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Foreword
by James Morse, Acting Director General Defence Academy

I am pleased to introduce the Defence Academy’s Annual Report 2013-2014. The report displays the range and depth of the Academy’s work as a leading provider of Education and Training to Defence.

This year has once again seen us focus on supporting the Defence Transformation agenda and we have continued to developed our training and education offer to ensure that our personnel are equipped with the necessary skills to deliver against the changing and demanding strategic and operational Defence and Security environment.

The combined efforts of our staff and strategic partners have significantly contributed to the overall success of the Academy during this very demanding year.

If you wish to know more about the Defence Academy and our courses, please visit our website www.da.mod.uk

James Morse.
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About the Defence Academy
The Defence Academy

The Defence Academy provides education, training and research across a broad range of subjects intended to enhance the understanding, skills and competences of our Service and civilian personnel so that they are able to respond swiftly and imaginatively to the challenges of an increasingly uncertain world. Our teaching is underpinned by cutting-edge research by our academic partners, ensuring that education at the Defence Academy is vibrant, current and relevant.

Vision
Our vision sets out the kind of organisation that we want to be: Our vision is of a Defence Academy with a global reputation for excellence in the delivery of high-quality and relevant education, training, research and advice that is continuously improving to meet the evolving needs of Defence and Security.

Mission
Our mission states what we set out to do: We aim:
- To prepare people in Defence to meet the challenges of the future
- To play a leading role in developing the strategic thinking capability of Defence
- To advance and promote the defence and security interests of the UK and its allies and partners through education and training.

Main outputs
- Command & Staff
- Strategic Studies
- Acquisition & Technology
- Engineering & Technical
- Corporate Leadership & Business Management
- Information Management (including Cyber Security)
- Pastoral
- Languages

The Defence Academy:

- Royal College of Defence Studies
- Joint Services Command and Staff College
- Defence Centre of Training Support
- Defence Academy College of Management and Technology
- Armed Forces’ Chaplaincy Centre
- King’s College London
- Serco
- Cranfield University
Business Review 2013/14
Business Review 2013/14

The past Financial Year has been a period of further reform and renewal across the Defence Academy. Building upon work in previous years to integrate the Academy into Joint Forces Command (JFC) and address various legacy financial and organisational issues, we have focussed on delivering and developing a Training and Education (T&E) offer that meets the demands of the Future Operating Environment – which is likely to place a greater premium on human capability. We have consolidated the organisational changes made in 2012/13 (particularly around the oversight and delivery of language training and International Defence Engagement). We have started to plan for further evolution in the Academy’s role and internal structure in 2014/15.

During the past year the Academy has focussed on:

a. Being an “intelligent provider” responsive to the evolving needs of Defence and Security as we enter the “post-campaigning era” by strengthening our portfolio in certain key areas (e.g. Cyber Security, languages).

b. Enabling a more coherent approach to the external governance and oversight of T&E delivery by replacing the college-centric Customer Executive Boards (CEBs) with four new “functional” CEBs, reducing bureaucracy and enhancing opportunities for sharing good practice.

c. Continuing to build “One Academy” and our internal capacity, both through further standardising internal processes/systems and integrating new arrivals – the Defence School of Languages (DSL) is now the Defence Centre for Languages and Culture (DCLC) based at Shrivenham, while the Defence Centre of Training Support (DCTS) and the Defence Operational Languages Support Unit (DOLSU) have been embedded in the Academy headquarters structure.

d. Strengthening our reputation across Defence (and more widely across the national security community) as a centre of expertise in International Defence Engagement (IDE) and overseas advisory and capacity-building programmes.

e. Delivering mandated Training and Education (T&E) outputs more innovatively through virtual learning environments, blended and distance learning, and “expeditionary education” overseas.

Outputs

The Academy’s primary role is delivery of T&E on behalf of its customers across Defence and security (and more widely). Our primary quantitative measure of output is “Training Days” for face-to-face (F2F) or classroom-based teaching. As expected, the Academic Year ending in July 2013 saw a fall in student numbers as our remaining short generic business and management courses for junior civil servants ceased (in favour of provision by Civil Service Learning (CSL)).
## Outputs (Face-to-Face (F2F)) Academic Year 2012/13

### Key Outputs

- A record 118 members from 50 countries attended the RCDS International Course. Overseas demand for places continues to outstrip availability.
- 144 MOD personnel (134 studying in the JSCSC and 10 the RCDS) and 38 international personnel graduated with MAs from Kings’ College London (KCL); 102 MOD personnel and 24 international personnel (all DA-CMT) graduated with MScs from Cranfield University (CU).
- The Academy received over 1,000 international students on its courses here and delivered “expeditionary education” to a further 424 overseas. The AFCC delivered pastoral, spiritual and moral T&E and support to the US, Indian, Nigerian and Ugandan forces.
- The Defence Sixth Form College’s (DSFC) ranking amongst the country’s Top 20 Sixth Form Colleges was reflected in its 100% A-Level pass rate. Exceeding the previous year’s successes, 65% of students achieved A*-B and 89% achieved A*-C. Most of these students will now enter the Defence Technology Undergraduate Scheme (DTUS) before beginning officer training or entering the MOD Defence Engineering & Science Group (DESG) Graduate Programme. DSFC celebrated its 60th Anniversary in 2013.
- A further significant increase in the use of the Academy’s Shrivenham facilities for a wider Defence events (from 75 events in FY11/12 to 262 in FY13/14), including the JFC Commanders Conference, two SCS Conferences, Exercise Joint Caterer, two major NATO symposia and the Cyber Security Challenge 13.
- In terms of wider delivery, we hosted well-attended master-classes on leadership issues at Beckett House (Shrivenham) and a CSA-sponsored symposium on Future Technologies at Seaford House, London.
- In January 2014, a Defence Academy/Cranfield University team delivered the Managing Defence in the Wider Security Context (MDWSC) course in Burma. While controversial in some quarters, this course – focussed on accountability, transparency, the rule of law and democratic control of the Armed Forces – was a key opening step in the UK’s re-engagement with Burma: a testimony to the “soft power” of Defence Education.

