry Standard Medicals for those joining UOTCs and this process came under intense scrutiny in Spring 2019 when the backlog became unmanageable and created reputational risk.*

a. **Historical backlog.** *The number of ocdds awaiting medicals in Apr 19 was caused by under resourcing and an overly complicated process, this has now been rectified.*

b. **Sep-Dec 19 intake.** *The Sep-Dec 19 recruiting period was supported by an augmented RMAS Med Cell which has improved the medical process, this year, and must be retained. Manning of this cell is key and Lt Col Gibson (OIC RMAS Med Cell) leaves RMAS Gp in Jan 20 and must be replaced; recruiting activity is underway.*

c. **Future provision.** *ARITC retain the lead for delivering a future OTC Medical provision either through DPHC or a contractor.*

4. **Merger of Aberdeen and Tayforth OTCs (BTTP).**

- a. *RMAS Gp await a response from Home Command (HC) via ARITC regarding the Aberdeen and Tayforth Officer Training Regiment (ATOTR) Implementation Order (IO).*
  - b. *ATOTR IOC is confirmed as 1 Sep 20 and FOC is confirmed 1 Apr 21. This is a six month delay to original timings.*
  - c. *RMAS Gp is confident that BTTP will deliver the amended savings profile agreed with the BTTP Programme Office in ARITC.*
5. **UOTC Marketing Support.** *RMAS Gp stand by to support the Recruiting Group (RG) Target market analysis (focus UOTCs) endorsed by OPEG in Dec 19.*
6. **UOTC Reserve Command Opportunities.** *RMAS Gp have suggested that eight UOTCs (four at any one time) are suitable for Reserve Command. Command of these UOTCs is subject to competition between Regular and Reserves. If a Reserve candidate scores within 3 points of a Regular counterpart, Reserves primacy should prevail.*
7. **Use of FTRS(LC) to fill XO posts.** *RMAS have nominated four XO posts as suitable for FTRS(LC) but will delay further use of FTRS(LC) until the use of IG2 (as XOs) has been tested. The wider use of FTRS(LC) is on the understanding that these are not subject to FTRS capping measures.*
8. **UOTC Finances.**
- a. **Operating Cost.** *RMAS Gp anticipate a <5% overspend on UOTC operating costs in FY 19/20.*
  - b. **RSD Cost.** *RMAS Gp anticipate a <6% underspend on the UOTC RSD budget in FY 19/20.*
  - c. **RSD Forecasting.** *RMAS Gp need funding (for UOTCs) to remain at c£8M for FY 20/21 irrespective of the Reserve manpower liability dividend.*
9. **UOTC support to Commissioning Pipeline.**
- a. **Regular.** *The UOTC contribution to the Reg CC remains strong, particularly amongst females<sup>1</sup>.*
  - b. **Army Reserve.** *UOTCs provide circa 65% of all new Reserve commissions.*
10. **Summary.** *UOTCs are a significant contributor to the officer pipeline and this has been recognised by ECAB. They continue to undergo a series of efficiency measures and RMAS Gp will ensure that these multiple initiatives do not have unintended consequences.*

Annex:

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<sup>1</sup> 62% of females on Reg CC 201 had served in a UOTC.

A.RMAS Gp UOTC SITREP to COMEC.

**Annex A to RMAS/OTC/02-01-20**

**Dated 14 Jan 20**

**RMAS GP UOTC SITREP TO COMEC**

1. **Introduction.** UOTCs attract officer cadets (many of whom are non-core intenders – especially women) as Regular and Army Reserve DE officers. Their mission gives them the primary task of recruiting and recognises their long-term influence role.

