

ROYAL AIR FORCE COLLEGE CRANWELL



**ROYAL
AIR FORCE
CRANWELL**



Royal Air Force College Cranwell

ANNUAL REPORT

2020



Royal Air Force College Cranwell

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NHS



The year 2020 has brought many challenges and changes to the Royal Air Force College, but the commitment, dedication and adaptability of the College's workforce has been unwavering. Despite a global pandemic, the College has continued to attract talented and diverse people into the Royal Air Force, training and developing them so they are able to realise their full potential. The College has also celebrated its centenary, making it the oldest and most distinguished Air Academy in the world.

This year, a number of changes have been made as part of ASTRA – the Royal Air Force's modernisation journey – which has increased the size and remit of the Royal Air Force College. Consequently, the College was restructured in April 2020 into three pillars to deliver its new mission more effectively.

The first pillar is 'Inspire & Attract', designed to inspire school children to follow a career in Science, Technology, Engineering and Mathematics (STEM) and attract talented and diverse people to join the Royal Air Force. The pillar incorporates the Royal Air Forces Youth & STEM Team, the Air and Defence College and Number 6 Flying Training School, providing University Air Squadrons and Air Experience Flying at thirteen sites across the United Kingdom.

The second pillar is 'Train', responsible for creating the Next Generation of the Royal Air Force, by delivering initial training to all those entering the Royal Air Force, be they recruits, direct-entrant senior non-commissioned officers, or officers. Initial training takes place at both Royal Air Force Cranwell and Royal Air Force Halton.

The third pillar is 'Develop', focused on developing leadership and resilience in all Royal Air Force personnel from Airman to Air Marshal; it incorporates the Tedder Academy of Leadership at Royal Air Force Cranwell, the Robson Academy of Resilience operating from seven locations in the United Kingdom and Germany and finally, the Airmen's Command School at Royal Air Force Halton.

This year's annual report will focus on highlighting the output and successes of the restructured College, along



with the support provided by the Station Commanders at Royal Air Force Cranwell and Royal Air Force Halton. The ethos, dedication and discipline of the College workforce have been exemplary, enabling training to be sustained safely during periods of national lockdown and continued graduations of the Next Generation into the Royal Air Force. We were particularly honoured by the presence of His Royal Highness Prince Charles, the Prince of Wales at our Officer Graduation in July.

As the home to many supported units, Royal Air Force College Cranwell is diverse in both workforce and output. As it moved into its second century, it continues to uphold its reputation as a world-class training establishment through the dedication and commitment of Service, Civil Service and contractor personnel.

Inspire & Attract

National Youth and Science, Technology, Engineering and Mathematics (STEM)

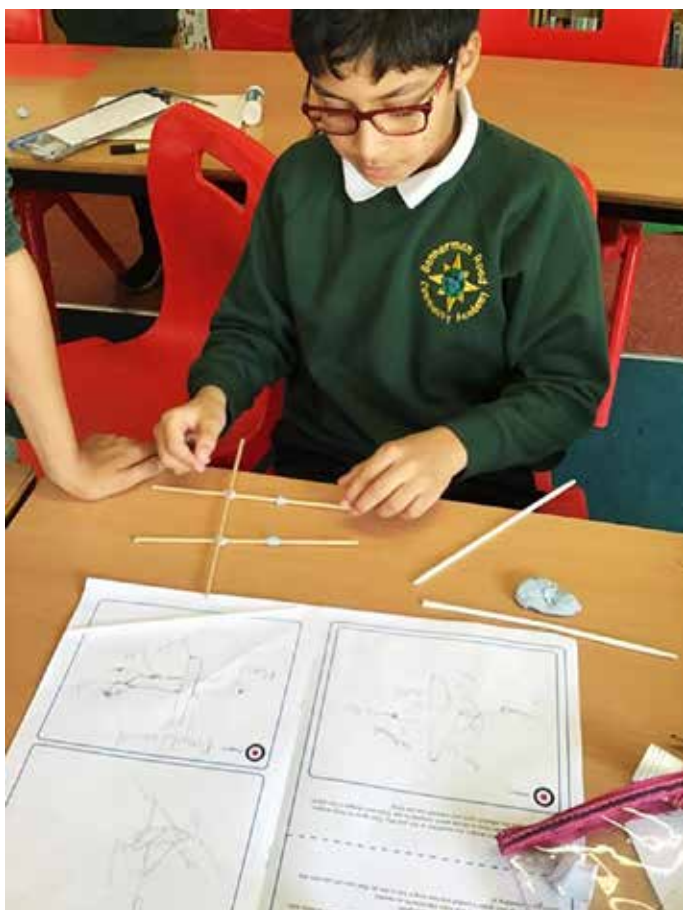
The College continues to deliver direction and guidance to the wider Royal Air Force for Youth Engagement, with emphasis on diversity, inclusion and fair access. The youth Science, Technology, Engineering and Mathematics (STEM) Programme, now in its 13th year, is the largest and most far-reaching of its kind across Government and remains the benchmark of good practice in this complex and challenging education and employment sector.

The Royal Air Force remains committed to playing a leading role in the development of a more diverse and

skilled future talent pool.

In this most challenging of years, the COVID-19 pandemic necessitated the cessation of our direct engagement programme in March. Consequently, the Royal Air Force Youth and STEM Programme has focused on delivering digital support to parents, teachers and individual students across the UK, and whilst the nature of our engagement activities has been very different from previous years, the reach of the programme has been significantly increased, reaching well over our target of 1 million students.

Through the provision of a wide range of curriculum mapped learning resources, which are freely available to all, we support STEM education delivery for students up to the age of 14. The availability of activity-based resources has also provided a valuable engagement tool for Scouts, Girl Guides and other like-minded youth groups with whom the Royal Air Force maintains a close partnership. Exciting new resources have been added monthly, focussing on Aerospace, space and



cyber themes, showcasing the Royal Air Force's leading role in these technology fields.

With the return of schools in the Autumn term, the Youth & STEM team have delivered a range of exciting and interactive virtual engagements to both primary and secondary schools, many of which are supported by the provision of free equipment to allow students to work on STEM projects despite our inability to visit schools in person. In addition, residential STEM courses have been replaced by virtual courses, run over several days, with the support of specialists from across the Service.

Demand for this type of support has exceeded all expectation and we continue to expand capacity as far as funding will allow. Together with our many partners from industry, academia, the Professional Engineering Institutions, education and the charity sector, we continue to extend our geographical reach, with a focus on remote areas and disadvantaged groups, where technical support is often hardest to achieve.

With fair and equal access at the heart of our engagement programme, the Youth & STEM team continue to support the Government's Social Mobility agenda by ensuring that schools in disadvantaged

areas pan-UK are offered access to our programme. This has proved especially challenging during the current pandemic, but the Youth and STEM Team are engaging with a range of education specialists and local authorities to ensure our support reaches those who need it most.

The support of the Royal Air Force's expanding STEM Ambassador Network has enabled us to provide live virtual engagement to schools across the UK, providing valuable context to many areas of the STEM curriculum. Added to this, the provision of free STEM equipment supported by teacher training sessions and on-line support has proved most effective in reaching those most adversely affected by the pandemic.

Despite the unique challenges of this year the Youth and STEM Programme has continued to offer vital support to the most disadvantaged students in the UK, including a commitment to expand engagement in remote areas of Scotland and Wales annually. The programme continues to expand both in terms of scope and reach as we, alongside a range of partners who share our passion for fairness and equality of opportunity, strive to build an inspirational and enduring STEM legacy that will sustain the Royal Air Force in an increasingly technical future.



Inspire & Attract

Air and Defence College

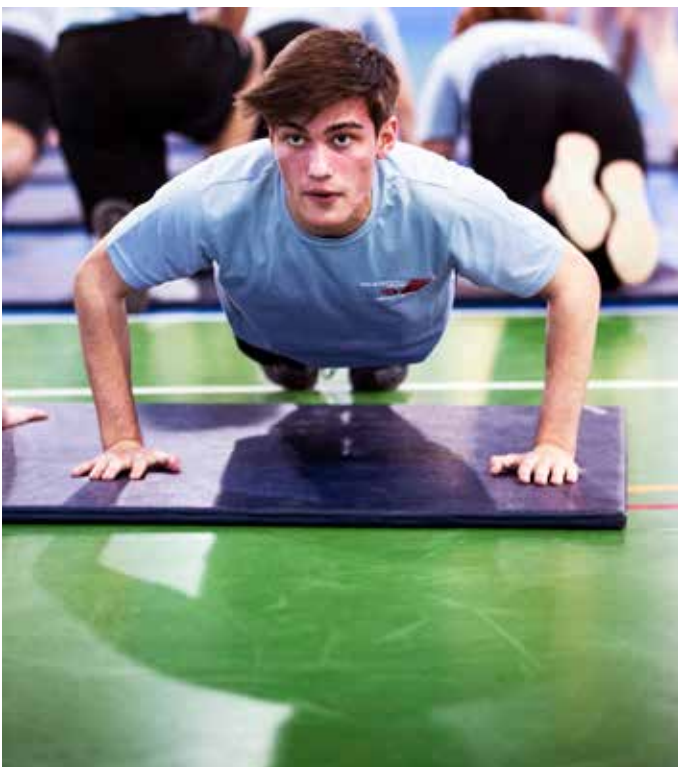
The Air and Defence College (A&DC) is an excellent initiative that allows the College to inspire and attract talent into a Service that truly reflects the society we serve. Through collaboration with further education colleges in Lincoln, Kings Lynn and Stamford it delivers employer-led, career-focused education and technical training for 16 to 19-year olds and provides an important contribution to the people and training foundations that will enable the Royal Air Force's ASTRA journey towards the Next Generation Air Force.

All Air and Defence College students, who were successful in their application to join the Royal Air Force, have gone on to complete their initial training and are now fulfilling a variety of roles in the Service. By

following their course of study at the Air and Defence College, students are arriving at Recruit Training Squadron more focused, more resilient and fitter than their contemporaries. These attributes have never been more prized and relevant than in the uncertain times that we have faced in 2020. The steady stream of former-Air and Defence College students recruited into the Royal Air Force has been maintained during 2020 and continued throughout the height of the COVID-19 pandemic. Many former Air and Defence College students, particularly those in the key medical trades, have been at the heart of the Royal Air Force's response to the COVID-19 crisis.

The sense of public service that the currently serving Air and Defence College graduates bring to their duties is nothing new. Students from across the colleges at Lincoln, Kings Lynn and Stamford have applied themselves consistently to public service through the National Citizen Scheme and other charitable fundraising activity. Although the format for the 2019/20 Air and Defence College Graduation was by necessity 'virtual', the students took the opportunity to bolster the funds of the Royal Air Force Benevolent Fund. Although they were not able to travel to the College for their graduation, they raised over £300 by undertaking a virtual journey from their colleges to the College by bicycling and running the equivalent distance.

As individuals, and as part of a team, in their preparations to join the Next Generation Air Force, or the Royal Air Force Whole Force through employment in the Civil Service or Defence industrial sector, the graduates of the Air and Defence College are already part of the Royal Air Force family.







Inspire & Attract

6 Flying Training School, University Air Squadrons and Air Experience Flights

Despite a good start to the year, the impact of COVID-19 has seen a period of unprecedented change to 6 Flying Training School and University Air Squadrons and Air Experience Flights. The 2019 university recruiting season was generally productive and produced sufficient high-quality candidates to keep most squadrons fully manned. In January the Squadrons commenced induction and flying training for their students. The arrival of COVID-19 and the Government's nationwide lockdown, forced the delivery of training in a different manner and through innovation, initiative and use of new technology,

the Squadrons were able to keep their student body engaged and informed during lockdown.