### Total Students: 21,405

- Acquisition: 7,131 (33%)
- Business: 1,208 (6%)
- Technology: 3,171 (15%)
- Nuclear: 935 (4%)
- Languages: 444 (2%)
- Pastoral: 1,006 (5%)

### Total Training Days: 387,313

- DTOEES: 79,205 (20%)
- C&ST: 152,128 (40%)
- Languages: 42,860 (11%)
- Technology: 54,258 (14%)
- Nuclear: 12,242 (3%)
- Pastoral: 3,122 (1%)
- Business: 2,079 (<1%)

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*Figures include international students*
Key Developments

The Academy is now well advanced with the most extensive reform of Command & Staff Training & Education (CST&E) or Professional Military Education for nearly a decade and is moving towards managing its courses as a single cross-Academy portfolio. As part of this, it has been “mapping” its courses using an “Ends," "Ways" and "Means" taxonomy. For example, for senior staff, the RDCS International Course focusses on "Ends", the HCSG focuses on operational "Ways" while a number of shorter interventions (e.g. the Defence Strategic Finance Programme) address "Means".

Key Developments in FY13/14 included:
- Advanced Command & Staff Course (ACSC) Review
- The Academy has developed the themes of the ACSC Review into a coherent and comprehensive package. Following CEB endorsement in December 2013, the redesigned Course starts with ACSC 18 in September 2014. It will comprise a core programme of 34 weeks plus three parallel 8-week thematic modules using an EndWaysMeans framework. The emphasis throughout will remain the development of the students’ intellectual, analytical and conceptual skills, bolstered by enhanced understanding of particular aspects of their operating environment (physical, cultural or financial).
- While retaining many longstanding areas of study, the Course content will take account of the re-set for contingency, will offer an enhanced package on business skills and offer opportunities for language study. The end product will be a generalist command and staff officer able to operate in an environment of uncertainty and ambiguity but with a greater understanding and knowledge of one of the three thematic areas. Challenges remain, not least the provision of sufficient suitably qualified and experienced personnel to deliver the new modules. Further work to broaden the appeal of elements of both the Advanced and Intermediate Command & Staff Courses to civil servants from MOD and Partners Access Government (PAG) is underway.
- Royal College of Defence Studies (RDCS) International Course Review
- The RDCS International Course has been reviewed and adjusted to make its coverage of strategic analysis more rigorous. Moving from a four term to a three term model, the fourth term on Leadership in the Strategic Environment is now incorporated as a golden thread of lectures running throughout Terms 1 to 3. Term 2 has been revised to provide more inputs on the tools and approaches required to "lead" strategy, including case studies illustrating the role that history often plays in contemporary issues. The CDS has indicated that all future contenders for #1st rank should attend the RDCS Course, work is underway with ACDS Pers/Top to realise this. Wider HMG participation has also been achieved, with civil servants from three other departments on the 2013/14 Course for the first time in several years.
- Cyber
- In the last 12 months, the Academy has significantly enhanced the delivery of T&E in the evolving topic of cyberspace. Working closely with the CIO (as customer) and Cranfield University, 45 MOD students (including 12 Reservists) have now commenced 3-year part-time postgraduate MScs in Cyberpace Operations and Cyber Defence & Information Assurance. This model of education will be rolled out by CU to international students in the Spring. This initiative has considerably raised awareness of the need for better capability and with no loss of output or cancellations of courses. DSL lowered its flag for the last time in September 2013. Final closure of the Beaconsfield site and its transfer to the ODO follow from April 2014. Revision of language and cultural training has continued, with DCLC's enduring courses being subject to a detailed programme of course development in preparation for 1st and 2nd Party Audit.
- Languages and Cultural Awareness
- In September 2013, the DCLC began delivering language training in newly refurbished facilities at Shrivenham – the start of a phased transfer of courses from Beaconsfield over the subsequent months. 80% of specialist teaching staff have now relocated to Shrivenham under Project HRMMS. In addition, we delivered FinMilCap courses to 1st and 2nd Party Audit.
- Acquisition & Business Skills
- The new Defence Operating Models need for better capability and business skills has been reflected across our portfolio. The Advanced and Intermediate Command & Staff Courses have received a revamped FinMilCap package, and we are providing a 3-day business skills package on the Army’s Captains’ Warfare Course. The former Through Life Capability courses have been transformed into a more dynamic FinMilCap series; advanced and practitioner level courses run on a monthly basis. In addition, we delivered FinMilCap Yoads to the Command HQ. Acquisition Employment Training is being modularised, as part of wider efforts to facilitate blended, distributed and part time learning. An increase in the volume of a number of short courses (Commercial, Finance and Portfolio, Programme & Project Management (P2M)) has been requested, as has an increase in the number of delegates wishing to enrol on postgraduate programmes in Defence Acquisition, Information, Systems Engineering and P2M.
- Leadership
- The Academy continues to develop its offer of Defence-contextualised leadership education for military and civilian staff. The results of our Defence Leadership Survey (sponsored by PLS) are informing our and the wider Department’s approach. Our flagship leadership programmes – the cross-government Collaborative Senior Leadership Programme (CSP), and the Defence Leadership Strategic Programme (DLYSP) - continue, while our new Leading with Purpose in Defence (LwP) programme for Band B was delivered to 200 staff. In June 2013 we introduced the Leading Through Performance Manager programme – three modules of 2 days each, leading to the Defence-specific Accreditation. In addition, we delivered 25 Tailored workshops to support MOD leaders in delivering the new civilian performance management process. We delivered a new partnering relationship with HRD in November 2013 so that we can match our future leadership and management offer more closely to requirements. Beckett House and SCS Masterclasses (delivered at various sites) have provided intensive examinations of a range of topical leadership subjects. In addition to our leadership offer, we deliver defence-contextualised management training for military and civilian staff at various MOD sites. Our new Mentoring
course is providing the mandatory training requirements of Defence’s Mentoring Programme. Work on updating Defence’s Leadership Doctrine continues – and will appear as a revision of our seminal 2004 publication Leading in Defence later this year. The Academy remains closely engaged with other providers of leadership and management T&L (such as the Windsor Leadership Trust, the Farmington Institute, Academy Wales and the NHS Leadership Academy) to ensure that our programmes reflect best practice.

Accreditation

Defence has long recognised the business benefit of accrediting Defence courses with externally recognised qualifications. However, many rich courses have been unable to gain accreditation from external awarding bodies. Over the past year we have undertaken work to put the Defence Awarding Organisation (DAO) on a proper footing as a small unit with the potential to accredit all Defence courses, with the prospect of both delivering savings (to accreditation budgets) and generating income (given likely demand from the Defence industry).

Instructor Training and Course Design

Through DCTS, the Academy now delivers the pan-Defence requirement for Instructor training, development and assessment as mandated through JSP822 and monitored by the HCDC and QFSTED. This training is critical in ensuring Defence Instructors (and contractors) are competent and safe to train in the Defence environment. In response to policy changes, DCTS initiated the Defence Training Capability (DTC) project in October 2013 to capture the change in requirement and provide innovative training solutions for formal instruction, workplace training, trainer supervision, operational training teams, and Higher Education. As a result, the Defence Train the Trainer course was redesigned for delivery from May 2014. The DTSAT courses have been modularised in order to meet the single Service DTSAT practitioner requirements and the Defence Training Support Manuals (DSTM) have also been rewritten to reflect recent DSTL research.