2. **UOTC Establishment Review (Reserves).** OTCs are poorly manned by Army Reservists and one UOTC (Glasgow) is 65% gapped. A review of UOTC Reserves Establishments revealed:

a. Gapped Reserve PIDs in all OTCs (less Aberdeen and Tayforth):

Vacancies		Date last filled			
Rank	Total	Never UKN	or 2016	2017/2018	2019
OF3	3				3
OF2	44	25	1	13	5
OR8	7	1		3	3
OR7	47	27	3	7	10
OR6-7	10	10			
OR6	10	6		3	1
OR4-6	1			1	
OR3-4	36	23	1	10	2
OR2-3	49	34	2	7	6
	207	126	7	44	30

b. Gapped Reserve PIDs by OTC (less Aberdeen and Tayforth):

	OF3	OF2	OR8	OR7	OR6- 7	OR6	OR4- 6	OR3- 4	OR2- 3	
BUOTC	1	2	1	4	1	1		3	4	16
BRUOTC		2	1	4				1	4	12
CUOTC		3	2	5	1	1		3	4	19
WUOTC				1	1	1		1	4	8
EMUOTC		3		3				4	3	13
CEUOTC		1		4	1	1		3	3	13
GSUOTC		4		2	1	1		3	5	16
YOTR		4		1		1		3	4	13
ULOTC		2		4	2	1		2	1	12
NWOTR	1	12	1	3			1	4	5	26
NUOTC		3	1			1		2	2	9
OUOTC		3		6	1			4	3	17

<i>QUOTC</i>	1	2		5	1			1	1	10
<i>SUOTC</i>		3	1	5	1	1		3	5	19
<i>EUOTC</i>						1			3	4
	3	44	7	47	10	10	1	36	49	207

3. **UOTC Establishment Review Dividend.** *RMAS Gp assess that 53 Army Reserve PIDs could be given up from UOTCs (less Aberdeen and Tayforth) with a further 27 x Army Reserve PIDs (and 2 x UKTAP PIDs XO and RSM) when Aberdeen and Tayforth OTR is created<sup>2</sup>. It is not possible to remove all gapped Reserve PIDs from UOTCs until the impact of this establishment review is implemented and understood. When 80 x PIDs are removed, the RSD funding must remain in-place so that Reservists, in post, can deliver extant UOTC commitments<sup>3</sup>.*

4. **UOTC Establishment further work.** *RMAS Gp will now explore realigning the remaining (largely combat tied) posts to improve diversity and continue to engage on Over Age Extensions (OAE) which have had a disproportionate (negative) impact on some tied PIDs (RLC master chefs)<sup>4</sup>.*

5. **BTTP.** *UOTCs have made a significant contribution to BTTP and an amended UOTC baseline figure was agreed as between £32,566,548 and £34,233,596 with the differential caused by Regular COs filling Reserve PIDs<sup>5</sup>. WEF Nov 19, all 17 x COs are regular and RMAS Gp have suggested that four (of eight) at any one time should be commanded by Army Reserves. BTTP headlines are:*

a. **BTTP Option 1.i - Reduced RSD expenditure.** *The agreed RSD expenditure in FY*

*16/17 was £9,760,069. In FY17/18, RSD expenditure was limited to £8,156,907 and in FY 18/19 actual RSD expenditure was £7,538, 284. Despite a small rise in RSD expenditure in FY 19/20 RMAS remain confident that BTTP targets (of £28.78M over 10 years) will be achieved.*

b. **BTTP Option 11 - Creation of a Scottish OTR.** *The IO is with HC pending formal dissemination. RMAS Gp are very confident that IOC of 1 Sep 20 (and FOC of 1 Apr 21) is achievable, and the associated 10-year savings profile of £1.82M.*

c. **BTTP Option 12 - Reduction of establishments and RSD related costs.** *RMAS Gp are confident that the BTTP target (£5M over 10 years) is achievable.*

6. **UOTC Medicals.** *To support UOTC recruiting, RMAS Gp conduct Army Entry Standard Medicals and this process came under intense scrutiny in 2019 when the system had failed. In May 19, 2155 outstanding medical cases required review and brought significant reputational risk<sup>6</sup>. To address the situation, RMAS Gp (supported by HC, RC*

<sup>2</sup> Note that COs are Reserve PIDs.

<sup>3</sup> There is evidence that RSD restrictions, in UOTCs, affect recruitment of Army Reserve staff who prefer to remain in reserve Field Army units where RSDs are not so tightly controlled.

<sup>4</sup> For example: 10 x OR6-7 master chef gaps exist in UOTCs which are result of OAEs being refused by APC.