2020 has been a challenging year for 6 Flying Training School. Despite the impact of COVID-19, a significant amount has been achieved through enforced innovation and the commitment of staff and students. The School will emerge from the pandemic even stronger and we will continue to deliver air experience flying to thousands of Royal Air Force Air Cadets and attract some of the finest talent in the United Kingdom's universities into the Royal Air Force.



VIRTUAL TRAINING

With the onset of COVID-19, Southampton Universities' Air Squadron seized the initiative. The Squadron was at the forefront of researching systems to enable virtual training during the months the Country was in lockdown. As the World started to use conferencing applications, such as Zoom and Skype, they sought out new ideas for the continued delivery of training and ways of maximising delivery. Through initiative and research, the Squadron managed to gain one of the Royal Air Force's full 'Zoom' video conferencing licences. Using this, the Squadron successfully kept their students enthused and engaged. Not content with just supporting themselves they expanded the training to facilitate virtual training across several of South Wing's Squadrons. This included hosting a virtual training evening for some 250 officer cadets from 4 Squadrons, with Deputy Commander Operations, Air Marshal Gerry Mayhew as the guest speaker.

The technology and applications were further shared across all 15 Squadrons and has led to the successful rollout of virtual training across the School. The unit has become the School's subject matter experts with regard to virtual delivery of training. Whilst doing all of this, the Squadron also led a 'first-of-its-kind' project which has seen several Squadron's students trained to deliver the Royal Air Force Air Cadets' ground training syllabus. A team of 20 students undertook the delivery of virtual training to all Royal Air Force Air Cadets in the Southampton Universities' Air Squadron catchment area. A measure of the success of this programme is the request from 'Wings', to run 'train the trainer' courses to Royal Air Force Air Cadets adult staff, who have been energised by Southampton Universities' Air Squadron presentations.

MODULAR TRAINING

As part of a broader project to modernise training within the Royal Air Force, HQ 6 Flying Training School University Air Squadrons have aligned their ground training syllabus to that being delivered by the RAF Officer Training Academy. This streamlining delivers the equivalent of the first six weeks of basic training on the Modularised Initial Officer Training Course for



those students wishing to join Regular service whilst it also delivers the equivalent of the Basic Recruit Training Course at Royal Air Force Station Halton for students opting for Reserve service. As a result, should University Air Squadron students complete the syllabus during their tenure it would enable them to enter the Modularised Initial Officer Training Course at week seven instead of week one for Regular service or, if they wish to serve in the Royal Auxiliary Air Force they would be eligible for to start their Phase 2 professional training.

Students will receive the training delivered by traditional face to face methods whilst also combining this with online learning via the Defence Learning Environment. It is hoped that the first University Air Squadron officer cadets will be able to benefit from these changes in September 2021.

NORTHERN IRELAND UNIVERSITIES' AIR SQUADRON

One of the more memorable events this year was the declaration of the full operational capability for Northern Ireland Universities' Air Squadron. After several years of gestation, Northern Ireland Universities' Air Squadron reached full operating capability on 26 February 2020. The event marked the end of a long road following the disbandment of the Queen's University Air Squadron in 1996 and the reformation of a University Air Squadron (UAS) in Northern Ireland in November 2015. It also marked a return to UAS and Air Cadet flying to the Province and was marked with a successful formal event attended by Air Officer Commanding 22 Group, Air Vice Marshal Warren James, Commandant



Royal Air Force College Cranwell, Air Commodore Suraya Marshall, Commandant RAF Air Cadets, Air Commodore Dawn McCafferty, and Commandant 6 Flying Training School, Group Captain Howard Edwards, as well as 100 guests.

On arrival at the Officers' Mess, located adjacent to the runway, guests were able to view the Squadron's Tutor T1 aircraft flying circuits. A flypast by a Typhoon FGR4 from 12 (Bomber) Squadron then signalled the start of formal events as the Officer Commanding, Squadron Leader Dornan welcomed guests before Air Officer Commanding 22 Group announced full operating capability in his address. A buffet lunch was well received before word came through that an F-35B Lightning from 207 Squadron was inbound to the airfield. Guests were not disappointed as the F-35 displayed its agility, making its first live appearance in Northern Ireland. After lunch, guests were then invited to the Squadron to view the 3 Tutor aircraft in the Squadron's hangar hosted by the student members of the Squadron. A very successful day, where all staff and students played their part in this most memorable occasion. The event was further topped by the recent gracious approval by Her Majesty, The Queen, of a new Badge for the Squadron. The Squadron's Latin motto translates as, 'Always seeking new horizons'.

Shortly after Northern Ireland Universities' Air Squadron declaration of full operating capability, the COVID-19 pandemic hit the country in earnest; unfortunately, this had a significant impact upon the School's plans.

Several expeditions, including Cambridge University Air Squadron's scuba diving expedition to Borneo, and Northumbrian University Air Squadron's trips to Norway, Corsica, the Falkland Islands and Cyprus, were all cancelled. Months of planning and preparation were lost as global travel ceased. Disappointingly, the lock down coincided with several months of some of the most consistently good flying weather we have experienced in years. The loss of much of the Squadrons' flying and adventurous training activity resulted in more ingenuity from amongst the student body.

YORKSHIRE UNIVERSITIES AIR SQUADRON

On a slightly more sombre note, we must report the sad cessation of flying at Royal Air Force Linton-on-Ouse, following the departure from the Station of Yorkshire Universities' Air Squadron.

Following the departure of the Shorts Tucano T1 from RAF service in October 2019, Yorkshire Universities' Air Squadron were the sole flying unit at Royal Air Force Station Linton-on-Ouse during 2020. The future use of Royal Air Force Station Linton-on-Ouse has yet to be announced and the anticipated options are the complete closure of the Station or transfer to another Defence user.

On 1 December, the Squadron's Tutor aircraft left the Station for their new home at Royal Air Force Station

Leeming, with the final movement of the Squadron's equipment commencing the following week. The departure of Yorkshire Universities' Air Squadron regrettably ends flying operations for the first time since the Station opened on 13 May 1938.

Yorkshire Universities' Air Squadron will be co-located with Northumbrian Universities Air Squadron at Royal Air Force Station Leeming from 1 January 2021 as an interim solution, whilst the Defence Infrastructure Organisation develop a permanent solution for the Squadron's HQ infrastructure. This is expected to take approximately 3 years.

TUTOR DISPLAY TEAM

The Royal Air Force Tutor Display Team was unable to participate in 'live' flying displays this year; however, the Team was able to participate in their first, in a series of virtual air shows, when 'PlanesTV' broadcast the Ultimate Cosford Airshow. Flight Lieutenant Neil "Ski" Owczarkowski, the Royal Air Force Tutor Display Pilot, took part in a virtual interview discussing the role of the Grob Tutor within 6 Flying Training School and footage

of the 2019 display season was included. The Tutor Display Team participated in a number of 'virtual' events throughout the summer display season, including the Virtual Wales Airshow #AtHome event on 4 July, and the Virtual Air Tattoo, which ran over the weekend of 18 – 19 July.

The aim of these virtual events was to capitalise upon the excellent engagement achieved during the 2019 display season, to ensure that the opportunities provided to young people by both the Royal Air Force Air Cadet Organisation and University Air Squadrons, remained in the forefront of the public's imagination. The events were a great success gaining over 300,000 viewers with lots of engagement on social media, which helped ensure that the Tutor Display Team continued its public outreach despite the circumstances of the summer.

The innovative use of information technology has enabled many of the activities that the students enjoy to continue despite the disruption that COVID-19 has brought. It has brought Squadrons together to continue the delivery of ground training, which would otherwise have been suspended.





Train

Royal Air Force Officer Training Academy (RAF OTA)

Royal Air Force Officer Training Academy (RAF OTA) has had a year of transformation and success. Ambitious and complex changes have been made to the many courses taught to regular entrants to service, reservists, specialists and university students. This has included a complete redesign of the Initial Officer Training (IOT) course. In keeping with the Royal Air Force's continual commitment to adapt and improve, a Modularised Initial Officer Training (MIOT) course has been developed to incorporate modernised exercises and state-of-the-art technology, which recognises the diversity and experiences of personnel commissioning as RAF Officers.

The course aims to replicate the contemporary operating environments officer cadets will be faced within their initial assignments within the Royal Air Force. The College's mission to develop and train officer cadets remains unchanged, however, our approach to achieving this is continually advancing. In contrast to the previous IOT course, the new 4-term MIOT course is fully integrated with the reserve and specialist courses. This instils a "Whole Force" concept into the

officer cadets from the beginning of their service and permits better standardisation and consistency within the training environment. The curriculum has also expanded and evolved with the theory-based 'Air Power Studies', which now also incorporates the space and cyber domains. Now taught as 'Air and Space Power Studies', the inclusion of the latter ensures that officer cadets consider the implications of these new and fundamental operating environments before they enter commissioned service.

The COVID-19 pandemic has presented further complications to the course re-design, with the training environment evolving to meet both the officer cadets needs, and the Governmental restrictions on social distancing. RAF OTA staff have adapted to these circumstances and with appropriate revisions in place, training has been able to continue with only a short pause and minimal impact on delivery, throughout the year. The College has continued to maintain its positive and mutually beneficial relationships with Britannia Royal Naval College Dartmouth and Royal Military Academy Sandhurst. Through sharing good practice





and comparing the various training environments, we can reflect and improve together as Officer Training Academies. We also continue to exchange Officers within the Colleges, ensuring that all officer cadets have an understanding and appreciation of how we operate as a tri-service and are exposed to the role of each individual service. Additionally, RAF OTA continues to support the International Defence Engagement by training and hosting officer cadets from across the globe. This fosters positive relationships with partner nations and highlights that our training is world-leading and continues to attract the best, both from home and abroad.

In the College's centenary year, His Royal Highness the Prince of Wales was the Reviewing Officer for the graduation ceremony of Initial Officer Training Course Numbers 63 and 64 and Specialist Officer Initial Training Course Number 3. This was His Royal Highness' first visit to the College since the Duke of Cambridge's Wings Graduation ceremony in 2008. His Royal Highness has had a close relationship with the College, as much like the graduating officers, he

began his career in the Services at the College when he started flying training at Cranwell in March 1971. His Royal Highness inspected the socially distanced ranks of the graduating officers and presented awards. The Royal Salute was concluded with a flypast from two Typhoons of 41 Squadron. Government restrictions prevented friends and family attending the graduating officer cadets and the need to maintain 2 metres 'social distance' whilst on parade, brought new challenges for College Warrant Officer, Warrant Officer Dean Betts. However, regardless of the trying circumstances, the graduation highlighted the Royal Air Force's ability to adapt to new and unfamiliar challenges, reflecting the truth in our motto "Per Ardua". The Royal graduation was Warrant Officer Betts last in post, as he departs the Officer Training Academy after three years, in which time twelve different Initial Officer Graduation ceremonies were conducted successfully. As College Warrant Officer, Mr Betts personified the Cranwell Mission to 'inspire, train and develop the Next Generation Air Force' through his professionalism and dedication.



Train

RAF Halton Recruit Training Squadron



The year was a particular challenge for Recruits Training Squadron (RTS). The balance of continuing to deliver critical Phase 1 training output against the prevention of spread of COVID-19 required deft mitigation strategies and changes to operating procedures. However, as with all challenges, COVID-19 provided the Squadron with the platform to shine and showcase its resilience, flexibility and determination in keeping the Royal Air Force training pipeline for all Phase 1 regular, reservist and re-joining personnel open.

Impressively, the Squadron still managed to graduate 1,954 recruits into the Royal Air Force, without any breaks in training throughout the year. At the beginning of the pandemic and during the learning phase of how to operate in a virus-contested environment, RTS reduced its intake numbers to 50% to enable social distancing in all aspects of its training and real-life support.