Technology Enhanced Learning (TEL)

Building on the online collaborative learning used by the JSCC RAF Division’s Junior Officer Development Programme (JODP), the Academy has accelerated its development and exploitation of VLEs. The JSCC now uses the Defence VLE for all students’ pre-course engagement and access to content and course administration. The Intermediate Command & Staff Course (land) (ICSC(L)) will soon follow suit. The scale and scope of what the JSCC now delivers virtually is unique in Defence and complements the early innovative VLE adopted by the RAF Division for online collaborative learning within the Junior Officer Development Programme (JODP). These experiences are helping us to shape development of the Defence VLE replacement and of the Defence Learning Management Capability (DLMC). Elsewhere across the Academy, Nuclear Department have developed an online, e-learning version of their two-week residential Nuclear Introductory Course (NIC), which industry can also buy for compliance training. CDLM are developing the DLP to include online collaborative activity blended between its two one-week residential phases, and we are overhauling the Army’s Military Knowledge e-learning programme to blend it with residential courses and to make the content more accessible on mobile devices and more intuitive to interact with. The Academy’s Technology Enhanced Learning Enabler (TELE) has increased its capabilities and will focus next on supporting students in the effective exploitation of pervasive WiFi (being installed at Shrivenham) with Bring Your own Device (BYOD) internet access, increasing digital literacy, and supporting more innovative curriculum design.

The Defence Learning Portal (DLP)

The DLP has provided Defence with a Restricted and non-Restricted online learning delivery and management capability to deliver Defence-specific and contextualised online training since 2004 and was expanded in 2015 to include a VLE capability in 2010. As part of a short extension of the current contract with BT to June 2015, a nil cost (to MOD) upgrade to the DLP started in January 2014. To cover the residual gap until the rollout of the Defence Learning Management Capability (DLMC) in November 2016, the required capability will be provided by the Defence Learning Environment (DLE). The Academy (DCTS) will lead on the managed migration from DLP to DLE, beginning in April 2014, in consultation with stakeholders across Defence.

International Defence Engagement (IDE)

The past year has seen increasing recognition in Whitehall of the wider contribution of Defence Education to IDE, whether through the attraction of foreign students onto UK courses, the delivery of bespoke training overseas, and the development of institutional links (e.g. the Defence Academy-supported Qatar Staff College). In its first full year of operation, the Academy’s International Engagement Group (IEG) has provided a central fulcrum to maximise the synergies of internationally focussed work across the Academy. As Defence sharpened its focus on implementing the International Defence Engagement Strategy (IDES) during 2013/14, the Academy led initial work for the JFC Board to develop the most effective approach to improve the coordination and synchronisation of JFC’s IDE activities. This built upon the work undertaken by IEG internally, notably the development of the pan-Academy Engagement Picture (a web-based tool providing real-time country by country information on engagement).

IEL highpoints in 2013/14 include:

- The Academy delivered training and education to over 1,000 international students from every corner of the globe, e.g. RCDS had 63 students from 31 countries; ACSC 86/49; HCSC 6/5; CDLM International 464/90; DCLC 276/38. CU provided MSc courses to 72 international students from 28 countries. In addition, the Academy received a steady flow of international delegations, averaging one a week, interested in both our approach to Defence Education and in our business model.
- The Academy rebooted its contribution to Building Integrity (BI) – counter-corruption – training. In September 2013, the inter-departmental Building Stability Overseas Strategy (BSOS) Group agreed to fund a new UK BI Programme. Our delivery partner remains Transparency International (UK), with whom we are developing a toolkit of BI training and capacity-building activities for delivery to priority countries.
- The National School of Government, International (NSGI), under the direction of its inter-departmental Governance Board, established new or expanded civil service capacity-building projects in a number of countries including Bahrain (Conflict Pool funded); Ghana and Zambia (DFID-funded), Cyprus (FCO and Cyprus Government); and Iraq (Kurdistan Regional Government). These projects also provided short and long term development opportunities for 14 SCS and Band B civil servants from 8 UK Government Departments.
- The Academy’s “flagship” expeditionary course – Managing Defence in the Wider Security Context (MDWSC), delivered in partnership with CU – was delivered in Egypt, Sudan and South Sudan, Ukraine, Burma and Malta (with Libyan and Algerian as well as Maltese students). It now has some 4,300 alumni from around 150 nationalities.
- The Academy hosted a substantial number of familiarisation visits and provided advice to various countries. These included: advice to India on the establishment of a National Defence University; ongoing support to the new Qatar Staff College (run by Serco and KCL); provision of a campaign seminar to the Omani Armed Forces; guidance to Libya on development of a Staff College able to drive the modernisation of its officer corps; assistance to Uganda in the creation of a National Defence College and an Operational Commanders’ course that will assist in the preparation of its deployment to Somalia.
The Academy has continued to deliver its mandated core T&E outputs in FY13/14 — indeed, it over-delivered in some areas of high demand (e.g. Information Management, Leadership and Performance Management training). This was achieved despite continuing pressure on manpower which constrained our capacity to invest in the future.

**Sustainment**

The Academy has been flexibly adapting to Defence’s evolving T&E needs. Some shadow-running commenced in January 2014 to allow us to develop and test the new processes and behaviours involved.

**Estate**

The Academy has a large and varied footprint. Our strategy is to reduce the footprint where sensible and “sweat” our main site at Shrivenham. We relocated language training to the new DCLC at Shrivenham and are now preparing the Beaconfield site for disposal. Under the Future Development Facilities (FDF) initiative, we have started to reconfigure a number of workspaces at Shrivenham to facilitate the use of technology-enhanced learning and to co-locate delivery units. Elsewhere, following senior engagement with Southampton University, the Defence Technical Undergraduate Scheme (DTUS)’s Thunderer Squadron moved (with the University Royal Navy Unit) into new on-campus accommodation at the National Oceanography Centre.

**Connectivity and Information Management (IM)**

Work to improve the information systems and information management across the Academy continued throughout the year. Agreement was reached to upgrade DII provision at Shrivenham and implement pervasive site-wide WiFi. Installation work began in early 2014, with the first “switch-on” in the JSCSC in Spring 2014. We also set the conditions for the introduction of information hubs (iHubs), which will improve our Information Management, with benefits in ways of working and knowledge exploitation.