<sup>5</sup> Initial Deloitte figures saw the cost of UOTCs as over £40m p.a. Deloitte conducted their RMAS sprint between May and Jul 2017.

<sup>6</sup> PASS pending DMICP update, REFERRAL, DEFERRAL, a FAIL with an appeal or some form of paperwork missing.

and ARITC) employed c.25 RMO/GPs to deal with the backlog and secured extra medical staff to scan medical documents which allowed GPs to review medical data at reach. This surge was managed by an enhanced RMAS Gp Med Cell (four doctors, one clinician and two clerical assistants). The effect was immediate and significant at dealing with the back log. This force multiplying asset must be retained.

7. **UOTC Medical Cell effect in Sep-Dec 19.** Between Sep-Dec 19, 2249 new UOTC candidates were taken to medical of which<sup>7</sup>: 1107 are PASS PENDING (candidates are attested and await the return of RMAS1 forms from civilian GPs for corroboration); 372 are REFER (work in progress and once the REFER is dealt with, and a PASS received, candidates are attested with FAILs not attested); 319 FAILED (candidates were not attested); and 177 WITHDREW from the joining process<sup>8</sup>. Emphasis in 2019 switched from UOTCs chasing OCdts (to return the RMAS1), to placing the onus on OCdts. In summary, if an OCdt had not obtained the RMAS1 within 6 months of their medical, direction from RMAS Gp is to discharge individuals as a Defect on Enlistment.

8. **UOTC Medical Cell Manning Risk.** Lt Col Pat Gibson (OIC RMAS Med Cell) leaves post on 18 Jan 20 with no replacement identified. This issue remains RMAS Gp's highest risk in maintaining the medical process improvements made in 2019. Despite advertising, as at this SITREP, no replacement has been identified.

9. **UOTC Medical Cell Enduring Solution.** ARITC have developed options to contract out provision of Medical support to UOTC recruitment. The Business Case (BC) and Statement of Requirement (SOR) were amended following the office call between Comd RMAS Gp and DOps ARITC, on 17 Oct 19. These were circulated to ARITC Commercial and the BC and SOR are assessed as 95% ready to send to tender. The BC/SOR should be with AD Rec and ARITC Commercial by 15 Jan 20. AD Rec is engaging with Commercial to examine options for a change request to the RPP as opposed to a new requirement. If this is a change request to RPP, the UOTC requirement, as per the Key User Requirements (KUR) in the BC, will be the defining criteria for delivery. UOTCs will not accept the same model used by the other Services as it is not suitable. ARITC Med Plans will work up the CONPLAN for Sep 20 should there be no commercial interest; it is anticipated this will formally endorse the system used to cover the Sep-Dec 19 recruiting period.

10. **Reserve Commanding Officers (COs) in UOTCs.** Despite command of UOTCs being Army Reserve PIDS all 17 are filled by Regular Officers. RMAS Gp has recommended that eight UOTCS are suitable for Reserve command and these are the single-site, 134 ocdt establishment units. The proposal is that these UOTCs are competed for by Regular and Reserve Lt Cols and if a Reserve scores within 3 points of their regular counterpart they should be given primacy. RMAS Gp assess that it is unlikely that all eight UOTCs would be commanded by Reservists at any one time. This measure will reduce regular SO1 gapping elsewhere (in the wider Army) and increase UOTC ocdt exposure to career opportunities in the Reserves. There are savings too, as a regular CO has a capitation rate of £129,693 p.a. and a Reservist CO c£30,000 p.a. If four UOTCS are commanded by Reservists, at any one time, there would be a saving of c£350,000 p.a.

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<sup>7</sup> As at 7 Jan 20.

<sup>8</sup> The figures above do not add up to 2249. RMAS1 returns are required to complete the picture.