By September, RTS had made significant changes to how it dealt with COVID-19 and was able to successfully increase to 100% throughput in personnel. These changes included recruits undertaking a 14-day quarantine period on arrival at the Station, followed by cohorting within intakes and the removal of any evening or weekend leave during the course. This enabled the training programme to return to 10-weeks in length and cover all elements of training. The Squadron was also able to incorporate the diversity, qualifications and experience brought by a widening of the age aperture on entry to the Royal Air Force; personnel can now join the Royal Air Force up until their 48th birthday, so different generations are now

able to train together and learn from each other.

Due to constriction of the training pipeline beyond the Station, the volume of Servicemen and Servicewomen Awaiting Trade Training (SATTs) significantly increased. Several initiatives were introduced to employ those personnel efficiently and to enhance their wellbeing. These included attendance on the Royal Air Force Eagles schemes, to enhance resilience, individual placements on numerous Royal Air Force bases across the country and re-employment on support roles across the College. Notably exciting placements included 10 SATTs being despatched to support the UK Special Forces and 131 SATTs supporting the Government's COVID-19 response.



Train

Direct Entrant Senior Non-Commissioned (DE SNCO) Course

As part of Project MECURY, a requirement was identified for closer alignment between the NCO Aircrew and Controllers Initial Training Course (NCACITC) (which had previously been run from RAF College Cranwell) and the ACS NCO courses. The aim of this alignment was to expand who could attend these courses and make training efficiencies.

ACS took on this task and within a very short timescale created a bespoke Direct Entrant SNCO course, which took the students from a basic Airmen to Acting Sgt in 8 weeks. Impressively, this course also managed to achieve a 44% reduction in training time, was designed for all Direct Entrant SNCOs to attend and resulted in a drastic improvement to the

course first-time pass rate. The new Direct Entrants SNCO course is designed to be a student-centred learning environment, conducive to positive engagement; the manner of delivery is extremely important and reflects the behaviours and attitudes expected of a soon to be SNCO in the RAF. This course is designed to be a stepping stone which will enable ACS to harness the full potential of our service personnel, platforms and networks which the RAF Strategy requires.





Train

International Training

The Royal Air Force Officer Training Academy (RAF OTA) has contributed to International Defence Diplomacy through the provision of training international cadets on the Initial Officer Training (IOT) course, with international cadets from Bahrain, Bosnia, Egypt, Germany, Ghana, Jamaica, Kenya, Malta, Nigeria, Pakistan, Ukraine and Uruguay graduating from the Academy.

While the first wave of COVID-19 in March 2020 meant that international cadets from Iraq, Jordan, Kenya, Kosovo and Malaysia were forced to return home without completing the IOT course, they have all been invited back to complete their training at a later date.

Following the short pause in training, international cadets once again resumed their instruction training with cadets from Bosnia, Egypt, Ukraine, Belize, Jamaica, Germany, Tunisia, Malawi, Paraguay, Uruguay, Ghana arriving for training. Initially they all complete a 3-week

International Induction Course (IIC). This provides them with the requisite skills to join the new MIOT course. Prior to commencing the IIC, all the international cadets completed 14-days self-isolation on arrival into the UK.

German cadet Sergeant Nordholz, who had previously graduated from IOT58 in May 2019, returned and attended the Royal Graduation on 16 July 2020 to receive the annual International Sword prize for best overall international Cadet in 2019.

The quality of international cadets remains very high, allowing RAF OTA to provide excellent defence engagement opportunities at this foundation level of training.





Develop

RAF Halton Airman Command Squadron (ACS)



During 2020, Airmen's Command Squadron (ACS) has delivered command, leadership and management (CLM) training to 907 Non-Commissioned officers. In addition, ACS also conducted a radical and comprehensive training review to modernise the 30-year old CLM training being delivered.

To service the training needs for the Next Generation Air Force, ACS have reviewed the leadership competencies and increased the depth and breadth





of the skill-set to meet the needs of a 21st century Service Person. This included a substantial increase in management skills, such as: the managing of personnel, conflict in the workplace, stress, welfare and wellbeing. One of the other critical enablers to all ACS courses is the Air and Space Power training provided by our academic partners from the Portsmouth Business School. These modules immerse and challenge individuals in Space, Cyber and Information Operations, providing a firm foundation and understanding of Air

and Space Power whilst, reinforcing their development as air-minded non-commissioned officers.

In step with the ASTRA initiative and innovation project, ACS developed a blend of technology enhanced learning and modern delivery techniques for all ACS courses. This reduced the time that students spent in residential training whilst providing them with a learning environment more akin to that of leading academic institutions, empowering them to take more ownership of their learning.



Tedder Academy of Leadership

Throughout 2020, despite the challenges presented by the COVID-19 pandemic, the Tedder Academy of Leadership remained resolute in its pursuit of delivering world-class Command and Leadership training and education across the Royal Air Force and its Whole Force partners. Capitalising on modern methods of training and education delivery, the Tedder Academy of Leadership continued to build on the success of 2019 by delivering an inventive portfolio of virtual Command and Leadership training opportunities in the air, space and cyber domains to inspire the Next Generation Air Force.

By exploiting innovative solutions, the Tedder Academy of Leadership ensured the sustainment of Command and Leadership training throughout the COVID-19 crisis. The introduction of webinar forums, supported by academic partners, offered personnel the opportunity to explore a diverse range of subjects such as Leading Through Adversity, Leading Yourself in Times of Change and Leading Relationships. The webinars encouraged open discussion and reflection on personal and team

resilience. Following the success of a 2019 initiative to develop a portfolio of recorded Tedder Talks to enhance the command and leadership learning experience, the initiative entered its second year with many senior military officers, renowned academics and selected strategic leaders from the public and private sectors offering their personal perspectives on cultural change.

In March, the Tedder Academy of Leadership launched the Royal Air Force's MentorMe Platform with great success. The Platform encourages the development of personnel through a direct mentoring scheme which has been designed to support total inclusion and encourages individuals to assess their own personal and professional requirements and to plan and succeed in developing skills for their personal development and career progression.

In October, the Tedder Academy of Leadership delivered the annual Chief of the Air Staff's Leadership Conference virtually for the first time. The theme of this year's Conference was, 'RAF Next Generation: The Leadership Challenge'. The virtual delivery of



the Conference was highly successful and offered an opportunity for greater participation than in previous years. The audience were asked to consider the leadership challenges facing the Royal Air Force's current operational commitments, including vital support in the fight against COVID-19, to hypothesise what leadership challenges the Royal Air Force was likely to encounter in the emerging domains of space, cyber and technical innovation and consider what cultural and sub-cultural evolution would need to take place to deliver Next Generation leaders. The audience reflected on what in Royal Air Force culture would help the Service succeed and to consider honestly what could hinder its journey to the next generation of the Royal Air Force.

A key focus for the Tedder Academy of Leadership remains the delivery of a programme of through-career Command and Leadership opportunities for senior officers to aid strategic succession planning and enhance current operational capability. To achieve this against a backdrop of COVID-19 restrictions, the Tedder Academy exploited the opportunity to refresh the methods and media used to exploit the virtual learning space and engage with a much wider audience. By embracing technology, the Tedder Academy of Leadership was able to combine the Senior Leadership Team and the Air Commodore cohorts to maximise the learning experience, facilitate knowledge development and provide an environment for the exploration of current and emerging strategic issues. The Senior Programmes have also been reshaped to address contemporary topics and provide upskilling in areas such as space, cyber and data management as well as exploring the art of influencing without authority and the power of inclusion and decision-making.

The Tedder Academy of Leadership also undertook a full review of the Royal Air Force's leadership doctrine to ensure that the language and style is coherent with leading in a contemporary operational context and that it remains relevant for our Next Generation leaders. The modern feel of the document makes it more accessible to all ranks and the simplification of language creates a easily digestible leadership handrail for future leaders.

Alive to training opportunities outside of the UK, the Tedder Academy of Leadership has established



close links with our NATO allies and have secured developmental opportunities for Non-Commissioned officers within the Baltic Defence College, NATO School Oberammergau, Swiss Armed Forces College, Peace Operations Centre, Bosnia and the Inter European Air Forces Academy. The Tedder Academy of Leadership has also been influential in shaping our Next Generation of Non-Commissioned officers by mentoring the Airmen's Command School through a Change Programme. This has culminated in an analysis-based rewrite of the Junior, Intermediate and Advanced Management & Leadership Courses. Analysis on the Higher Management and Leadership Course to make it more applicable for Next Generation Warrant Officers is ongoing.

This has been a very demanding year for the Tedder Academy of Leadership which has exploited technology and innovation to ensure that it can continue to influence command and leadership development and thinking to grow Next Generation leaders at all ranks. The Tedder Academy of Leadership seeks to continue the momentum through technology and innovation to inspire future generations of leaders.

Robson Academy of Resilience

TRAINING

As the year has progressed, the Units across the Academy have adapted exceptionally well to put themselves in a position where they have been able to deliver COVID-19 restriction compliant training. Defence Survive, Evade, Resist, Extract Training Organisation (DSTO) has continued to deliver operationally focused training. Human Factors Training School has managed to meet an accepted training target to satisfy the Military Aviation Authority (MAA). Stress Management and Resilience Training

Team has commenced the rollout of the 'Thriving at Work' programme, which aims to enhance knowledge and understanding of how our personnel can best understand and manage their own and their staff's mental health, wellbeing and resilience. The Resilience Wing has managed to continue to support Phase 1 output, Phase 3 professional development training of Force Development Instructors and created a bespoke Eagles scheme to support Servicemen Awaiting Trade Training (SATT) cohort who have been unable to transition from Phase 1 to their Phase 2 Units. This opportunity for junior personnel is an essential element of their development and a very timely opportunity to understand their own physical and mental resilience as they transition into productive service. To say for a large proportion of the year COVID-19 has prevented our personnel the opportunity to get out in the fresh air and build their physical and mental resilience, the Academy has been working at pretty much full capacity.





Training and developing the Next Generation Air Force is core business for Robson Academy and there are several examples of how this has been achieved across its area of responsibility.

The Robson Resilience Centre (RRC) in Bavaria deliver several Eagles Schemes throughout the year, and along with all the other RRC's focusses on building personal resilience. Pre-COVID-19, it delivered 10 weeks of Exercise Snow Eagle to 376 personnel. The Exercise utilises the medium of skiing at 3 levels, basic, intermediate and advanced where participants undertake winter training programmes that progressively expose them to risk consequence to develop physical, psychological, spiritual and social resilience.

The summer restrictions provided Centre staff the opportunity to develop and master a new activity of paddle boarding. Visually the activity looks quite easy, but as personnel can testify, that it is far from it. When activity levels return to normal this will provide a valuable addition to the portfolio of activities, as they will be able to deliver and support the vision of through-life training for our personnel which will enrich the offer of a career within the Royal Air Force.

RRC Crickhowell boasts that it is the only Royal Air Force unit that welcomes all new regular ab initio airmen, airwomen and officer cadets from Royal Air Force Station Halton and the College to undertake adventurous personal development training that will help towards developing the many skills and qualities they will need in their Royal Air Force careers. These

skills include individual resilience, how to lead small teams and how to contribute as a team member. During the lockdown period, the Centre has supported the development of academically rigorous resilience and leadership content for the new MIOT Course; it has been so successful that it has far exceeded expectations and has received overwhelmingly positive feedback.