**DROMOS**

The Defence Academy Development Programme (Enabling Change) is a set of small but inter-linked projects to optimise the delivery of common administrative and support functions, mainly at Shrivenham. Initial work is focussing on alumni tracking, accommodation, and visits/events management.

**JASON**

Project JASON. This is evaluating options to sustain the capability of the Nuclear Department, which — like other parts of the Defence nuclear enterprise — struggles to recruit and retain sufficient SQEP.

**RHEIMS**

Project RHEIMS. This is re-brigading the functions of DCTS (currently based at RAF Halton), DOLSU (in the process of relocating from Upavon to Shrivenham) and the Defence Academy HQ T&E Cell.

**HERMES 2**

Following the relocation of language training to Shrivenham, this is continuing the work to enhance the quality of training delivery, including closer integration of language and cultural training.

**Contracts**

The Academy’s operations are substantially outsourced, mainly (but not exclusively) under four long-term partnering contracts. As part of a wider cross-government review, the Cabinet Office audited both our contracts with Serco (the JSCSC PFI and the Shrivenham Campus Integrator). No significant irregularities were found, although some recommendations were made to enhance the resilience of our contract management arrangements, these are being implemented in conjunction with MOD Commercial. The PFU’s long-awaited review of the JSCSC PFI contract finally started in early 2014. Elsewhere, we agreed with CU the basis of a revised cost model for the Academic Provider contract. This will enable it to respond more flexibly to Defence’s evolving T&E needs. Some shadow-running commenced in January 2014 to allow us to develop and test the new processes and behaviours involved.

**Technical Outputs**

The Academy has continued to deliver its mandated core T&E outputs in FY13/14 — indeed, it over-delivered in some areas of high demand (e.g. Information Management, Leadership and Performance Management training). This was achieved despite continuing pressure on manpower which constrained our capacity to invest in the future.
Opportunities & Challenges

The Defence Academy’s inherent capabilities make it well-placed to contribute to broader Defence and Security in an increasingly challenging strategic and fiscal environment.

Contracts

JFC and Wider Defence
A review was undertaken to consider options for enhancing JFC’s contribution to lessons, doctrine, concepts and T&E – in short, “Force Development”. Informed by the emerging findings of the above-mentioned study, we undertook a parallel study into options to simplify our internal interfaces following the absorption of additional units (i.e. DCTS, DOLSU and NSGI) and tasks. Its key conclusion was that the Defence Academy’s College of Management & Technology (DA-CMT) should be disaggregated and that most of its functions should be merged with the Defence Academy HQ to form a central pillar, containing enabling services (finance, commercial, etc) and teaching functions that are not specific to the remaining colleges.

Reserves

The Academy already provides a number of specific courses for Reservists and expects to develop these over the coming year. Other courses are attended by Reservists (and some, such as the ACSC, will become more accessible to Reservists). In parallel, we are considering what T&E we might make available to Reservists which employers would see as providing tangible value to them. This might include access to leadership, languages and technical training (e.g. engineering), access to on-line training (e.g. SHEP, commercial, project management, business skills), and DMO-accredited NVQs.

Cross-government

The Academy continues to develop its links and partnerships across government. Efforts continue to encourage other departments to send more students on the Academy’s courses, particularly as we modularise them to make them more accessible. Building on DSTL’s agreement last year to sponsor two students at Welbeck DSFC, we are in early discussions with the Agencets on extending this possibility to them.

International

The Academy’s web of international links and strong brands, both its own – RCDS, JSCSC, NSGI and the Defence Academy brand itself (which is stronger overseas than in the UK) – and those of its partners, continues to widen and deepen. The co-location of “mainstream” Defence Education and language training has, as intended, begun to forge a vibrant “international hub” at Shrivenham. This could be the platform for further initiatives to enhance IDE such as the establishment of a cross-government Centre of Excellence in capacity-building and conflict prevention skills and/or the establishment of a Military English Language Training facility.
Primary Partners
The Academy is comprised of the Royal College of Defence Studies, the Joint Services Command and Staff College, the College of Management and Technology, the Armed Forces Chaplaincy Centre the Defence Centre of Training Support and National School of Government International.

RCDS
The Royal College of Defence Studies (RCDS) International Course prepares selected senior military officers and government officials as well as appropriate individuals from the private sector, from the United Kingdom and elsewhere, for senior leadership and management roles, by developing strategic understanding and the capacity for strategic thinking. The college offers its members a unique post-graduate level experience in which to complete their strategic level education.

JSCSC
The Joint Services Command and Staff College (JSCSC) delivers world class command and staff education and training to the three UK Armed Services, UK civil servants and military officers from countries worldwide, to enhance operational capability, thereby advancing the Defence and Security interests of the United Kingdom. Courses range from mandatory training within UK officers career development, initial and intermediate single-Service courses to joint, selective, Advanced and Higher Command courses which focus at the operational and strategic levels. It operates a unique academically-military partnership with King’s College (London).

DA-CMT
The Defence Academy College of Management and Technology (DA-CMT) works in close collaboration with its main academic partner (Cranfield University) to develop and deliver high quality education, training and advice in technology, nuclear, acquisition, management, leadership, business skills, cultural awareness and languages, together with relevant aspects of security and resilience in order to enhance delivery of Defence capability. DA-CMT also runs the Defence Technical Officer & Engineer Entry Scheme to develop technical engineering talent for Defence. Candidates attend Welbeck Defence Sixth Form College and continue on to the Defence Technical Undergraduate Scheme with our partner universities before joining the Armed Forces or the MOD Civil Service as technical stream officers.

AFCC
The Armed Forces Chaplaincy Centre (AFCC) develops, promotes and provides spiritual, pastoral and moral leadership training, education and support to the Armed Forces, including the Chaplaincy Branches of the three Services, in order to sustain and enhance operational resilience and capability. Defence ethos and personnel development.

DCTS
The Defence Centre of Training Support (DCTS) focuses on the delivery, effects on outcome, innovation and maintenance of standards for UK Defence training. DCTS capabilities fall into 3 broad categories: Defence Instructor Development Training, Learning Technologies – including the Defence Learning Portal (DLP) - and Specialist (Defence Systems Approach to Training) Training. In addition, DCTS assures over 140 training franchises, manages the accreditation of centrally delivered and franchised qualifications and processes over 1,200 examinations per annum, through the Defence Examination Centre.