11. **UOTC Executive Officers (XOs).** RMAS Gp have looked at converting 3-5 UOTC XO posts from UKP to FTRS (HC). All UOTC XO posts are Regular (UKTAP) manpower on SG2 appointments but a sustained lack of runners has resulted in several no-fills which leads to training gaps and an increased staff workload. RMAS, in recognition of this issue, have now opened up XO roles to IG2 and initial fill rates look promising. In addition, on 12 Dec 19, RMAS Gp sent a LM to ARITC recommending implementation of conversion of UKTAP to FTRS (LC) for all XO posts be delayed until the IG2 measure has been understood. RMAS will review the IG2 measures by Jul 20. RMAS Gp have, concurrently, nominated four UOTCs to be considered for FTRS (LC) XOs<sup>9</sup>.

12. **UOTC Permanent Staff Instructors (PSIs).** Following full implementation of BTTP initiatives it is anticipated that 2 x Regular SSgt posts (drawn from Oxford and Cambridge UOTCs) will become available for reinvestment elsewhere<sup>10</sup>.

13. **UOTC Caretakers.** Protective Security Advisory and Bde G2 visits have documented the security issues surrounding some UOTC locations. The caretaker post, important as a visible and constant security asset, is now vacant in two UOTCs (Birmingham and Manchester). A moratorium on caretaker recruitment is in place across the Reserve estate and with taut manning, caretakers fill a key role. In Nov 19 Regional Command stated they would provide an update following the recent UK General Election. RMAS Gp await the update.

14. **UOTC Officer Cadets (Establishment).** Following BTTP initiatives, funding for UOTC ocdts reduced to 2570 ocdts, given an establishment of 2864. This is a financial constraint only and formal establishment action to remove the ocdt PIDs has not yet been taken.

15. **UOTC Operating Costs.** Budget Target/Agreed FOO is £2,949,422. Expenditure as at end of AP8 shows as £1,855,179 (63%). RMAS Gp anticipate, with remaining forecasted activity, that expenditure will total c£2,782,768 (96%) by the end of AP12. UOTCs have independently assessed their final outturn for the year to be £104,951 over budget (3.5%). The final figure will be largely dependent on whether all invoices (especially for transport through Babcock) can be cleared before the end of the financial year. Historically, this has not been achieved, despite best efforts by units to chase. ARITC Civ Sec is aware and content.

16. **UOTC RSD Budget.** Set at £7,956,655 for FY 19/20. Cumulative expenditure as at end of AP6 was £4,683,342 (59%)<sup>11</sup>. It is anticipated, with remaining forecasted activity, that expenditure will total c£7,472,042 (94%) by the end of AP12. An underspend of £484, 614. (~6%). This one-off saving will be scored against BTTP efficiency targets.

17. **UOTC Forecast.** Sustained pressure for increased and earlier participation in the officer pipeline is costly. A first year UOTC student on 44 RSDs costs £1820.72 pa.

<sup>9</sup> The RMAS Gp HQ offer of UOTC XO posts for conversion to FTRS (LC) is dependent upon any newly created FTRS (LC) positions not being subject to FTRS capping measures as these are singleton posts.

<sup>10</sup> Oxford and Cambridge officer cadet establishments were reduced as a BTTP measure, but commensurate PSI reductions have not yet been implemented.

<sup>11</sup> Army Data Warehouse (ADW) figures for RSD expenditure take approximately 6 weeks to finalise and AP8 numbers are not yet complete.

(£41.38 per day). When a student passes MB their daily rate rises to £66.54 per day or £2927.76 p.a. Therefore, eight more MB passes in all OTCs would cost £168,279.08 p.a. UOTC gapping means existing members of UOTC Reserve staff cover staff shortfalls using RSDs allocated to the gapped posts so despite a predicted underspend this FY, RMAS need ARITC to maintain funding for UOTC RSDs at c£8M for FY 20/21.

18. **UOTC input to Officer Pipeline.** UOTC input remains strong to the Regular and Reserve Officer Pipelines. Army Reserve Officer applications to attend AOSB Main Board (MB) in TY 18/19 delivered 56 MB passes compared to 29 Reserve Potential Officers (sourced through RPP) and 24 soldier selections (sourced from the Army Reserve). For TY 19/20, UOTCs have already had 54 passes so far, compared to 29 (from RPP) and 14 (from Army Reserve soldiers)<sup>12</sup>. UOTCs have provided c65% of all Army Reserve candidates on recent short Commissioning Courses.