RRC Grantown-on-Spey, as with RRC Crickhowell, plays a full role in the development of the next and current generation of Royal Air Force personnel. Cadets in their final term of MIOT, travel to consolidate and develop their leadership styles in the challenging environment that the Scottish Highlands provides. Cadets arrive at RRCG and take part in a single day of training in an Adventurous Training activity, either Mountaineering, Canoeing, Kayaking or Mountain Biking. After this training, day groups enter into an overnight planning exercise to plan and then conduct a 3-day journey within the Highlands. This challenging journey, which the cadet and their group have ownership, allows the cadet the opportunity to carry out a plan that they have made. They need to show the flexibility of thought and adaptability that we require from our junior officers, in addition to the resilience and robustness to complete an inspiring and challenging 3-day trip in an amazing environment. Again, as with RRC Crickhowell, RRC Grantown-on-Spey has been part of the development and delivery of a bespoke Royal Air Force Eagle to support the SATT cohort by providing them the opportunity to understand and develop their own physical and mental resilience as they transition into productive service. Force Development Instructors that

deliver training across Resilience Wing and the wider Royal Air Force are trained at RRC Granttown-on-Spey in a challenging 9 -month course to allow them to deliver a wide range of year-round activities in support of the whole Service development. On completion of the course they spend a further 18-24 months at RRC Crickhowell consolidating and enhancing their training and abilities.



RRC St. Mawgan has four specialist Force Development Instructors who deliver a variety of adventurous activities via the Eagle Scheme interventions available in Cornwall. It is the newest of the centres and is continuously evolving and currently delivers 3 individual activity Eagles and a multi-activity Eagle as well as personal resilience and mental fitness. Once more being heavily affected and restricted by COVID-19, the Centre has adapted extremely well and supported the delivery of activities to the SATT cohort. This adaptation and support was developed at very short notice and is testament to the skill, professionalism and flexibility of our personnel.

RRC Weston-on-the-Green is arguably the home of Royal Air Force parachuting which serves as an Adventurous Training medium that exposes personnel to controlled risk in order to grow resilience that can be drawn upon in times of intense pressure, such as that experienced on operations. At its core, Ex CYPRUS EAGLE sees Royal Air Force Parachute Jump Instructors (PJIs) facilitate the development of our personnel's ability to confront fear and regulate their stress so that they can perform successfully under pressure. After a 6-hour ground training session, a short flight to 3500ft introduces the next test of resilience when personnel are called to position themselves in the door of the aircraft with the help of a PJI despatcher. On the command "Look Up" - and within a second the student complying – they will have employed their



training to launch themselves positively into the airflow and take control of their own safe descent. The next test in a layered approach teaches personnel to pack their own parachute and then jumping with it. This instils confidence in process and equipment whilst emphasising how they can manage risk and air safety. Each descent finishes with a period of self-awareness and reflection during the de-brief so that personnel can explore and understand their own mental and physical resilience, how they handled stress or pressure and how they can factor that into future similar situations.

In addition to the Eagles deliveries, the Centre supports the wider Defence Airborne Forces community. With COVID-19 compliant restrictions in place the Centre managed to achieve 240 training jumps in a week to continue to develop the broad range of skills and qualifications, both military and civilian, enhancing the Centre's professional credibility and standing.

WHOLE FORCE

Across all the RRC's within Robson Academy, the successful running, delivery and continued evolvement could not happen without a range of dedicated and committed blend of Reservists, Civil Servants and Contractors. RRC Bavaria uses a combination of Locally Employed Civilians and international instructors to support delivery. The local knowledge, expertise and

language skills of this support is a key element of the Centre's success. RRC Crickhowell delivered a last-minute push on getting Phase 1 training re-located to St. Mawgan and delivered this just ahead of lockdown, a remarkable first for this type of training. Without a chance to draw breath OC RRC Crickhowell, Squadron Leader John Dunn and Chief Instructor, Flight Sergeant Louise Lupo, finished the training on Friday and then deployed on Op RESCRIPT on the Monday morning, a great example of resilience and commitment by our personnel.

RRC Weston yet again support the Whole Force principles echoed across the Academy. Mr Josh Clark, who is a MOD contracted rigger and provides maintenance of the Centre's parachute fleet. Mr Clark has been supported by the Centre to extend his qualifications as a parachute rigger, which have increased the profile of RRC Weston through the sports parachuting National Governing Body (British Skydiving) by becoming one of only 8 Rigger Examiners in the country. This qualification is the highest in sports parachuting, rigging and maintenance allowing him to deliver training to civilians to safely assess, manufacture and repair parachute assemblies and their component parts. A great example of Whole Force delivering to the highest of standards and enhancing the Services credibility across Defence and in the civilian parachuting environment.



ASTRA

ASTRA embodies, supports and encourages innovation in the enhancement and development of the Next Generation Air Force. Personnel who are mentally fit, physically and psychologically resilient are often great innovators and Robson Academy is no exception to this.

RRC Bavaria have continued to use the ASTRA principles of creativity, innovation, effective change and connectivity to great effect. The team through Sergeant Boyd created a SWAY platform (Online virtual Training platform) where all FDI instructors can have access of resilience training content at their fingertips. The online platform has multiple delivery tools, helpful training tips to ensure they deliver a greater product to Royal Air Force personnel. Additionally, Flight Lieutenant Phil Corral has been working closely with Leeds Beckett University to create a Degree scheme for all FDIs; looking to ensure future trainers are given the best level of education to allow them flourish in their chosen career fields and enhance the Next Generation Air Force.

During the tightest COVID-19 restrictions, instruction completely ceased at RRC St. Mawgan and with one member of the team deployed on Op RESCRIPT, remaining personnel took the opportunity to integrate the mental health awareness package 'HeadFit' into delivery. 'HeadFit' explores themes regarding Defence

personnel maintaining mental fitness and staying on top of their game at work and at home. Through the activities undertaken on Kernow Eagle, RRC personnel facilitate discussions about how students can achieve this, how they can be the best version of themselves, enhancing their self-awareness in the process. Growth Mindset theories are also included in the daily activities, arming students with knowledge and strategies to manage their mental health. At the end of each week personnel conduct an in-depth review and students are encouraged to share their thoughts and experiences from the week.

Robson Academy of Resilience, despite the challenges and restrictions that COVID-19 has placed upon all of us, the Whole Force of the Academy has not only pulled together and delivered when possible, but across a number of areas it has continued to develop and enhance both the organisation and the products it delivers. As such when normality resumes, the Academy will be in an even stronger position to promote, support and develop all personnel it engages with, allowing them to take control of and enhance their own mental, physical, emotional and psychological resilience and well-being. This in turn will further enhance the Royal Air Force's ability to be at the forefront of operational delivery and national defence and ensure the Next Generation Air Force is second to none.





Develop

Specialist Training Squadron

Specialist Training Squadron (STS) is exclusively staffed by a small team of Civil Servants who specialise in assurance training. This training team is unique to 22 Group and is dedicated to underpinning Royal Air Force Safety Centre and 38 Group customer training requirements. STS must meet the high standards of excellence required of a modern and accountable fighting force. The training provided in Quality Management has ensured the Royal Air Force Engineering and Logistic branches are sufficiently organised to meet the legislative and regulatory standards of the Military Aviation Authority. STS also have the privilege of being the only facilitator in Environmental Protection training to Defence.

In addition, STS are responsible for training personnel in the management and applications expected by law and higher command in Health and Safety.

3 STS department's routine output is 2,300 individually trained personnel; while the 2020 output was dramatically impacted due to COVID-19, the team still delivered 1,052 qualified personnel to the frontline and further afield operations, including marine spill response training to British Forces Cyprus and Gibraltar. Recent developments in improving the STS online quality awareness training courses have seen a further 4,602 Defence personnel enrolling and successfully using this style of learning.





Support Elements

RAF Cranwell, Barkston Heath and Woodvale

OPERATIONS WING

Operations Wing continued to provide unwavering support to vital Phase 2 Flying training within the Military Flying Training System (MFTS), despite the challenges of COVID-19. In Air Traffic Control Squadron, new COVID-19 measures reduced the number of control positions that could be active at any one time,

requiring controllers to monitor and work multiple frequencies at once, thus limiting the number of aircraft that could operate from the airfield.

It has been a busy year for Operations Squadron, which has seen various visiting aircraft, Royal visits, COVID-19 preparations and the introduction of new Fire assurance roles to name just a few. The Snow and Ice plan has been developed since gaining the contract for a new de-icing product since late 2019. This product allows the Station to better maintain flying operations after a night of minus zero temperatures.

Operations Squadron was manned throughout the COVID-19 lockdown and was able to support the build up to re-gaining flying currencies, as well as supporting the Station wide effort to make it COVID-19 secure. The year has been fraught with complications and uncertainty, but the ability to achieve such a large amount of training output on the Station is a testament to Operations Squadron.

As the only visible Royal Air Force presence in the North West of England, Royal Air Force Station Woodvale has



demonstrated what excellent results can be achieved by a small, professional and cohesive Whole Force team. In direct support to Operations, they have successfully facilitated two pre-deployment Exercises: One, pre-Operation TORAL Exercise for Puma Helicopter Force 33 Squadron, prior to their deployment to Afghanistan and two, to test the ability of R Squadron, 43 Commando Fleet Protection Group Royal Marines to conduct strike-based operations in line with the Future Commando Force concept. The Station also facilitated 3 other Helicopter Detachments to enable 28 Squadron Puma and Chinook Forces based at Royal Air Force Station Benson to complete Operational Conversion Training for Helicopter Aircrew prior to posting to front line Squadrons. All this was achieved whilst delivering their primary role and continued contribution to Defence output through the provision of Elementary Flying Training courses and its two No 6 Flying Training School Liverpool and, Manchester and Salford University Air Squadrons.

PERSONNEL SUPPORT WING

The College has grown by over 116 personnel in the last year. Currently there are 1,493 personnel based at Cranwell, of whom 480 are undertaking Phase 1, 2 or 3 training; they work alongside 351 Civil Servants and 622 contractors. The College maintains its support to Royal Air Force operations around the globe, with 54 personnel deployed overseas during 2020.

The Media and Communications Team have continued in their endeavour to communicate the incredible achievements of College personnel to the external audience through two social media accounts and

the more traditional news outlets. The social media footprint has increased significantly with the Facebook site increasing by 32% from 12,646 followers to 16,576, and the Instagram page swelling in followers by 52%, from 6,942 to 10,600. The predominant demographic remains as males between 18 and 23 years of age.

Communications and Information Systems Squadron has continued to work exceptionally hard to support the many departments and units at the College during the COVID-19 pandemic. The early release of new Win10 laptops and some innovative work using the Defence Gateway, iPhones and iPads, have enabled the vast majority of the College personnel to work effectively from home during the Pandemic.

ESTATE MANAGEMENT

The majority of output throughout this year has been focused on maintaining the estate, with heating and hot water repairs being the primary focus; a challenging issue which has been eased through the introduction of Project HYDRO. This ASTRA initiative delivers temporary boilers to provide, within 48 hours of a failure, the restoration and hot water, whilst repairs are conducted. The scheme has been used to great effect at the College ensuring that Phase 1 officer cadet training can continue unhindered.

The Estates Management Team will have invested circa £1.1m in essential and statutory works during this financial year. More is being invested in larger-scale projects which include an uplift in the College's power capacity, a new bulk fuel installation, upgrades to living accommodation and major improvement works to our airfield surfaces. Looking ahead to 2021 the Team aim to enhance the welfare of Service personnel and have



planned projects to improve accommodation, including refurbishment works to several of the College's messes and also the introduction of environmentally friendly and sustainable heating systems.

REGIONAL MEDICAL & DENTAL CENTRES

The COVID-19 pandemic presented many challenges to our Medical and Dental teams but also created a springboard for innovation and service improvement at the College. The Medical Centre implemented the use of 'eConsult', a website that allows patients to message the Medical Centre with any medical concerns or questions any time of the day or night and receive a response within 24 hours. The Medical Centre also completed a trial in the use of 'Attend Anywhere'; a video-based consultation website, which allows patients to consult with a doctor using their smartphone or tablet.