IEG
The National School of Government International (NSGI) forms part of the Academy’s International Engagement Group (IEG), which is the focus for the Academy’s international work. NSGI uses its expertise in Training, Education, Advisory Support and Outreach, together with the wider resources of the Academy, the Armed Forces and Government, to support HMG’s international priorities as set out in the International Defence Engagement Strategy, the Building Stability Overseas Strategy, the New Deal for Engagement in Fragile States and the FCO-led prosperity agenda.
Cranfield University has been an integral part of the Defence Academy since its formation. The University is an entirely postgraduate institution and is the UK’s leading provider of postgraduate education and research in science, technology, engineering and management. It delivers a wide range of postgraduate courses and executive short courses to the Armed Forces and defence and security personnel in government and industry from all over the world.

The partnership of Defence Academy personnel and Cranfield subject matter experts is unrivalled in terms of the expertise available to the defence and security community.

Cranfield’s courses include the traditional, one-year residential Masters programmes and more than 400 short courses on a very wide range of subjects. Increasingly, students and their sponsors are seeking part-time study options, taking advantage of the Academy’s Virtual Learning Environment and on-line course delivery. Cranfield taught defence and security courses in 43 different countries last year, many in partnership with the Defence Academy. Our extensive Symposia programme includes world-class international speakers, attracting delegates who are thought-leaders from across the defence and security arena. In 2013, Cranfield delivered 26 Defence and Security events to 7,000 delegates from 18 countries including: 110 MOD/HQ/SOCO departments/units, 310 Companies, 15 Universities, and 18 Police forces.

To deliver up-to-date and relevant education, Cranfield academics are required to be at the leading edge of their subject. All academics are encouraged to undertake research and to build successful research teams serving the needs of Government, MOD and defence industry. This provides an opportunity for MOD personnel to undertake PhD studies and to be part of Cranfield’s Defence Doctoral Training Centre. Research activity is supported by facilities at both the Shrivenham and Cranfield campuses. These include near industrial scale facilities for example, for manufacturing and product testing. Shrivenham also provides a secure environment for the University to undertake research into, for example, explosives and weapon technologies, military aerospace, forensics, autonomous systems and the effects of radiation.

The University’s engagement with research, our military partner and industry stakeholders makes the Defence Academy a vital link between innovation and exploitation of technology.

New for 2013/14 Cranfield’s graduation ceremony included, for the first time, a Red Arrow’s display followed by a music and fireworks event. It also saw the first graduation ceremony in Ethiopia. We launched the Cyberpace Operations MSc. The introduction of on-line registration has also been very popular.

Kings College London (KCL) is the academic provider for the JSCSC and RCDS. The KCL-JSCSC partnership is unique among international staff colleges because university academics are involved in all aspects of course design, development, delivery and validation.

Our embedded academics work alongside military Directing Staff in delivering the full range of joint and single-service Command and Staff training courses, mostly at the postgraduate level. In addition to teaching across the full range of JSCSC courses with a throughput of approximately 1,000 students per annum, KCL takes responsibility for accreditation of the academic components of JSCSC courses where required, most notably the MA in Defence Studies. This MA level course runs parallel with the one-year Advanced Command and Staff Course (ACSC) which is the JSCSC’s largest course taken by some 280 selected British and overseas officers in their mid-to-late 30s each year.

KCL also accredits the Defence Studies elements of the Air, Land and Maritime Intermediate Command & Staff Courses. Moreover, academic support is provided to intermediate level Army education, and professional development support is provided to senior warrant officers. For RCDS, KCL academic provision has adapted to new MOD requirements that have included provision of an MA in International Security & Strategy.

Serco’s support to the Defence Academy at Shrivenham goes from strength to strength, expanding our footprint by over 30 new posts ranging from administrative, IT and logistics support to the newly arrived Defence Centre for Language and Culture, and four Course Writers to undertake the rewrite of the Advance Command and Staff Course.

Meanwhile the enduring contacts of the JSCSC and DACC continue to support the Academy with a full range of Total Facility Management services, delivering a proven Value for Money output to the MOD.

Serco have also undertaken a number of additional tasks, including the planning and implementation of business class seats and a New Network Solution to enhance the overall network across site.

In addition Serco have been heavily involved in both Project DROMOS and Project CORNERSTONE. As a major partner to the MOD, delivering the underpinning services to facilitate the Defence Academy’s outputs, our detailed involvement has been key to ensure the achievable is achieved and that the organisational structure is holistically complemented by our services. We are in the vanguard of the Director General’s core focus of changing structure, behaviours and processes to ensure a One-Academy approach underpins the overarching output of the Academy. To further enhance the safety of service delivered across the site, Serco have again been recognised by the Royal Society of Prevention of Accidents with a Gold award, this time being for the whole Serco Defence sector.

In recognition of the levels of service provided by over 340 Serco staff, and over 450 sub-contracted staff from Kings College London and ESS, two DG Commendations, four Cormorant Pins, and six Cannon Pins have been awarded by the MOD to staff for their outstanding contributions across site.

Finally, Serco staff continue to support our corporate charity, Whizz Kids, and our locally chosen charity, Prospect Hospice, with £1,000 and £3167 raised or donated respectively in support of both excellent causes.
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Lunchtime Seminars and Learning at Work Days
Lunchtime Seminars and Learning at Work Days

Lunchtime Seminar’s supplement the Defence Academy’s core education and training responsibilities, providing real opportunities to engage and put questions to senior staff. Attendance is open to all interested ranks/grades.

Learning at Work Days promote, encourage and provide Lifelong Learning for Service and Civilian personnel across Defence.

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Jonathon Slater’s focus for the seminars over 2013/14 has been on Leadership with a view to sharing personal leadership journeys by creating a two-way dialogue with staff about their own experiences and personal learning.

From April 2013 through to March 2014, we held 14 lunchtime seminars, delivered by 11 different speakers in 4 venues (Main Building, Abbey Wood, Andover and Shrivenham), which taken together attracted over 640 attendees from across the Armed Forces and Civil Service.

Some of this year’s speakers included Roger Hutton, Strategy Director; John Taylor, DG Information; David Williams, DG Finance and Susanna Mason, DG Exports to.

The Lunchtime Seminars are advertised on the Defence Intranet; for information please email admin.hq@da.mod.uk

Learning at Work Days
This year, the Defence Academy attended a number of Learning at Work Days to advise prospective candidates on the various courses and facilities the Academy has to offer.

If you would like to know more about what the Defence Academy can offer you, please contact admin.hq@da.mod.uk

‘opportunity to engage and ask questions to senior staff’
05 Facilities
The newly completed, dedicated lecture theatre with high quality facilities, ideal for day conferences.