19. **UOTC Marketing Support.** UOTCs currently sit outside the RPP and receive no formal support from RG. Prior to the Army Officer Pipeline Executive Group (OPEG) on 2 Dec 19, RMAS Gp articulated how marketing support would benefit UOTCs and OPEG endorsed the commissioning of Target Market Research. The proposal, which includes costings and timelines, is due in Jan 20.

20. **Summary.** The value of UOTCs is proven but they face a continuous battle for finance, staff, support and recognition. RMAS Gp and ARITC understand the demands of reducing expenditure and lowering permanent staff levels, whilst applying pressure to increase inflow to Regular and Reserve commissioning courses. UOTCs are a key part of the Army Officer Inflow Strategy and UOTC initiatives should not be considered in isolation.

- NOTED: Lt Col M Bishop noted BTTP is “Basic Training Transformation Project” with the aim of creating spending savings and efficiency gains through more collaborative working and better governance.
- NOTED: Lt Col M Bishop noted challenges in recruiting and retaining staff posts and options are being considered to resolve this. The Chairman commended the role of UOTCs as a pipeline for non-core intenders progressing as regular and reserve officers.
- NOTED: The Chairman asked about Aberdeen and Tayforth OTR naming. Lt Col M Bishop noted this was currently with home command but expects there to be an Aberdeen and Tayforth Officer Training Regiment consisting of Aberdeen UOTC and Tayforth UOTC. Therefore identity and profile for each UOTC will remain with the change being a shared CO.
- NOTED: The Chairman queried the issue raised on medicals and candidates who had withdrawn. Lt Col M Bishop clarified the withdrawals were not due to the medical process itself but due to students deciding to withdraw after they learnt more about what was involved.
- NOTED: Dr J Smith queried if there remained issues with student unions and recruiting. Lt Col M Bishop noted recruiting moving more to digital and through referrals, so freshers’ fairs are no longer the only source of recruitment. Also engaging with students at ACF / CCF stage. Gp Capt H

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<sup>12</sup> Figures from Chief Young Officer Development Adviser at RMAS based on National Recruiting Centre figures.

Edwards confirmed UAS recruiting is also using more social media to engage potential cadets.

b. Royal Air Force (COMEC\_2020\_02\_C3)

## **COMEC EXECUTIVE COMMITTEE UAS UPDATE 20 FEB 20**

### **Key Points**

- *Successful annual recruiting.*
- *Bristol UAS future location to be announced Jul 20.*
- *Northern Ireland UAS Full Operating Capability declared 6 Jan 20.*
- *Tutor Safety Enhancements*
- *Number of Tutor displays increased to 32.*

1. **UAS Recruitment.** *A successful recruitment and induction period for 326 'first years' has brought student numbers across the 15 UASs up to 880 officer cadets of which 30% are female. Whilst this number remains below the establishment of 1000 UAS students, it was a command decision to focus on quality rather than quantity. There are currently 53 sponsored students across the 15 UASs who are committed to a career in the RAF; this number will increase between now and Apr 20. Of our total strength, 13% are BAME and this is reflected in the number of sponsored students which currently stands at 11%.*

2. **Bristol UAS.** *DIO Business Case to determine future location of the Sqn is programmed to go before the investment approvals committee in Jun with the formal announcement of its decision in Jul 20. Once the announcement is made, we can then crack on with long term planning for BUAS. As reported at the last meeting we continue to mitigate the loss of flying at Colerne and restricted opportunities at Boscombe with 4 one week flying camps at Newquay Airport, formerly RAF St Mawgan.*

3. **Yorkshire UAS.** *Work still ongoing on relocation of YUAS; preferred option being RAF Leeming though we will need to await the outcome of the DIO feasibility study.*

4. **Northern Ireland UAS.** *Full Operating Capability declared 6 Jan 20 with 3 x aircraft permanently located at Aldergrove.*

5. **Tutor Safety Enhancements.** *Comdt RAFC Cranwell has funded 2 major safety enhancements to the Tutor, namely a test procedure for essential electrical systems and a conspicuity trial involving 2 aircraft.*