The Medical Centre was also honoured to be asked to pilot a remote healthcare governance inspection by the Care Quality Commission (CQC). This allowed the Medical Centre to help shape the methodology for remote inspections with the CQC, whilst also ensuring that the high standards were maintained within the facility. Alongside this, the Medical Centre has continued to support wider Defence activity, with staff deploying to the Falkland Islands, supporting Regional asymptomatic COVID-19 testing facilities and deploying as part of the Tactical Medical Wing Aeromedical Evacuation Team.

The College Dental team has continued to deliver dental care and treatment to personnel from Royal Air Force Stations Cranwell and Digby, along with Prince William of Gloucester Barracks in Grantham. Despite the impact that the COVID-19 pandemic has had on the dental profession, the College Dental team have continued to provide dental care wherever possible, whilst placing the safety of patients and staff at the highest level, continuing to adjust working practices in line with the latest guidance.

FORCE DEVELOPMENT SQUADRON

The College has been unable to provide the usual wide spectrum of Force Development activities and opportunities this year due to the COVID-19 pandemic; however, what has not changed has been the determination and willingness to support and develop personnel to the best of our abilities. Following the cessation of some training during the first COVID-19





the winter environment. Other expeditions included personnel from No.3 Flying Training School embarking on a Major Overseas expedition to Val Thorens in France. Four College personnel deployed to Chile on Exercise Andean Condor to work alongside the Chilean Air Force in support of Defence Engagement Strategy. The expedition provided advanced flying training and instruction for Royal Air Force Gliding and Soaring Association pilots in the uniquely challenging conditions encountered in the Andes.

lockdown, Force Development Squadron took the command of two-hundred-and-fifty officer cadets and Non-Commissioned aircrew students who could not continue training, keeping them informed of developments, meeting their student welfare needs and ensuring they were prepared to recommence their training.

ADVENTUROUS PERSONAL DEVELOPMENT TRAINING

The opportunity to take part in adventurous personal development training (APDT) exposes personnel to challenging experiences, preparing airmen and airwomen for the rigours of operations. Despite the COVID-19 pandemic, the 2020 Overseas Hawk Scheme started with a flourish, taking twenty-two College personnel to Austria's Hintertux mountain to provide personnel with experience of operating in





Support Elements

Aircrew Conditioning Training



To fly the aircraft in the Royal Air Force today, aircrew need to be able to withstand the physical demands placed on them by modern technology. To enable the aircrew to do this they all undertake the Aircrew Conditioning Programme (ACP).

This includes functional movement screening, strengthening of the neck muscles, weightlifting techniques, core strengthening, mobility and flexibility.

All these elements provide aircrew with the correct knowledge and skills to ensure they remain fit and healthy whilst undertaking their roles. As flying training has expanded, so too has the amount of ACP delivery. This is fundamental for the new generation of Aircrew progressing through the training pathway. They receive high quality training to ensure their best chance for a long and successful career in the Royal Air Force.





Support Elements

RAF Halton

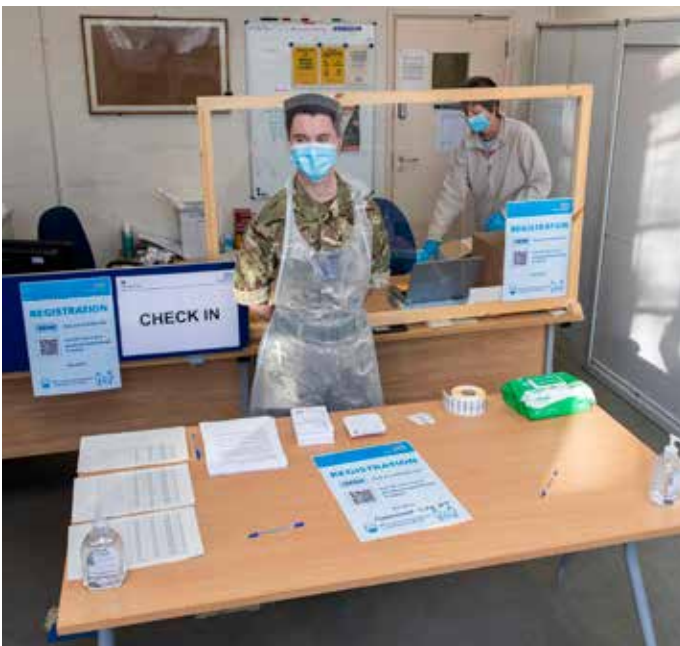
OPERATIONS AND PLANS WING

Operations and Plans Wing comprises discrete groups that enable the delivery of core Station functions. The Wing has been at the forefront of delivering COVID-19 mitigations, which has involved the interpretation of regulations, daily dissemination of policy and assurance that those mitigations have been implemented. This has been carried out alongside normal business outputs; a demanding task but successful, as despite Phase 1 recruit arrivals of up to 120 personnel every 2 weeks and a permanent workforce of around 750, the Station only experienced 8 positive COVID-19 cases during the year.

C4I have continued to provide pivotal support to the Station in the delivery of computers and communications, which included the delivery of an additional 200 laptops to enable remote working. The

Station also delivered a remote training facility for up to 60 recruits who might be isolating while they awaited COVID-19 test results. This impressive facility was developed in just a few days, has ensured recruits have been able to continue with training whilst isolating and then return to their main course unhindered.

The airfield has experienced a very different year, firstly during early 2020 it observed unprecedented flooding, making it near impossible to achieve any flying for the 3 resident flying and instructional clubs. As the waterlogging recinded, the COVID-19 lockdown took hold. In total, of the 180 scholarships the Station normally delivers, it has only been possible to achieve 25, a real shame to the Service community who benefit from this superb facility. However, the silver lining was that the airfield hosted its largest aircraft in over 10 years with the landing of the Catalina Flying boat as part of the filming project. The event drew large crowds who all demonstrated excellent social distancing, aided by advice from the Airfield Team and the Royal Air Force Police.





ROYAL AIR FORCE POLICE AND MILITARY PROVOST GUARD SERVICE

Royal Air Force Police and Military Provost Guard Service provide station-wide security and policing activity. This includes the delivery of security awareness training, perimeter security and specialist police investigations. Just prior to COVID-19 restrictions, Station Police Flight integrated with Thames Valley Police to deliver an awareness programme that covered both stranger danger and online safety to schools within the local catchment area.

This training was exceptionally well received by the schools involved and also enabled Thames Valley Police and the Royal Air Force Police to work more closely, in the policing of the local community.

REGIONAL MEDICAL CENTRE

The Regional Medical Centre (RMC) was significantly involved in ensuring Phase 1 training could continue throughout the year during the COVID-19 pandemic. The RMC team devised innovative mitigation strategies to facilitate face-to-face vaccinations, urgent sick parades and regular clinics for the population at risk. This was implemented by overhauling the internal structure of the Medical Centre to include a one-way system, pre-entry checks and restricted access to areas deemed at risk of cross contamination to our Phase 1 cohort. A top priority included providing a medical team to undertake temperature monitoring during recruit's initial arrival on the Station and testing of symptomatic individuals to enable training staff to isolate and contain suspected COVID-19 patients to a designated accommodation block.



COMMUNITY SUPPORT

Mindful of the pressure on families, the team worked with a local children's toy store to secure activity packs for all families in service families' accommodation with funding provided by the Royal Air Force Benevolent Fund, working hard to ensure the packs were delivered, in line with COVID-19 guidelines, in time for the Easter weekend. The team successfully arranged competitions for every major holiday throughout 2020 and encouraged the local children to draw pictures and write letters to the local elderly residents housed in the nearby Leonard Pulham Nursing Home who were unable to have any visitors during lockdown. The team even managed to convince Father Christmas to visit the Station in December, where he travelled throughout the service families' accommodation delivering selection boxes.



HARD FACILITIES MANAGEMENT TEAM

2020 has been a challenging yet rewarding period for the Station's Hard Facilities Management team. Working collaboratively with HQ Air Command Infrastructure, the Defence Infrastructure Organisation and our industry partner Amey, the team have driven through several improvement projects across the Station despite the limitations caused by COVID-19. Focusing on improving the lived experience of personnel across the Station, works delivered thus far, include the provision and installation of 9 new kitchens into junior ranks' Single Living Accommodation, improvements to the Burnett Gym male changing rooms and ablutions and similar work to improve and refresh the Phase 1 Newcomers Club male and female ablutions. Additionally, RTS Oasis centre has undergone refurbishment, essentially turning a disused building into a functioning welfare facility for Phase 1 recruits.

In terms of higher cost projects, the Station has benefited from investment via Project HYDRO (a Royal Air Force infrastructure initiative) to deliver and improve the resilience of the Station's ageing heating and hot water systems. Heating stubs have now been installed on critical assets to allow the quick connection of temporary boilers if needed. Additionally, extensive repair and refurbishment work has taken place on the District Heating Main (DHM) to increase resilience. To finish the year of enhancements, work is currently underway to install two new boilers in Henderson and Maitland site boiler houses. The bulk of this technical work will be completed during the Christmas period to reduce disruption of service provision to Station

personnel. Other improvements to heating and hot water include; the installation of new radiators in 4 SATT accommodation barrack blocks, which, combined with repairs to the DHM and new boilers will provide significant improvements to the delivery and sustainment of heating and hot water.

NEW INITIATIVES

As with every year, the Station personnel have made a significant difference outside their demanding primary roles and have accomplished some noteworthy achievements using initiative and innovation to support the Next Generation Air Force, as well as promoting an Air Force of equality, diversity and inclusion.

A new Wellness Portal and a 'Thriving at Work' programme was created by ACS and was delivered as part of all their courses and across the Station; the RAF SMART team have taken this training and are now delivering it across the whole of the Royal Air Force in 2021. This work was completed during the lockdown when new ways of working had to be found.

To recognise World Mental Health Day, the Station held a Mental Health Forum, organised by Station Warrant Officer, Andrea Culley. A formidable panel consisting of Royal Air Force Mental Health Champion, Air-Vice Marshal Jennings and the Senior Enlisted Advisor to the Chiefs of Staff Committee, Warrant Officer 1 Haughton, both addressed an audience of 35 in a COVID-19 secure St. George's Church. The mental health and wellbeing of our people is so important; a forum such as this enabled people to talk about their own lived experiences, raise



awareness and reduce negative stigma. The forum provoked a healthy Q&A session and provided Air-Vice Marshal Jennings with new ideas as she embarks on her new role as a RAF Mental Health Champion.

Corporal Symone Bromley was selected to take part in the Chief of the Air Staff's Leadership Conference, which included giving a 15-minute presentation on a personal perspective on the Next Generation of Leadership. This included topics on barriers to leadership, mentoring and what she wanted out of the Royal Air Force in the next 20 years. This was a fantastic opportunity and drew much praise from the very top of our organisation.

Flight Lieutenant Megan Rowlands; always wanting to promote equality, diversity and inclusion amongst the Next Generation of Royal Air Force personnel, and in addition to her primary role as a Flight Commander within RTS, organised an Inclusion Week, in conjunction with the Photographic section. This saw a portfolio images showing the diversity of staff being created and presented on the Station and wider on social media, which drew praise country-wide.





Support to COVID-19

RAF Cranwell

In May, the Total Safety Centre changed focus to provide much needed assurance to the Station that activity and buildings across the estate were COVID-19 secure as output began to increase following lockdown. Despite having virtually no knowledge of pandemic virus control, the Total Safety Centre successfully engaged with building custodians and line managers to understand ongoing activity, evaluating over 200 risk assessments and highlighting PHE breaches. Key to this was the Total Safety Centre's work with RAF OTA and Recruitment and Selection, to ensure that vital Defence outputs could be delivered safely and with no impact to throughput - a task that required a careful balance of collaboration and holding to account.