- **Capacity**: 260 seats
- **Features**: Large foyer area for breakout or display use
- **Facilities**:
  - Microphones for audience participation
  - Windows 7/Office 2012 software
  - Video camera for recording of lectures to be viewed
  - Recording and playback using most common formats
  - Video camera for recording of lecture or for broadcast of lecture to other theatres/meeting rooms
  - Incoming/outgoing signals to/from other theatres
  - Windows 7/Office 2012 software

And in the Cormorant Hall:
- Multiple microphones allowing full audience participation
- Multiple screen configuration available
- Widescreen DVD playback
- Fully controllable dome camera.

**Lecture theatres**:
- Cormorant Hall, 450 seats
- Tedder, 220 seats
- Montgomery, 120 seats
- Cunningham, 90 seats
- Nelson, 50 seats
- Brooke-Popham, 40/80 seats
- Elworthy, 40/80 seats
- Alanbrooke, 50 seats

**Meeting rooms**
- Wall-mounted whiteboard
- Projection screen smartboard
- Desktop PC feed directly to LCD projector
- Camera and data feed from any of the JSCSC lecture theatres allowing lectures to be viewed
- Video conferencing between meeting rooms
- Windows XP/Office 2003 software

**Lecture rooms**:
- Nelson, 60 seats
- Slim, 24 seats
- Tedder, 20 seats
- Alanbrooke, 15 seats

**Meeting rooms**
- Alanbrooke, 15 seats
- Tedder, 20 seats
- Slim, 24 seats
- Nelson, 60 seats

**Focus areas**

**Churchill Lecture Theatre**

- The latest addition to the Defence Academy’s impressive and growing list of presentation venues, having been opened in late 2007. The theatre seats up to 260 in two tiers, and is equipped with superb audio-visual facilities.
- A newly completed, dedicated lecture theatre with high quality facilities, ideal for day conferences.
- **Facilities**:
  - 260 seats
  - Flat floor stage
  - Microphones for audience participation
  - Large foyer area for breakout or display use

**The Cormorant Building**

- Offers a state-of-the-art educational establishment with superb facilities for large meetings and prestigious symposia, together with excellent en-suite accommodation and dining.
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**Venue details**

**Defence Academy of the United Kingdom**

- Please contact Paula Sharpe, Visits & Events Officer.
- To book a facility at the Shrivenham site, please contact Paula Sharpe, Visits & Events Officer.
- Facilities are sometimes be made available for appropriate events.

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06

Highlights 2013/14
2013 marked the 60th Anniversary of Welbeck College. On Saturday the 29th June, 312 of the Upper Sixth Cadets Passed Off the Parade Square at the Annual General Inspection (AGI).

The event was the largest in the History of the College with over 1,300 VIPs and Parents in attendance. Inspecting Officer Sir Jonathan Band GCB DL, presided over the parade of over 300 cadets accompanied by the Band of the Royal Logistic Corps.

Welbeck College originally opened its doors to potential Army Officers in September 1953. Established to provide technical and engineering Officers to Sandhurst, the College operated out of Welbeck Abbey in Nottinghamshire for over 50 years. Then in September 2005 the College moved to a new purpose built site just outside Loughborough and moved to a new purpose built site.

In February 2006 until he retired in July 2009, was instrumental in transforming the College into a Quad-Service organisation and was guest of Honour at the Ribbon Cutting ceremony for the opening of the new College in September 2005. This was his first return visit to the College since that event.

Another landmark event was the first ever award of the Welbeck Sword of Honour to Junior Under Officer Jessica Barnes, 18. The Sword of Honour was presented to the College by Mr Robert Pooley of Pooley Swords Ltd, to commemorate the 60th Anniversary and it will continue to be awarded each year to the cadet judged by the Principal to have contributed the most across all facets of College life.

For the Upper Sixth students the parade marked the first milestone in their military careers, indicating the end of the first phase of the Defence Technical Officer and Engineer Entry Scheme. They have now moved on to their respective Defence Technical Undergraduate Scheme units and started reading for their technical or engineering degrees.

60th Anniversary

Welbeck Defence Sixth Form College Annual General Inspection

June 2013

The Defence Academy celebrates the end of the academic year 2012-13

On 18 July 2013, the Defence Academy held the first Shrivenham campus-wide Graduation Day.

For the first time, the prize giving ceremony for the Academy’s Joint Services Command & Staff College (JSCS), Advanced Command & Staff Course (ACSC) and the College of Management & Technology (CMAT)’s Graduation Day were held on the same day. The latter event was conducted in conjunction with CMAT’s academic partner, Cranfield University.

262 British and international students successfully completed the year-long ACSC, of whom 36 received prizes for exceptional work. The prizes were presented by a number of distinguished guests from industry, King’s College London (the JSCS’s academic partner) and the Royal United Services Institute (RUSI).

The Chief of Defence Staff’s Prize for the Best Student was presented on CDS’s behalf by the Director General of the Defence Academy, Peter Watkins.

The Chancellor of Cranfield University, Baroness Young of Old Scone, conferred Master’s degrees on 155 British and international students, Doctorates on a further 16, plus 65 individual prizes for outstanding work. The disciplines represented included Defence Acquisition Management, Defence Leadership, Military Electronic Systems Engineering and Information Capability Management.

As part of the proceedings, honorary doctorates from Cranfield University were conferred on Katrina McFarland, the US Assistant Secretary of Defense (Acquisition) and Steve Wadey, Executive Group Director of MBDA UK, for their distinguished contributions to developing skills in Defence acquisition.

The Director General of the Defence Academy, Peter Watkins, said: “The two ceremonies marked the end of a year’s study for students in the Academy’s two largest colleges and provided a very visible demonstration of how it is delivering professional skills for Defence and Security. The significant number of international students receiving degrees and prizes also demonstrates the Academy’s contribution to the International Defence Engagement Strategy. Holding both ceremonies on the same day symbolises how the Academy’s colleges and strategic partners – Cranfield University, King’s College London, and Serco - are working together to achieve these common objectives.”
The Amport Conference

July 2013

July saw the fourth Amport Conference take place. This international gathering of academics and those interested in the areas of religion and war was very successful and brought together contributors from the United States, Canada and Germany. There was also a multi-faith dimension, with a number of Jewish delegates and the Sikh Civilian Chaplain to the Military taking part. The conference was opened by the Chief Instructor of the Armed Forces Chaplaincy Centre, the Rev Nick Cook, with a paper asking whether moral conduct in war was important in itself or was promoted because it contributes to effectiveness and efficiency in the manoeuvrist battlespace.

Other papers ranged from the 1916 Church of England Mission to the Nation, to memorialisation and the work and witness of the Imperial/Commonwealth War Graves Commission.