6. **Tutor Display.** *Planning currently underway for 2020 season and it is hoped the Team will undertake 32 displays which is a significant increase on previous years. A UAS is allocated to each venue to provide ground support and engage with the public; promoting both the Service and the UAS across the UK.*

7. ***Change of Command.*** *On Fri 13 Mar 20 Gp Capt Ian Sharrocks assumes command of 6FTS vice Gp Capt Howard Edwards.*

- NOTED: Gp Capt H Edwards noted an issue with medicals noting students will not stay engaged if these are delayed significantly.
- NOTED: Gp Capt H Edwards noted success in fast tracking UAS students to RAF (8 weeks from final year student to RAF). A positive OFSTED report was also noted, with a key outcome being students understood the welfare network in the military more than in Universities, which MECs may wish to consider. The OFSTED report will be published once interim report approved.
- NOTED: Gp Capt H Edwards noted vision of the RAF in 2040 (“Astra”) with a target of 40% female by that date and a significant change in reserve forces (30% regular, 70% reserve). 6 FTS were well set up for this as now DSAT complaint and have TRA so can provide a record of training. IOT length will also be reduced for UAS students.
- NOTED: Ms C Kinkead congratulated Gp Capt H Edwards for ensuring Northern Ireland UAS now at full operational capability.
- NOTED: Gp Capt H Edwards noted there remains significant demand and quality for UAS places (300 applications for 60 students at EMUAS for example) so happy with current recruiting numbers.
- NOTED: The Chairman queried the status of Project TELUM - Gp Capt H Edwards noted this is still ongoing and now expecting a delay so looking at mitigations.

c. Defence People (COMEC\_2020\_02\_C4)

## ***DEFENCE PEOPLE (RF&C) UPDATE FOR COMEC – FEBRUARY 2019***

### ***Defence Overview***

1. *The department’s priorities remain delivering operations overseas and supporting the Government in delivering the United Kingdom’s exit from the European Union. The department continues to prepare for the upcoming Spending Review and Integrated Foreign, Defence and Security Review. RF&C remains actively engaged regarding any measures that might affect Reserves and Cadets.*

### ***Reserves Policy***

2. ***Reserve Forces 30 Review.*** *ACDS (R&C) has initiated a strategic review of the Reserve Forces. The review will be led by Rt Hon Mark Lancaster and will consider utilising novel and innovative ways of partnering across Government and with the private sector to share cost and benefit on how we might train, skill and equip our Reserve in support of the ambition that will be set out in the Integrated Foreign, Defence and Security Review. It will clearly articulate a bold vision as to what the Reserve (including the Regular Reserve) could and should be contributing to Defence and wider HMG objectives by 2030, including a reinvigorated Enterprise Approach with a flexible Reserve unconstrained by existing TACOS. The review will report in Sept 2020.*

3. **RFCA Review.** *The Review has looked into the CRFCA and RFCAs ensuring the RFCAs continue to deliver to Defence output, the best VfM for Defence, and identifying what additional opportunities the RFCAs could undertake. The draft report has been shared with stakeholders, Perm Sec has met with the CRFCA President and Chair, and ExCo is due to consider the recommendations in the near future.*
4. **Reserve Forces Act 1996.** *Renewal of the Armed Forces Act is due to begin in 2020. RF&C are therefore reviewing primary legislation to identify any requirements for change in support of reserve objectives. Included in this review will be policy instructions to amend RFA96 through AFB20 to allow the introduction of a Part Time Reservist Commitment Type.*
5. **Use of Reserves.** *As part of the Department's focus on Enterprise Approach we are examining ways that we might make better use of the Reserves. Specifically, through Ex AGILE STANCE, we are looking at the ability to assure our ability to mobilise at mass and pace and better understand the impact that Reserve, and Regular Reserve mobilisation have on our employers. Through the Defence Plan we are also looking to optimise the use of Reserves and develop better metrics to define the utility of reservists.*
6. **FTRS.** *Our review of FTRS commitment types continues and sS have agreed and implemented harmonised definitions for FTRS HC and LC commitment types.*
7. **Digital Optimisation.** *RF&C are looking at a digital optimisation solution for Reservists, possibly by integrating it into the transformation programme through a digital workstream. RF&C have communicated their requirements to the Transformation Programme as a test of concept and will engage with wider Defence to finetune options.*