Elsewhere, General Duties Flight have taken a key role in the running of the College's COVID Isolation Cell by producing operating procedures, providing personnel welfare support and compiling rosters for the essential support manning. General Duties Flight have also produced COVID-19 newsletters and provided key information on services delivered throughout lockdown

while communicating safety mitigation measures fundamental to the continued safe running of the College.

The College's Physical Education Flight however, provided personnel with virtual fitness sessions to ensure airmen and airwomen stayed fighting fit and ready to deploy. Regular virtual circuits and individual challenges were posted on social media each week to give gym members the best chance of staying fit whilst working at home. Having challenges and circuits available daily provided individuals with the tools to stay physically fit with limited resources. The virtual sessions delivered by Physical Education Flight demonstrated a clear and direct benefit to the mental and physical health of the Whole Force at the College.

Throughout the COVID-19 pandemic, the Community Support Team has continued to deliver face-to-face and hold virtual events for families living and working at Cranwell, families of deployed personnel and Service personnel.





Support to COVID-19

RAF Halton

Station Military Co-Responders operate 2 blue light rapid response vehicles as volunteers in order to support South-Central Ambulance Service. In March 2020, 6 Co-Responders were deployed on Op RESCRIPT supporting the NHS during the pandemic. Working within the Emergency Operations Centre at Bicester, Patient Transport Service in Bletchley and deployment on the Frontline Dual Crewed Ambulance as Emergency Care Assistants, personnel were involved in assisting the paramedics with all clinical aspects of patient treatment as well as driving the ambulances in emergency conditions. Since January 2020, our Co-Responders have completed 2,942 hours of response cover and have been activated to 1,338 emergency calls, a truly outstanding effort for part-time volunteers.

Despite the Station Community Centre being closed for a large proportion of the year, the Team, Mrs Jan Holdsworth and Mrs Julie Smith, led by Mrs Lorraine Ferns, have worked tirelessly to ensure the Station's

wider community have remained engaged, supported, entertained and reassured during a worrying and uncertain time for all.

Immediately identifying the need to better utilise social media during lockdown, the Community Centre resurrected the Community Support Facebook page to share daily activities, the HIVE Blog and important updates with the community, instantly alleviating anxiety for many. The Community Centre proactively sought out ways to create and deliver activities including weekly quizzes, a daily youth club post, cooking segments and family activities, alongside sharing vital information to assist parents with home schooling. They also provided support for mental health in conjunction with Station Padres and ensured everyone had access to links to help improve their physical health, as well as providing adult focused activities to ensure the whole community could remain active and busy.





Charity

6 FTS

One of the more notable events of 2020 was 6FTS's Garden Relay Run which aimed to raise money to support NHS charities. On 30 April at 8:00pm, Royal Air Force University Air Squadrons commenced the challenge of running a relay over 6,300 miles (10,200 kilometres) from Royal Air Force Station Lossiemouth to Royal Air Force Station Akrotiri in Cyprus, and back again, in aid of NHS 'Charities Together'. The challenge was run solely in the gardens of the students (and staff) and was completed by running as a number of parallel continuous relays, ensuring that one person from each Squadron was running at all times. The challenge was expected to take 5 – 7 days to complete, but took only 4 days to finish. What started out as a Cambridge University Air Squadron initiative to raise funds for the NHS developed into a joint effort from the whole University Air Squadron community. Officer cadets have worked tirelessly to ensure that the 10,200 km relay will generate funds to make a difference for NHS 'Charities Together'.

Twelve Squadrons from across the country took part, each had between 20 - 25 students participating in the event. There were countless sore knees and blisters along the way but an even larger amount of cheering family members. The encouragement and support from inside and outside of the military community was astonishing; notably with messages of support from both Royal Air Force Station Akrotiri, Station Commander, Group Captain Snaith and the East Midlands Ambulance service.

Of the relay, Commandant Number 6 Flying Training School, Group Captain Ian Sharrocks, said "During this particularly challenging period, I was justifiably proud of our officer cadets, coming together from across the

nation to complete this innovative fundraising event. The University Air Squadrons Garden Relay in aid of the NHS has involved a huge co-ordinated effort from all of the cadets. Their determination, ingenuity and resolve to complete it has been incredible".

The fundraiser not only raised some £23,000 for NHS charities, but also brought the officer cadet community, the wider Royal Air Force community and our families and friends together at a challenging time by supporting each other to achieve a common goal.

One of the elements that many of the students on University Air Squadrons are keen to participate is charitable fund raising. All Squadrons choose their own charities to support each year and many dream up novel ways of raising money. In addition to the Garden Relay, the following are some of the more notable events of this year.

A team of 13 students from East of Scotland Universities' Air Squadron raised over £3,250 for the Royal Air Force Benevolent Fund by abseiling 165ft from the Forth Rail Bridge. In May, Officer Commanding and several students completed a 1-hour maximum burpee challenge in support of the 75th anniversary of Victory in Europe Day. Each participant was required to complete 75 burpees as quickly as possible, then take a short break before continuing into their next set of 75. The event, which was streamed on Facebook Live, raised much need funds for the NHS Together campaign in support of COVID-19 key workers. Finally, after the disappointment over the cancellation of the 2020 Nijmegen Marches, students took it upon themselves to complete the distance remotely from their hometowns across the UK. Twenty students completed the



challenge individually or in pairs, walking a total of 25 miles for 4 consecutive days raising over £1,500 for the Danny Green Fund.

Southampton Universities' Air Squadron completed a NHS Charities fundraiser, which saw them raise over £3,000 through a virtual run over the distance between Land's End and John O'Groats - 7 times over.

Bristol, Oxford and Yorkshire Universities' Air Squadrons were shortlisted for the award of 'Best Air Training Corps Squadron or University Air Squadron'; a Royal Air Force Benevolent Fund award to recognise the Squadron which has shown outstanding support to the Fund through fundraising or commitment at their events.

A virtual Award Ceremony took place in October during which Bristol University Air Squadron were chosen to be the recipients of the Award for 2020. The Squadron received the Award because of their diligent participation and organisation of successful fundraising events. Examples of their endeavours include: raising over £5,000 for the Royal Air Force Benevolent Fund, consistently supporting the Fund for the past 3 years with events and activities such as a 100km charity bike ride; supporting a screening of the film 'The Great Escape' with charitable money collections; glow in the dark dodgeball competitions; raising funds through charity quizzes and cake sales as well as their regular participation in the Bristol Half Marathon year on year.



Charity

RAF Cranwell

Despite obvious limitations due to the COVID-19 pandemic, the Station has still played a key role in raising monies for charity this year. During the first part of the year, the College's Jon Egging Trust (JET) Team was able to facilitate students from the Barnes Wallis Academy to complete the first of seven planned workshops planned for the 19/20 calendar as part of the JET. The event was hosted by Headquarters Recruitment and Selection, with the Officers Aircrew Selection Course (OASC) assessors organising a series of taster sessions for the students. This followed on from the success of the inaugural events last year; unfortunately COVID-19

forced the cancellation of the remainder of the visits. Next year we anticipate reinvigorating the programme.

Ten members of Operations Wing also took part in the RAFA Virtual 100 Mile Charity Bike ride. This was done virtually due to COVID-19 and each person had to complete at least of 10 Miles to total 100 Miles. The team raised £577 for the Royal Air Force Association Military Co-Working Hub.

The College has reopened three playparks following an £80,000 refurbishment funded by the Royal Air Force Benevolent Fund. This generous funding from the Royal Air Force Benevolent Fund has greatly improved the facilities for Service families based at the College. The Royal Air Force Benevolent Fund were also the recipients of one hundred blankets in October from Mr Paul Nash. Mr Nash, a graduate from the College back in 1972, donated the blankets for the Royal Air Force Benevolent Fund to distribute to isolated and lonely Royal Air Force Veterans this coming winter.

Additional grants from the Royal Air Force Benevolent Fund have been used to upgrade and refurbish three





playparks, whilst the Youth Club has been redecorated. Airplay and Ben Club welcomed new staff and adapted their delivery to include virtual online sessions to enable engagement with young people and successfully deliver a summer programme of multi sports activity. Links with the wider support team have been enabled to facilitate a series of community pop-up support sessions for junior ranks and Service families.

The Station Charities Committee has also continued to support ventures within the local community throughout 2020. One of those charities is the New Life Community Larder in Sleaford who aspire to support local people by providing three days of emergency food for those in financial hardship; a total of £1000 has been donated to this outstanding cause.

Elsewhere, the College personnel have also undertaken some incredible challenges by supporting people

in their communities, making personal protective equipment, assisting the Emergency Services and fundraising to help those in need.

The College Dental Centre has also taken part in organised fundraising days, including raising money for the Mouth Cancer Foundation. College personnel have also provided a vital service to those shielding or self-isolating in the local community by delivering emergency provisions of food and hygiene supplies directly to peoples' doorsteps. They have raised money for the Lincolnshire 'For the Love of Scrubs' buying fabric to make scrubs for NHS workers, and in the case of Flight Sergeant Craig Paterson, a Deputy Flight Commander, who self-funded a 3D printer in order to make PPE for the NHS.

The College is lucky to have a diverse team of volunteers who have also played an active part during this period. They have included Warrant Officer Dave Hughes, who is a member of the Aerodrome Operations and Airfield Services Project team based at the College. Warrant Officer Hughes selflessly gave up his spare time to volunteer as a Team Leader and Volunteer Emergency Responder for Royal Air Force Station Wittering Co-Responder team supporting the East Midlands Ambulance Service. Flight Lieutenant Charlie Coomber, a Nursing Officer and currently an Instructor at RAF OTA, also volunteered at the West Suffolk Hospital in Bury St Edmonds.





Charity

RAF Halton

The Station has been successful in its charitable projects in 2020 for various worthwhile causes, despite the pandemic. Personnel have secured large sums for the Royal Air Force Benevolent Fund by organising challenges such as running 2020 miles in the year, which alone raised over £600, to aid with housing repairs, alcohol and gambling rehabilitation, and for funerals of ex-service personnel. In September, Sergeant Sue Berrecloth of Airmen's Command School took part in a 170m abseil from the Spinnaker Tower in Portsmouth, raising money for the South-Central Ambulance Charity and Corporal Ali Ball of Recruit Training Squadron embarked on a 5.25-mile open water swim to highlight awareness and support for mental health. In November, personnel travelled to London to take part in the annual Poppy sale raising over £8,000 for The Royal British Legion. These are but a few of the charitable events that have taken place in 2020; the support personnel provide to charities is humbling and inspirational.

Personnel have also initiated and taken part in a significant amount of community support projects throughout the year. These have included maintaining

27 war graves in the local area, led by Sergeant Stewart Hefti, ensuring regular cleaning and cutting of the grass is conducted and ensuring any damage is reported to the Commonwealth War Graves Commission. This is in addition to supporting Berkshire, Oxfordshire and Buckinghamshire Inclusive Football League, led by Corporal Callem Forde, which provides regular football opportunities for adults and children who have physical or learning difficulties, or mental health issues.

Due to COVID-19 restrictions there were no traditional Remembrance parade contingents at the 8 local areas the Station normally attends. This year, the Station Commander and 9 other Service personnel represented the Station as wreath layers at Aylesbury, Halton Village, Wendover, Berkhamsted, Aston Clinton, Thame, Waddesdon and Hemel Hempstead. On Armistice Day, instead of a large Station muster there were two separate Acts of Remembrance held; RTS held an Act of Remembrance on Henderson Parade Square with the Station Commander, RTS personnel and No. 665 Thompson Intake and second, a Station Act of Remembrance was virtually delivered reaching 120 Whole Force personnel. The Station raised £1,021.89 for





The Royal British Legion on the sale of paper poppies and enamel badges over the Remembrance period.

