Defence Academy Vision 2025

“Developing the intellectual edge needed for success on operations and leadership in government”

WHY – the current context and drivers for change:
The Academy is a loose collection of schools and colleges which have come together over time, making it overly stove-piped and inefficient. It delivers roughly 600 courses to meet individual training needs with little attempt at coherence, flexibility or adoption of modern teaching methods. Some areas have a strong reputation, especially JSCSC and RCDS, others are less well established. Several factors point to the imperative for change:

- The operational requirements of the contemporary environment, particularly in the information age.
- Increasing emphasis placed on cross government and international co-operation.
- Core customers’ changing education requirements reflecting new career structures, the business needs of defence and the need to reduce student time away from work.
- The rapidly evolving post graduate and professional education landscape reflecting opportunities in the digital age and the expectations of the coming generation.
- And finally the ever present need for increasing efficiency and value for money.

WHAT - by 2025 the Defence Academy will be:

- The whole force provider of choice for professional military and civil service higher education in a defence context, including strategy, leadership, business skills, and science and technology.
- Recognised for developing the cognitive skills of students to expand their intellectual horizons and capacity.
- Recognised for its international engagement and influence.
- Recognised for cross government co-operation, enhancing the full spectrum approach and MOD’s standing in Whitehall.
- Recognised alongside DCDC as the key underpinning capability of MOD’s conceptual component.
- Seen as an education provider of choice in defence, security and leadership by those beyond government.

HOW - to achieve this, the Defence Academy will:

- Recognise that our people are our most important asset and ensure that to be on the staff of the Defence Academy is a positive experience that talent across Defence seeks. Diversity and personal and professional development will be promoted.
- Become a more customer focussed organisation for both students and the four services, ensuring the Academy is an agile and learning organisation that also contributes to retention and recruiting.
- Work as One Academy, whilst recognising the importance of multiple brands (RCDS, JSCSC, SLC etc).
- Become an education provider of choice pan civil service and the wider public sector, starting with a partnership to create a Civil Service Leadership Academy with its central hub at Shrivenham.
- Conduct and then implement the Defence Education Pathways Review on behalf of the Chief of Defence People.
- Increase interaction with force development and generation to ensure education is connected to the front line.
- Increase collaboration with industry and academia to help drive innovation and generate revenue.
- Embrace Modern Education methods, to include:
  » Creating a leading education and design capability.
  » Increased online and blended learning, supported by a state of the art online platform, providing access to the many rather than the few.
  » Creating greater flexibility in choice of education pathways aligned to student need, whilst rationalising the number of courses.
- Become financially sustainable through:
  » Working within its allocated funds, resolving issues openly with its parent Joint Forces Command.
  » Driving efficiency through the creation of common enabling functions and an enterprise approach.
  » Developing its intelligent customer capability, driving value and accountability through its supply base.
  » Seeking income generation opportunities, not only to underpin financial viability but also to grow its reputation through a broader customer mix and improve the experience for its traditional students.

Joint Equality & Diversity Training Centre
Joint Services Command & Staff College
Stress & Resilience Training Centre
Nuclear Department
Royal College of Defence Studies
Shrivenham Leadership Centre
Technology School
Welbeck 6th Form College

1 Professional Military Education (PME) - the education in military affairs that confers the ‘licence to operate’ on our people.