### **Future Reserves 20 (FR20)**

8. *The trained strength of the Volunteer Reserves continues to increase; however, shortfalls in the trained strength of the Maritime and Army Reserves meant the target of 35,060 Reserves trained strength by 2019 was not met. Our recruitment campaign is a long-term programme and numbers continue to grow. Figures below are as at 1 Oct 19:*

- a. *Maritime Reserve: Target – 3,100; TS – 2,850*
- b. *Army Reserve: Target – 30,100; TS – 27,250*
- c. *RAF Reserve: Target – 1860; TS – 2660*

9. *Reserves from all Services continue to operate in every theatre alongside their Regular counterparts. Around 450 reservists are currently called out for permanent service.*

### **Employer Engagement**

10. **Employer Notification (EN).** *EN20 is under way with a hard stop of 28 Feb, after which the overall performance will be evaluated and a report submitted to the E3G.*

11. **Armed Forces Covenant.** *The rate of signings continues to be c.30 per week. RF&C and DRM are planning for the 5000th signing milestone, which is expected to be*

reached in Feb. The education sector continues to rise, with 554 signed AFCs, see Annex 1.

12. **Employer Recognition Scheme (ERS) Awards.** 100 ERS Gold Award winners were recognised at an event at the National Army Museum in Nov 19. RF&C and RFCAs are now planning the awards for 2020.

**Cadets**

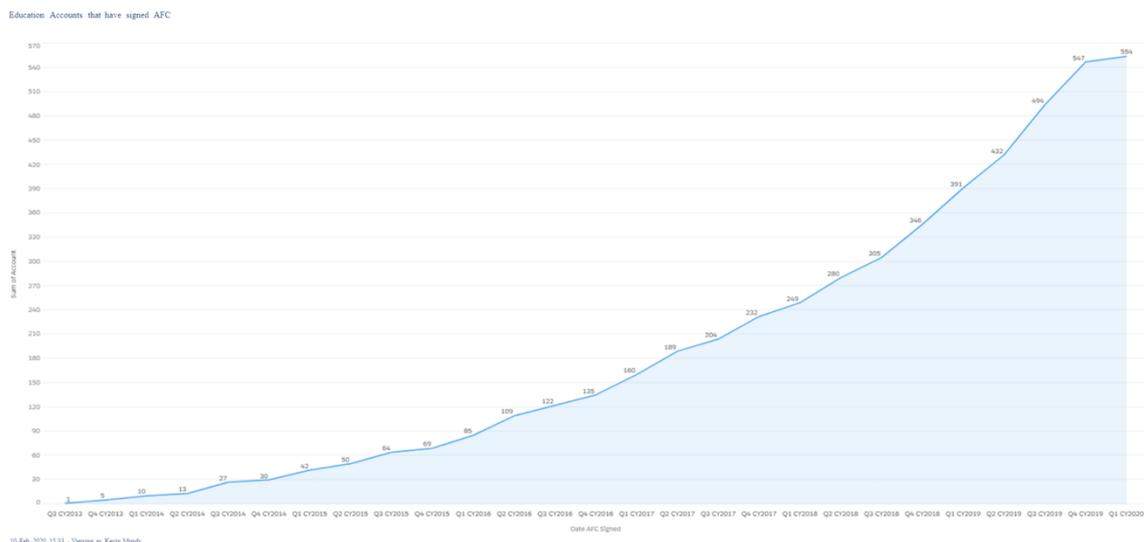
13. **Ministerial Engagement.** Ministerial interest in cadets remains high within MOD, and the Youth & Cadet team recently briefed Anne-Marie Trevelyan MP, the new Armed Forces Minister, on the MOD-sponsored Cadet Forces. Anne-Marie Trevelyan MP was appointed on 16 Dec 19, and has also taken over responsibility for the cadet portfolio.

