

ACO/C2-1

21 Jan 11

ACO MISSION DIRECTIVE - V1.1

1. This mission directive supersedes my original issued 17 Aug 10. While *Vision, Mission* and *Intent*¹ remain extant, *Priorities* have been amended to reflect the impact of SDSR on the ACO thus far. You are to ensure that all personnel under your command are made aware of this directive.

2. **Vision.** My vision is to ensure that the ACO thrives in an appropriately governed environment and remains true to the ideals laid down in its Royal Warrant, particularly the provision of adequate aviation and other challenging activities to enable it to attract and retain membership and thereby inform career choice and develop responsible citizens of the future.

3. **Mission.** Our mission is to be a modern, dynamic, sustainable air-minded youth organisation of choice that offers fun and challenging opportunities, in support of the No 22 (Trg) Gp Mission and the RAF Youth Strategy.

4. **Intent.** To achieve the vision for the ACO requires an appreciation of my strategic intent and an understanding of the associated priorities. Within the resources allocated and in accordance with the priorities below, I want an ACO that:

- a. Is the uniformed youth organisation of choice for teenagers.
- b. Provides opportunities for adult volunteers for personal development whilst making a difference to the lives of our youth.
- c. Is conducted legally, safely and in accordance with best practise.
- d. Is modern, flexible and committed to continuous improvement.
- e. Offers opportunity to all, in an environment that respects equality and diversity, and is in accordance with the RAF Equal Opportunities Directive.
- f. Has a strong corporate identity and engages widely throughout the UK.
- g. Fosters leadership and good citizenship, founded on commitment and self-discipline.

¹ Para 4e has been made more explicit.

h. Offers value for money, focusing on maximising the cadet experience whilst minimising running costs.

5. **Priorities.** In meeting AOC 22 (Trg) Gp's Directive to me and my own intent, my priorities are:

a. Optimise governance throughout the ACO to ensure legal compliance and best practise.

b. Deliver the core cadet experience and support elements within a post-SDSR footprint.

c. Conduct an organisational review of the ACO in order to identify savings of 15% (£3.75M) from PR11, that protects the core cadet experience and allows for continued growth.

d. Recruit and retain cadets and volunteers, to achieve a membership of 50,000 cadets by 2018.

e. Identify, cost and deliver the 'core cadet experience'; cost and prioritise all other cadet activity funded publicly and non-publicly.

f. Produce a revised ACO Management Plan, consistent with 22 (Trg) Gp plans by Mar 11 and a revised Strategic plan to 2020, by Jul 11.

g. Produce and maintain a Training and Development (T&D) plan and Management of Training System (MTS).

h. Conduct a review of administrative processes, including pay and allowances for permanent and volunteer staff. Standardise with regular Service procedures, adopting Air or Joint publications in favour of existing Air Cadet Publications, wherever possible.

i. Conduct a basing review of VGS with DFT to determine the optimum affordable placement in a post-SDSR era.

j. Continue to support the Volunteer Estate Strategic Review (VESR) and review the value of non-viable ATC Sqns against the cost of their estate. Identify innovative ideas of providing appropriate ATC accommodation at lower cost.

k. Influence the procurement of an IT system that is fit for purpose for the ACO within existing constraints. Continue to role out BADER within the ACO and exploit its potential to support an organisational review.

l. Examine the optimum process for selection and commissioning of VR(T) officers, using existing resources available through RAF College Cranwell.

- m. Develop an engagement strategy to increase awareness of the ACO and to encourage external support.
- n. Develop and execute a plan for 'Air Cadet 70' activities in 2011.
- o. Support Defence Diplomacy within existing resources.

Original Signed

B COOPER
Air Cdre
Comdt ACO