This year, Corporal Hasnain Mohammad undertook the pivotal role of BAME officer for the Station and became a conduit between the Station and the local Asian and Muslim community. This included arranging conferences to improve liaison between the Imam and the local police, councils and Service personnel. Corporal Mohammad also created a presentation to educate the local Islamic community on the importance of Islam in the fight against Terrorism. He has shaped an open environment for questions

in order to reinforce the importance of openness and awareness of this topic, receiving much praise and support from the community and the Royal Air Force for his work in this area. This has now become a regular feature within the community.

Flight Sergeant Gareth Elliott and Squadron Leader Ali Sandeman are active volunteers for the Oxfordshire Lowland Search and Rescue team which assist local Police Forces when they are searching for high risk, vulnerable missing persons. Flight Sergeant Elliot has committed over 500 hours in 2020 as a National Dog Trainer and Assessor, plus acting as a team dog handler on live searches. In October, he completed a 100km run across Oxfordshire in a day, raising over £2,500 for Lowland Rescue Oxfordshire, who are wholly funded by charitable donations. Squadron Leader Sandeman has been pivotal in standardising training for the K-9 search teams nationally and committed 400 hours in 2020 to the charity. A fantastic achievement for both personnel.

Ever mindful of the Station's mission to support the delivery of Phase 1 Training, the team successfully secured 2 grants from the Royal Air Force Benevolent Fund for RTS; firstly, to provide welfare provisions for recruits having to isolate away from home, and secondly to ensure recruits going through training had games, books and activities to make use of during periods of downtime, ensuring the recruits time in lockdown was as comfortable as possible. To provide this level of support, the team often worked unsociable hours, monitoring social media throughout the evenings and weekends, as well as constantly searching for new and exciting ways to help the community through COVID-19.



Robson Academy of Resilience

RRC Bavaria staff took part in a Charity Cycle race raising over £300 for the Royal Air Force Association (RAFA); the Centre had to create a team of 10 riders and cycle at least 100 collective miles raising a minimum of £100 for RAFA. This was a perfect way, given the circumstances, to help celebrate the Centenary of the College. As with all RAFA challenge events, the money raised will go directly to the point of need amongst the Royal Air Force family of yesterday, today and tomorrow – particularly relevant during these unprecedented times of loneliness and isolation.

As with Bavaria, RRC Crickhowell saw 18 personnel take to the roads and trails throughout Wales to raise money for RAFA on their Charity Virtual Bike Ride. The Centre has had a long and rewarding relationship with RAFA over the years and were keen to support this very worthwhile charity who help serving members, veterans of the Royal Air Force and their families. Observing social distances, small groups took part in a 100-mile road ride and various mountain bike rides mostly starting and finishing at RRC Crickhowell; those that could not get to the Centre, undertook the ride starting from their homes. As a team, personnel cycled a total of 915.57 miles, climbed 18993 meters (more

than twice the height of Mt. Everest) and raised a total of £1070. Although everyone played an important part in this event, Corporal Kyle Barnes raised £345.00, Corporal Piers Merryweather raised £315.00 and Corporal Thomas Spenser (the Team Captain) raised £210.01, demonstrated outstanding commitment in their fund-raising efforts.

The team at RRC Grantown were also in the fundraising space and their catering staff, led by Corporal Chris Traverse organised and hosted a 'Ladies Lunch' at Grantown-on-Spey's Royal British Legion. The event, which provided a three-course meal and entertainment for members of the local community, raised over £2,000 towards an OAP Christmas lunch. The funds raised ensured Corporal Traverse and his team were able to serve a Christmas dinner to over 80 elderly members of Grantown's community at no cost to the individual. This festive gesture not only showed a great fundraising appetite but continued to cement the Centre's relationship within the community. Additionally, to raise funds for 'The Mountain Way' charity, FS Lee Powles (RRC Grantown Instructor) and his 17-year-old son (Ryan), summited the UK's 10 highest mountains in less than 82 hours, whilst cycling over 150 miles



between mountain ranges. The Charity supports military veterans suffering from Post-Traumatic Stress Disorder (PTSD). The unique programme delivered by this charity is, for many, their last chance having exhausted all other options to halt their decline. The charity engages with members of all three Services, assisting a former Royal Air Force member with PTSD earlier this year. This event raised over £2,500 towards the cost of funding the programme for a former Royal Marine who is desperately struggling with PTSD.

RRC Weston additionally stepped up to the plate in support of RAFA. The Centre joined forces with the Royal Air Force Sports Parachute Association (RAFSPA) in the delivery of a tandem experience to raise funds for the charity, during the period of relaxed COVID-19 measures in October.

Each of the 14 participants were asked to raise a minimum amount and the day saw 14 tandem jumps take place raising in excess of £5,600 providing a much-needed funding boost for RAFA to continue their vital work supporting the Royal Air Force family.

The Defence Survival, Evasion, Resistance and Extraction Organisation (DSTO), FS Steph Carlyon, joined the local Foodbank in 2017, holding roles of

Treasurer and Secretary before taking on the position as Chairperson. In her voluntary duties she has taken the lead on the Foodbank's response to COVID-19. This involved the creation of teams to distribute the workload including a fundraising team that have raised over £70k for the Foodbank and a collections team to co-ordinate all the food donations coming in. A massive recruitment and training plan has been put in place to cover the loss of volunteers due to the crisis. FS Carlyon has created Risk Assessments and led the adaption of processes to abide by these, ensuring both volunteers and clients are safe, implementing food delivery where required to family's in isolation. Additionally, FS Carlyon has supported the Foodbank through the processes of becoming a registered Charity in 2019 and becoming a Trustee at this point, joining the Trussell Trust and employing its first paid member of staff. She trains and co-ordinates volunteers and has been additionally supported by Royal Air Force Station St Mawgan personnel. Of note, Sergeant Jackson, Corporal Pass, Senior Aircraftsman Cawley and Senior Aircraftsman Pickford have all supported this very worthy cause including food collection/delivery, social networking, quality control and providing vital support to vulnerable isolating personnel in the community.





Honours and Awards

RAF Cranwell

A number of personnel have been rewarded this year for their dedication and commitment to the Service. In the Birthday Honours List, three members of Personnel Management Squadron were recognised for their achievements. Community Support Officer, Warrant Officer Steve Johnson and HIVE Officer, Mrs Wendy Shippey both received Air Officer Commanding 22 Group Commendations in recognition of their continued outstanding work with the College's Service families, especially those families whose spouses have been deployed. Warrant Officer Personnel Management Squadron, Warrant Officer Dai Perrett received an Air Officer Commanding 22 Group Commendation in recognition of his work to support the Service community and in particular his support to those personnel with increased welfare needs.



Elsewhere, Warrant Officer Mark Willis received a DCom Ops Commendation for his creating and developing an online mentoring platform, known as MentorMe to allow the pairing of Mentors and Mentees across the Air Force. WO Willis, a Full Time Reserve within the Tedder Academy of Leadership, implemented a system that provided access to mentoring for the Whole Force, Air Force, Civil Servants and contractors supporting upwards of 70,000 people. The flexibility of the system allows people to tailor their requirements. It also supports Reverse Mentoring which allows a senior member of the Service to learn from a more junior member thus encouraging greater cultural awareness and improved connection between generations.





Honours and Awards

RAF Halton

Station personnel had another impressive year of Honours and Awards. Consisting of Chief of the Air Staff's Apprenticeship Award, Deputy Commander's Commendation by Deputy Commander Capability, various Air Officer Commanding 22 Group Individual and Team Commendations and Commandant's General Commendation. Individual awards of significance included the following: Flight Sergeant Wayne Hopewell was awarded a 1* Commendation this year for his dedicated work in supporting the Royal Edinburgh Military Tattoo. He provided a 25-man Royal Air Force 'Guard of Honour' and volunteered

to take responsibility for the training, organisation and execution of this critical task which he executed with excellence. Squadron Leader Jamie Elliot was recognised by the Merchant Taylors to receive a Military Award as having contributed significantly to the functioning of the Station throughout the year.

Senior Aircraftsman Thomas Cann was awarded the 2020 Royal Air Force Centenary Apprentice of the Year for his outstanding commitment and initiative to his role as a Royal Air Force photographer. Senior Aircraftsman Cann embarked on a Royal Air Force 100 historical project detailing Royal Air Force Station



Northolt's history from 1917 until present. He spent 300 hours researching and liaising with the Air Historical Branch and used 3 main social media channels to exhibit Northolt's past which provided a global reach, with over 2.6 million recorded likes.

The vast effort from the Medical team in helping to maintain Phase 1 training throughout the pandemic was recognised at the top level when the RMC was awarded an Air Officer Commanding 22 Group Team Commendation on the Queen's Birthday Honours List 2020.

The Station Workshops team were selected as the winners of the Babcock 2020 Aviation Recognition Health & Safety Customer Engagement Award. Their rapid reaction initiative to design and manufacture a solution which allowed both Babcock and Royal Air Force personnel to safely continue their important work during the COVID-19 pandemic. The team sacrificed many hours manufacturing and fitting Perspex shields to meet the demand not only across the Station but from other sites and organisations.





Engagement & Heritage

RAF Cranwell

Whilst many key events were cancelled due to the COVID-19 pandemic, the College Headquarters have continued to uphold the College's ethos, traditions and reputation throughout 2020.

COLLEGE CENTENARY

This year, the College marked a significant anniversary - 100 years since the first 52 Flight Cadets walked through the gates to start their officer training at Royal Air Force Cadet College. To celebrate and commemorate this noteworthy anniversary, a series of formal and informal events and exhibitions were staged at the College.

Commemorations commenced in February 2020 with a formal ensign raising ceremony and church service, attended by Commandant, Air Commodore Suraya Marshall, Lord Lieutenant of Lincolnshire, Mr Toby Denis, other invited VIP guests and members of the Whole Force Station personnel. Royal Air Force Officer Training Academy (RAF OTA) staff and cadets were on parade and provided a Guard of Honour for the ceremony, which

saw the raising of both the Royal Air Force Ensign and the new College Flag that was designed especially for this occasion.

Following the parade, guests were invited into College Hall Officers' Mess Rotunda where Mr Robert Pooley, Chairman of Pooley Swords, presented the Commandant with a specially engraved College Centenary Sword and the first minted International Cadet Cranwell Medal. The Cranwell Medal will be given to all International Cadets who graduate through the College. En-route to a Service of Remembrance at the College Chapel of St Michael's and All Angels, the Lord Lieutenant and Commandant buried a time capsule and planted a lime tree to mark the occasion. The time capsule, made from composite resin, was filled with a variety of articles including a copy of The Times newspaper dated 3rd February 2020, a list of all Initial Officer Cadets in training on that day, a copy of the written score of 'Altium Altrix', a photograph of the College and RAF OTA staff, a specially designed commemorative slate coaster, a copy of the Cadet training programme, five letters - one each from the





graduating Officer Cadet's first march into College Hall Officers' Mess on graduation day).

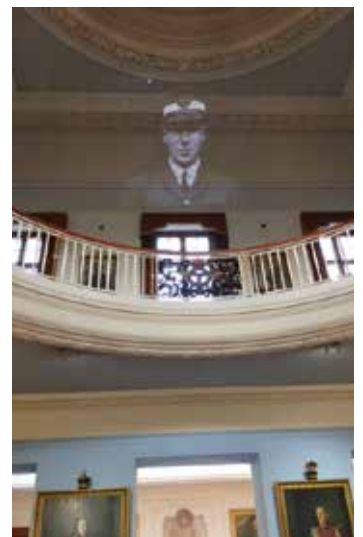
Throughout the year, the College Headquarters personnel have created a series of commemorative exhibitions to coincide with the College's Centenary. Utilising a new digital display touchscreen sited in the College's Rotunda, College Headquarters personnel used original photographs of the first 52 cadets to the Cadet College back in 1920 to form of a digital montage. These images were then projected on the College's Rotunda walls to create a poignant and moving memorial to these individuals.