14. **University of Northampton Research.** The University of Northampton (UoN) will shortly be publishing the 3rd interim report on research into the social impact resulting from the MOD’s spending on Cadet Forces. Findings to date (available on the UoN website) suggest that a child’s self-efficacy (their ability to exert control over their own future) is improved because of the activities they undertake in the Cadet Forces. This is particularly true amongst those from disadvantaged backgrounds.

15. **Cadet Expansion Programme (CEP).** The CEP achieved its target of 500 cadet units parading in UK schools in Nov 19 nearly 6 months ahead of the Mar 20 target. The challenge now is to sustain school cadet units and ensure they maintain their success.

16. **CyberFirst Programme.** By the end of Mar 20, the National Cyber Security Centre’s nationally recognised CyberFirst training programme will have been delivered to over 1500 cadets and Cadet Force Adult Volunteers across the 3 services.

**EDUCATION ACCOUNTS THAT HAVE SIGNED AN ARMED FORCES COVENANT**



- NOTED: Col D Gray highlighted that Universities are significant employers of reservists, with 74 Universities signed up to the Armed Forces covenant.
- NOTED: Col D Gray enquired about qualitative research into the value of the USUs. The Chairman noted that Rachel Woodward's research had addressed the question of value, but now the Forces were seeking to reveal trends and forecasts. She and three of our members, bringing different areas of expertise, had expressed an interest in assisting Sandhurst with identifying a set of simple yet effective metrics that could be used to determine a non-empirical measurement of effect for UOTCs. Col D Gray might wish to consult Brig Carr-Smith on progress or the Chairman for contacts.

## 6. Conference

- NOTED: The Chairman noted Wg Cdr T Bake is leading on the administration for the conference being hosted at RAF Halton, which failing RAF Cranwell. The dates are booked for 2-3 September for 70 people. The conference will be themed to interest members and Officer Cadets. Indicative costs are £100 per head including food and accommodation. Apart from Executive attendance costs there are no expected additional costs for COMEC.
- NOTED: Cdr N Downing RN requested that full conference details and attendee requirements come to the May meeting so he can ensure the right number of attendees, including cadets.
- NOTED: The Chairman confirmed he and Ms C Kinkead would act as interface between COMEC and the RAF, with the Secretary supporting liaison with Wg Cdr T Bake.
- NOTED: Mr H Hamilton asked via correspondence if there could be a call to members and colleagues for papers or posters to showcase their research of relevance to Defence. MECs could make this opportunity known to those who might be interested.
- **To Resolve: Ms C Kinkead, the Chairman and the Secretary will liaise with Wg Cdr T Bake on the Conference arrangements.**

## 7. MEC Brief Reports

- RECEIVED: Tayforth MEC brief report (COMEC\_2020\_02\_D1)
- NOTED: The MEC report was welcomed and noted.
- NOTED: On the issue of MECs covering Executive members' travel expenses for meetings, it was noted all MECs helpfully cover these costs at present and do this in different ways.
- NOTED: COMEC Executive will continue to notify MECs of opportunities like DASA.

## 8. Membership of the Executive

- NOTED: The terms of office of the following members fall vacant in September:

Chairman (eligible for re-election, not standing)

Vice-Chairman

Treasurer (eligible for re-election)

Members (Hugh Hamilton (not eligible for re-election) and Jim Castle (eligible for re-election))

Nominations will be invited next month for submission by July.

- **ACTION: The Secretary to send out nomination requests for vacant COMEC Executive positions.**

**9. Any Other Business:**

- **ACTION: Dr R Hall to send out COMEC Prize outcomes to all nominees and provide limited feedback where requested and possible.**

**10. Dates and Venues of Future Meetings:**

- **CONSIDERED:** The dates and venues of future meetings:
  - Thursday 14 May 2020 (Venue TBC)
  - Wednesday 2<sup>nd</sup> – Thursday 3<sup>rd</sup> September 2020 (RAF, Venue TBC)
  - Thursday 19 November 2020 (ULOTC, London)
  - Thursday 25<sup>th</sup> February 2021 (ULOTC, London)