Initiated by Dr Michael Snape, Reader at Birmingham University’s History Faculty War Studies Department, the Conference will be repeated next year with a 1914 Learning theme as Amport’s contribution to the Academy’s World War One Commemorations.

Welbeck Defence Sixth Form College achieve 100% pass rate and 89% A*-C at A2

Three of the students from Upper Sixth cohort at Welbeck Defence Sixth Form College were successful in gaining the results required to attend Oxford and Cambridge.

William Morris, 18 from Southend-on-Sea and Lewis Beresford, 18 from Buxton were accepted to Homerton College and Clare College, Cambridge respectively to read Engineering. Elizabeth Nuttall, 18 from Nottingham was given a place at Hertford College, Oxford to read Engineering.

All three students are sponsored by the MOD’s Defence Engineering and Science Group and will each receive a bursary of £4000 a year whilst they are at University. On graduating they will enter the MOD Graduate Programme to start their careers as Civilian Engineers.

Overall the College achieved a 100% pass rate with 89% of those achieving A*-C at A2. This is an impressive achievement considering that it is a requirement for every student to study Maths to A2. 80% of them also take Physics to this level.

Principal Peter Middleton said: “We are delighted that three of our students have been accepted to Oxbridge with another obtaining a place at Imperial. Welbeck offers them an excellent starting point from which to launch their Engineering or Technical careers within the Armed Services or Ministry of Defence. Our A*-A average countered the national trend and increased by 4%, enabling us to remain one of the top performing Sixth Form Colleges in the country. We are very proud of all of our students’ achievements and we wish them every success in their studies and future careers.”

August 2013
On Wednesday 11th September, the 1st XV set off to represent the Army U18s in a memorial game against Sexey’s School. It was held in honour of Captain James Anthony Townley, who was killed whilst serving in Afghanistan with the Royal Engineers in September of 2013.

Both teams started the game with high intensity but a lack of fitness from our forwards and poor communication caused the first try being scored by Sexey’s, much to the annoyance of winger Josh Andrews who had spotted the overlap early. The conversion was missed and the score was 5-0 to the home side. The conversion was missed and the score was 5-0 to the home side. Welbeck fought on and their physical supremacy came into play as the first pain train of the year led to the first try, with Adam Hayler claiming the points. Andrews converted to make the score 5-7 just before half time.

The scrums were dominated by L6 James Henriet, completely outplaying his opposite number and this was shown by a try coming from an eight pick and go and then a pop pass to hooker Callum Redding, this time unconverted, making the final score 19-5.

Overall the game was extremely forward orientated due to windy conditions, both Tom Scott and Ollie Wright did well to judge the wind in finding touch and the pack dominated a scrappy game which showed much promise for the season to come.

The Defence Academy hosted a Cyber Camp in August 2013. The British Forces Broadcasting Service was one of the media organisations who came to see what was happening.

The purpose of a Cyber Camp is to provide an intense but fun cyber-activity based experience for a select group of individuals in order to coach them, develop them and subsequently assess their suitability for a career in the cyber market, all in accordance with the purpose of the Cyber Security Challenge, which aims to bring more talented people into the Cyber Security profession.

August 2013

Welbeck Represent the Army U18’s

September 2013

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2013 saw the year of the Cyber Security Challenge UK team, who ran two simultaneous camps, one in Scotland and one at the Defence Academy Shrivenham, between 28 August and 1 September 2013. The purpose of a Cyber Camp is to provide an intense but fun cyber-activity based experience for a select group of individuals in order to coach them, develop them and subsequently assess their suitability for a career in the cyber market, all in accordance with the purpose of the Cyber Security Challenge, which aims to bring more talented people into the Cyber Security profession.

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August 2013

Welbeck Represent the Army U18’s

September 2013
The Army showed their appetite for success at Britain’s biggest military culinary competition – named Exercise Joint Caterer – which annually pits the best chefs from the Royal Navy, Army and Royal Air Force against each other, demonstrating their high levels of skill and expertise.

Temperatures rose as teams from across the three Services battled it out in 15 menu areas to distinguish the champions, and prove military chefs can ‘handle the heat’ of the kitchen – whether on operations in Afghanistan, at sea or at home at a formal dinner.

After a tense three days of competition, demonstrating the high standards that enables military caterers to operate at maximum efficiency for the Armed Forces, Chefs were judged by a panel that included Cyrus Todiwala of BBC 2’s ‘The Incredible Spice Men’ and the ‘Tanner Brothers’.

The competition involved:
• A ration pack challenge, where three course meals created from ration packs consisting of basic commodities found on any supermarket shelf.
• An ethnic buffet challenge, in which Service personnel produced culturally sensitive food to cater for the diverse makeup of the Armed Forces and locations they are deployed.
• A cake competition, where the chefs showed that cake baking is their bread and butter, as a multitude of delicious delicacies were produced, including by those responsible for creating the Diamond Jubilee cake presented to HM The Queen for her anniversary in 2012.
• A live cook element, where chefs are pitched against each other using the same core ingredient and are given the opportunity to use their flair and skill to produce dishes within an allotted time.
• Parade de Chefs, a 40 covers restaurant style scenario, where 3 Chefs produce first class food that a 5 star establishment would be proud of.

2013 was the first year that the event has taken place at The Defence Academy, Shrivenham. The setting was the Defence Capability Centre (DCC), a fantastic building with an array of military hardware, a fitting venue for a Tri-Service event. The Station was in full support of the event and Paula Sharpe (Visits & Events Officer) & WO2 (SQMS) Dave Price (Station Catering Warrant Officer) were pivotal in ensuring that an event as significant to the Chef trade as this, went without a glitch.

King’s - 19th in the World

King’s College London, one of the Defence Academy’s Strategic Academic Partners, was ranked 19th equal in the World QS University Rankings 2013-14, an improvement of seven places since last year. King’s Defence Studies Department provides world class professional military education to the Armed Services and MOD civil servants in the Joint Services Command and Staff College and Royal College of Defence Studies.

September 2013
Joint Stress and Resilience Centre (JSARC)  

As MOD’s leading provider of joint Training & Education (T&E), the Defence Academy has a crucial role to play in ensuring that Service personnel have the capability to achieve success in the Military Tasks set by the Government. The Academy has strengthened its portfolio in key areas enabling the Academy to exploit synergies in T&E to enhance joint and Defence capabilities. One such enhancement is the Stress Management Training Centre’s evolution to a Joint Stress and Resilience Centre (JSARC) which was formally opened by Peter Watkins CBE, Director General Defence Academy, on 3 December 2013 accompanied by Air Vice-Marshal Bob Judson FRAeS, Director Joint Warfare (JW), Joint Forces Command (JFC) and Major-General Mike Riddell-Webster CBE DSO, Director College of Management and Technology (CMT), Defence Academy.