Other initiatives to commemorate the College's Centenary involved creating a cadet digital timeline. Covering each decade beginning with the 1920s, each month throughout 2020 covered a significant event in the College's history. Topics included the opening of the College Hall Officers' Mess building in 1934, the College at war during the 1940s, which included a photograph of the College's clocktower covered in camouflage, Her Majesty, The Queen's visit to the College in the 1960s, the first female cadets to graduate from the College in the 1970s and so on, up to the present which included a special section on the Royal Air Force's ASTRA project, Future Force 2020 and details of the new RAF OTA course.

Disappointingly, many other planned celebrations which included an international inter-collegiate game (to be known as the Centenary Games) and a formal dinner inviting past Commandants and Deputy Commandants, had to be re-scheduled due to the COVID-19 pandemic.

Senior Under Officer and four OTA Cadets to their future selves and a letter from the Commandant to the new Commandant of the time. Instructions have been left in the College archive for the time capsule to be opened in 2120.

During the Service of Remembrance, the world-premiere of 'Altium Altrix', a percussion piece composed by Flying Officer Andrew Stephenson, was performed by the Royal Air Force College Band. The piece was especially written for the Centenary and named after Royal Air Force Cranwell's motto which is Latin for 'Nurture the Winged'. The piece, which is in 5 movements, represents different personalities who are linked to the College, culminating in a finale of Auld Lang Syne (a piece synonymous with the College as it is the music that accompanies



TRENCHARD STATUE

In 2019, the Cranwellian Association set themselves the challenge of raising funds to site a life-sized statue of Lord Trenchard outside College Hall Officers' Mess, during the Centenary year.

Designs were sought from several reputable companies, with the winning bid from Mrs Vivien Mallock, a renowned sculptor responsible for the Royal Tank Regiment Memorial in London. The College already has an early example of her work; a miniature of Douglas Bader, which is on display in the College Rotunda. Vivien's design proposal impressed the Cranwellian Association's selection committee who all agreed that she was ideally suited to carry out the work on the Lord Trenchard statue.

The statue design proposed a seven-foot, cast bronze sculpture mounted on a stone plinth, sited in front of the west wing of RAF College Hall Officers' Mess building. Using a typesetting similar in style to that used in the College's Foundation Stone, the design incorporated inscriptions on each side of the plinth.

After much planning, the Statue was gently lowered into position on 16 October. The Statue will serve as a visible and outward sign of the esteem in which Lord Trenchard is held within both the Royal Air Force and the Royal Air Force College. Due to COVID-19, the official unveiling of the Statue will take place at the Cranwellian Association annual reunion later in 2021.



Following the siting of the Trenchard Statue, President of the Cranwellian Association and former Chief of the Air Staff, Sir Michael Graydon, awarded the Jack Holt Memorial Trophy to Flight Sergeant Steven Langton.

The Jack Holt Memorial Trophy is an engraved pace stick, awarded to the Flight Sergeant whom it has been decided has done the most to instil into the officer cadets the qualities needed of an Officer in the Royal Air Force. The award itself is endorsed and sponsored by the Cranwellian Association to commemorate the selfless commitment towards the training of the officer cadet body by Flight Sergeant Jack Holt.

CENTENARY WOODS

On Saturday 12 December, volunteers gathered on the edge of the Northern Training Area to plant over 250 trees as part of the College's Centenary celebrations. Designed in partnership with the Woodland Trust, the cadets of MIOT 1 alongside College and Station personnel planted Oak, Rowan, Silver Birch and Wild Cherry trees in the shape of the RAF Roundel. A mix of Dogwood, Blackthorn and Holly were also distributed around the site to add red, white and blue colour. Linking with the Royal Air Force's ASTRA programme's sustainability objectives, all the trees and shrubs were sourced and grown in the UK and will leave a lasting legacy for generations to come. Planted using the 'slit' and 'T-notch' methods, the Centenary Wood will act as a focal point for cadets and personnel, and there are plans underway to establish a permanent memorial on the site to recognise all those Cranwell cadets that sadly gave their life for others in times of conflict.



COLLEGE EVENTS

Despite the absence of visitors and not being able to hold formal events this year due to COVID-19, the College remains an integral part of Cranwell, in the people it supports and those that support Service personnel and their families.



In January, the College took part in the 'Bring Your Child to Work' day. Pupil from Carre's Grammar School, Kesteven and Sleaford High School and King's School, Grantham, accompanied their parents to work for a day. The aim of the day was to give students the opportunity to prepare for a successful transition from education to employment, helping them to identify and choose career opportunities that are right for them. Later that month, the College opened RAFA Kidz, an on-station nursery provision which is part of the Royal Air Force Association. Chief of the Air Staff's wife, Mrs Kate Wigston, opened the facility in front of assembled children and parents.

In March, the College celebrated International Women's Day, with a selection of female Service personnel being photographed at the entrance to the College.

By April many College personnel were now working from home due to the COVID-19 pandemic. A number of personnel offered their time and assistance to the many initiatives that arose from the pandemic, including Flight Sergeant Matt Bailey, who by day is a Qualified Rear Crew Instructor on 45 Squadron, Number 3 Flying Training School, and who subsequently donated his spare time to support the National Health Service and the wider Lincolnshire community.

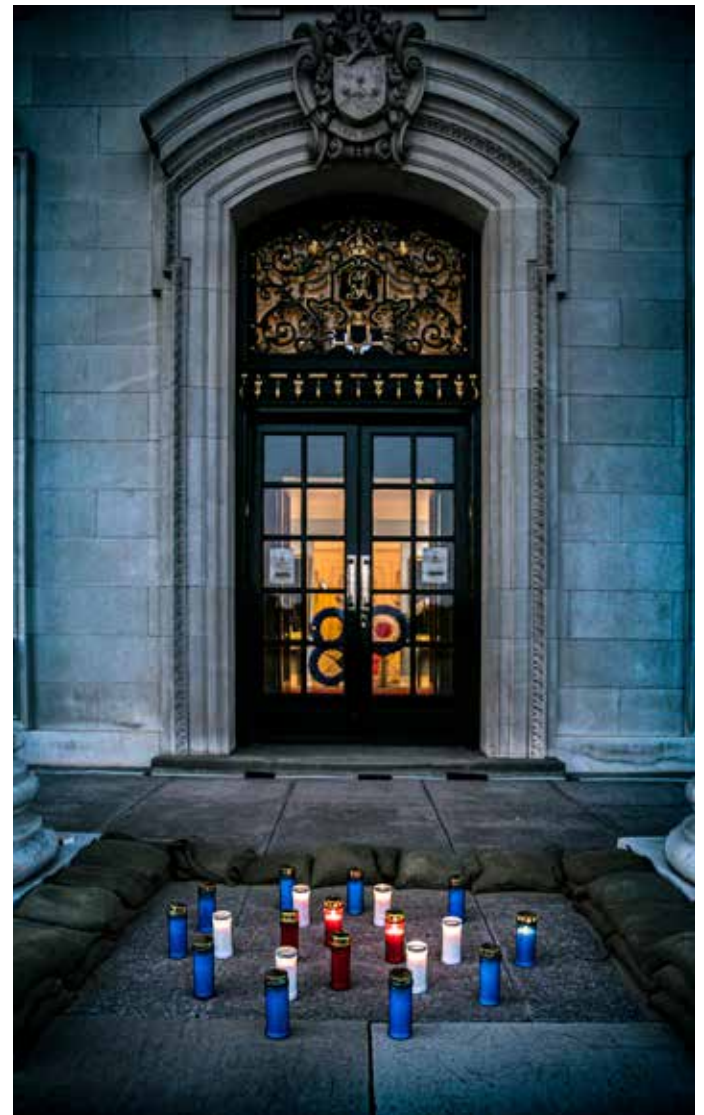




In May, Service families living on the College estate were encouraged to take part in a competition to decorate their homes and gardens to commemorate VE Day. Later that month, officer cadets took part in the National 'Clap for Carers', held on the College's parade square. While in June, College Headquarters personnel took part in the Royal Air Force Association Virtual Cycle Challenge. The virtual 100 cycle ride was completed using static bikes and the latest cycling technology to measure their distance and to stay in touch. College Headquarters personnel joined 200 plus other military and civilian cyclists from the around the world to cycle 'virtually together' from the safety of their respective isolated located. College Headquarters personnel raised £1,607, whilst the National total amounted to a staggering £70,000 for the Royal Air Force Association.

With tours and visits being cancelled due to the COVID-19 pandemic, College personnel looked at alternative ways to reach the general public. In July, College Curator, Miss Hazel Crozier, in association with the Royal Air Force Association, held a live Zoom

presentation as part of 'Project ENTERTAIN'. 'Project ENTERTAIN' is part of the Royal Air Force Association's Op CONNECT programme and saw Miss Crozier talk about the history of the College utilising some of the artefacts held within the Collection.



In September, the College was able to celebrate the 80th Anniversary of the Battle of Britain. A socially distanced sunset ceremony was held outside, with candles lit throughout the evening to honour the Cranwellians that made the ultimate sacrifice during the battle. The evening finished with the College being lit up with the official Battle of Britain 80th logo.

Despite what can only be described as a challenging year, the College remains immensely proud of its achievements of the past 100 years, and looks forward to meeting new challenges head-on, whatever they may be, as we move into the next Century.





Engagement & Heritage

Band of the Royal Air Force College

Throughout the majority of 2020, the Band of the Royal Air Force College has been on standby to support the COVID-19 pandemic resistance efforts. With many concerts unable to take place this year, we had to adapt to bring music to our supporters in these isolated times.

In February, the College began its centenary celebrations and in recognition of this, the Band, alongside current officer cadets, came together to celebrate this historic event. The Band provided musical support for the occasion and a new composition was commissioned by Flying Officer Andrew Stevenson, titled 'Altium Altrix'. The inspiration for the piece was taken from significant personnel in the early life of the College.

Over the period of national lockdown, the Band had to come up with new ways to reach our established audience. Exceptional work was put in by our Public Relations and Social Media teams to utilise personnel and equipment to provide content which could be broadcast online. This saw fantastic results with content celebrating the Band's 100th Anniversary; and a video

commemorating the Dambusters Raid. These received over a million views, showing that our work is reaching both established and new audiences.

Mental health awareness was particularly important during this time. Before the first national lockdown was put into place, the Band put on lunchtime concerts for Station personnel to attend to get away from the stresses of working life. In continuation of this, a series of videos were recorded and released in conjunction with the College's Media team. Filmed and produced whilst complying to all COVID-19 measures, the videos reached over 250,000 people via social media.

In July, the Band was delighted to have the opportunity to perform some live music again at the Initial Officer Training graduation. The Reviewing Officer for the graduation was His Royal Highness, The Prince of Wales. The Prince of Wales' attendance was appreciated by all and made all the hard work behind the scenes to create and perform a COVID-safe parade worthwhile.





Commandant's Conclusion

The Next Generation is the key to the Royal Air Force's future success and the College remains committed to delivering on its mission to inspire, attract, train and develop the nation's best people and provide them with through-career learning.

I am extremely proud of what has been achieved over this past year, the significant progress that has been made in modernising our training and the diversity and ability of the Service, Civil Service and Contractor personnel who, without exception, have shared and delivered this common goal.

In celebrating the centenary of the very first Cadets to arrive at the College, a significant event in both the College's and the Royal Air Force's history has been reached. In a dynamic and rapidly changing world, the calibre and reputation of the College continues to be world-leading, ensuring a bright future for the Royal Air Force on its ASTRA journey.

J Marshall