The building of psychological resilience is a significant performance enhancement. It is an essential component of military fitness and a core attribute in the Armed Forces contribution to fighting power. Although very early days for the JSARC, this evolution represents a significant step in the united efforts to emphasise the importance of physical, psychological and emotional factors, and the vital role that commanders and leaders play in determining comprehensive fitness.

Director General, Defence Academy, said: “Through the JSARC, and building on our academic strengths as well as our expertise in training and education, the Defence Academy can make a significant contribution to sustaining the psychological fitness of Defence Personnel.”

The first Defence Academy course in Myanmar  

The Managing Defence in the Wider Security Context (MDWSC) course ran in Myanmar between 6-17 January 2014, marking the very first Defence Educational engagement with the Myanmar Defence Force in decades. The small team led by Col Forgrave and Dr Laura Cleary covered accountability, transparency, rule of law, human rights and democratic control of armed forces.

The course was opened and supported by MHA Myanmar, Andrew Patrick and closed by the Tatmadaw Chief of General Staff, Gen Hla Htay Win and also provided rare public interaction between the Tatmadaw and Aung San Suu Kyi at the final reception.

The course was seen as highly successful by the students and the Tatmadaw High Command; it also contributed to the UK Government’s International Engagement objectives and attracted a highly positive report within the FCO.
A selection of Commanded Essays. These papers represent only a sample of the range of subjects addressed by students over the course of an academic year and reflect the high standard of research and educational activity conducted at the Defence Academy. A wider selection is available for reference on our website www.da.mod.uk

Andrew Hall, a Defence Equipment & Support (DE&S) Technician Apprentice, spent the day shadowing the Director General, Peter Watkins as part of the MOD’s commitment to National Apprentice Week.

Andrew joined the DE&S apprenticeship scheme to support his longer term aspiration of a career in engineering. The apprenticeship offers engineering focused qualifications and the opportunity to develop project management skills.

Andrew said “the projects he had been involved in thus far have been highly varied and the team members themselves have been excellent tutors with a wealth of experience and knowledge. In Andrew’s opinion, working in this environment has no doubt accelerated his own development”.

Andrew had completed three of the four workplace placements. His first was with Technology Delivery, Land section, where he had a fascinating insight into the Technology Demonstrator trialling area of DE&S. Andrew also spent time working solely on the EJ200 Engine. He did six months with the DE&S Typhoon Propulsion team before taking the opportunity to work at Rolls-Royce Service Engineering.

Andrew received the MOD Apprentice award for winning the Tom Nevard Memorial Competition, which is held annually in Glasgow. There are several craft based categories, where apprentices from the whole of the MOD compete against each other. Andrew won the Phase 2 Hand-skills category, which entailed manufacturing a Hole Punch to a technical specification. Having also won the Phase 1 Hand-skills the previous year, Andrew said that he “values both awards, having beaten many full-time craft apprentices with my very limited training and largely office based experience”.

Andrew’s time at the Defence Academy was spent looking at the broad range of activities undertaken by the Academy. In a letter to Peter Watkins, Andrew thanked staff for the “thoroughly enjoyable and insightful” day as well as their “time and hospitality”.

After the apprenticeship, Andrew aims to study for a Degree, his ultimate long term goal is to become a Chartered Engineer.
07

Recognition and Honours
Recognition - Director General’s Commendations

1. A DG’s commendation was presented to WO2 Pete Davies by the DG on 19 June 2013. WO2 Davies joined the Defence Academy Shrivenham Station Headquarters in April 2010, a month before the newly appointed Station Welfare Officer took up post, and quickly set about establishing an office.

   His citation read - He has seemingly boundless enthusiasm and imagination and established himself as a ‘man who gets things done’, including finding a resolution to the departure of the Salvation Army from the Jubilee Community Centre. He had given his own time freely for the benefit of the community by helping run the Kids & Youth Clubs and supporting the Scouts. He has arranged two very successful Christmas Shopping Evenings in conjunction with a local department store. He is the epitome of discretion and has the confidence and trust from all who have learnt on him for support and advice. Without hesitation he puts others before himself and largely without recognition for example, helping with March Ins and Outs, taking people to/from hospital appointments. WO2 Davies has consistently delivered, he is an excellent ambassador for the Defence Academy.

2. A DG’s commendation was presented to Sqn Ldr Andy Perkins by the DG on 15 July 2013. Sqn Ldr Perkins leads the “Online Development Team” at the Royal Air Force Division of the JSCSC; his team has developed, delivered and sustained the RAF Learning Portal, which is accessed by 3500 personnel every week and provides an outstanding contribution to the education of all RAF officers.

   As a proponent of Technology Enhanced Learning (TEL), he has become a highly sought advisor in the appropriate use of technology and distance learning.

   Sqn Ldr Perkins has assisted 14 other 2* and 1* organisations integrate TEL into their programmes – an engagement far beyond his rank and role. Furthermore, as an advocate of plain English and the editor of the “Defence Writing Guide”, he has made a significant contribution to the maintenance of high-quality staff skills across Defence. Through his endeavours, Sqn Ldr Perkins has enhanced the reputation of the Defence Academy demonstrating initiative and innovations combined with a selfless dedication and commitment to education and learning.

Honours

In the Queen’s Birthday Honours List 2013 and Operations Honours Lists 41 and 42, a total of 18 Defence Academy staff and students were recognised.

CB:
- Maj Gen ACP Kennett CBE - Ret’d

CBE:
- Maj Gen ARD Sharpe OBE - Ret’d
- Maj Gen ML Riddell-Webster DSO - Dir CMT
- Gp Capt NJ Philips - DSL
- Capt GA Robinson RN - JSCSC
- Lt Col DMA Couzens - Term Lve

OBE:
- Lt Col MH Jones - ACSC
- Maj CA Stephen - JSCSC
- Maj Mcellan - JSCSC
- Maj (now A/Lt Col) Wilde - JSCSC
- QCVS:
  - Col Calder OBE - JSCSC
  - Brig Gedney OBE - RCDS

MBE:
- Maj Grant - JSCSC
- Maj Clayton - JSCSC
- JCC:
  - Lt Cdr Hutchings - JSCSC
  - Maj Tyler - JSCSC

MSM:
- Sgt A Whiting - JSAU

OBE:
- Lt Col Wood - JSCSC
- Maj Mclellan - JSCSC
- Maj (now A/Lt Col) Wilde - JSCSC

2013-14