



Transforming the Royal Air Force

Building on Success

The next 5 years represent a continuing period of fundamental yet exciting change for the Royal Air Force as we adapt the way we are organized, both in the UK and on operations, introduce improved training and personnel policies, and receive into service state-of-the-art equipment. Collectively, these advancements will underpin our position as a leading capable air force, and bring us closer to the Chief of the Air Staff's vision of an agile air force that is seen as relevant to the Nation, with a secured place in future Combined and Joint operations. Furthermore, over the next 20 years we will continue to build on an outstanding track record of success on operations and exercises.

Equipment and Weapons

◆ **Typhoon.** High technology enhancement will characterize our equipment development, headlined by Typhoon as the mainstay of our air defence capability. A highly agile fighter with a formidable air-to-air weapons suite, Typhoon will confer the UK with a significant advantage over any likely adversary in achieving control of the air. The follow-on programme to equip the Typhoon with a powerful air-to-ground capability will complete the performance suite, making Typhoon an outstanding multi-role aircraft.

◆ **Air Transport.** Significantly, our ability to deploy rapidly and support expeditionary operations will be underpinned by the introduction of A400M, and an aspiration to acquire a fifth C17.

◆ **Projection.** Looking further ahead, our ability to project air power will be greatly enhanced through the advent of Joint Combat Aircraft and Future Strategic Tanker Aircraft.

◆ **ISTAR.** The Royal Air Force will improve its contribution to the ISTAR role through a number of new capabilities. The introduction of Sentinel and its Airborne Stand-off Radar will provide a long-range, target-imaging and tracking radar for the Air and Land Components, and will have surveillance applications in peacetime, wartime and crisis operations. The Nimrod MRA4 will replace the MR2, but will provide increased capabilities in support of Defence and Other Government Departments. As we progress to achieving a Network Enabled Capability, ISTAR assets will fulfil a significant role in the prosecution of time sensitive targets.

◆ **Brimstone.** The introduction of Brimstone into service will provide the Royal Air Force with a significant improvement in anti-armour capability. A fully autonomous fire-and-forget anti-armour weapon, Brimstone will be effective against all known and projected armoured threats.

◆ **Stormshadow.** The Royal Air Force's requirement for a long-range, stand-off, precision-guided, air-to-ground missile is provided through the introduction of Stormshadow. Carrying a powerful conventional warhead, the missile is able to destroy hardened targets with great accuracy.

Basing and Organization

◆ **TRENCHARD.** Project TRENCHARD will deliver an agile air force characterized by strength in air power capability, flexibility, interoperability and agility, with the emphasis on expeditionary employment. It will be a slimmer, yet more effective air force, located at approximately 20 core sites, including 6 fast jet bases, a single location for 2 command headquarters, and fewer small units than today. Royal Air Force running costs will be minimized through rationalization of the Royal Air Force estate, further exploiting the benefits of the Defence Logistics Transformation Process, building a strong relationship with industry, and 'leaning' processes across every strand of the Royal Air Force activity.

◆ **Concept and Doctrine.** As we improve our interoperability, we will simultaneously adjust our processes and structures, especially those that act at the environmental boundaries to ensure we optimize the effectiveness of Joint capabilities. The resultant growth in cross component understanding and trust will enable us to examine critically how we work. We must remain receptive to new ideas and concepts and develop mechanisms to bring promising ideas rapidly into service.

“Without the right people ... we cannot deliver an agile, adaptable and capable air force”

◆ **Joint Organization.** A significant percentage of our people will be making a key contribution from within Joint organizations. Therefore, whilst we adjust our own processes and structures they must remain consistent with the requirement to operate with the other Services, other government departments and allies. This will be particularly true in ensuring the Joint operational headquarters have the necessary level of interoperability.

◆ **Station Structures.** The re-configuration of our stations will confer maximum flexibility to the provision of combat ready forces and aircraft for deployed operations. Of note, Main Operating Bases will have greater responsibility for the generation and management of their own aircraft fleets, including close links with industry where appropriate.

◆ **Expeditionary Air Groups and Wings.** The introduction of Expeditionary Air Groups and Expeditionary Air Wings will achieve 2 aims: Firstly, to identify deployable elements that would be recognized by both politicians and



the other Services. Secondly, to help establish a sense of belonging and esprit de corps amongst formed and non-formed units. It is intended that the personnel in an Expeditionary Air Wing will train together each year, so that they will be able to deploy as a cohesive element when required. Expeditionary Air Wings will be established at nine Main Operating Bases and will include Force Elements, personnel from non-formed units and Combat Service Support Units. Additionally, Air Component Headquarters Al Udeid will be nominated as an Expeditionary Air Group, and Expeditionary Air Wing identities will be assigned to our current Joint Operating Bases at Al Udeid, Basrah, Seeb and Kandahar.

“we will continue to focus on our core values of Respect, Integrity, Service and Excellence”

Personnel and Lifestyle

The provision of sufficient high quality equipment is the bedrock of any modern air force, but so too are the people that operate this equipment. Without sufficient, capable and motivated people we cannot deliver an agile, adaptable and capable air force. Delivering the agenda for Royal Air Force personnel into the future will seek a balance between:

- ◆ **Personal Flexibility versus Operational Assurance**
- ◆ **Family Stability versus Operational Mobility**
- ◆ **Individual Development versus Operational Effect**
- ◆ **Personal Flexibility.** In an increasingly competitive recruiting environment, improved return of service in key areas will become the critical factor in achieving and maintaining manning levels. To achieve the return of service we need, we will seek more flexible terms and conditions of service. These will be aimed at balancing the needs of the individual with those of the Service at critical points in their life, potentially through a seamless ability to move between regular and reserve service. We will seek greater freedom to use financial incentives, where justified, bringing much required agility and responsiveness to our personnel policies.
- ◆ **Family Stability.** Continuing with the theme of choice, we will take advantage of our reduced basing footprint by seeking increased opportunities for geographical stability. We must recognize, however, that there will be periods of personal turbulence for some, both in the bed-down period as we move into new structures, and in the longer term in the interests of career development and overriding manning requirement. However, in an era where operations away from home base must be seen as the norm, we intend to give our people the greatest possible measure of stability and personal choice in their lives away from work.
- ◆ **Individual Development.** Revised branch and trade structures will be critical in ensuring that we meet the challenges and exploit the opportunities created by advances in technology,

“we intend to give our people the greatest possible measure of stability and personal choice in their lives away from work”

as well as equipping our people to fill key posts across Defence. Training will be critical in both these areas and in all of our endeavours. Here we will be seeking to develop and harness the potential of everyone in the Service through more joined-up and progressive individual training and education. In this context, and in order to maintain the highest levels of preparedness amongst our personnel, we will need to continue the evolution of the Force Development concept; formalizing its structure and ensuring that the initiatives reach all Royal Air Force personnel wherever they serve. Following on from the introduction of improved initial training, we shall be developing a comprehensive system of through life training for all of our people. In making these improvements, we aim, in parallel, to provide more coordinated external accreditation of all training, ensuring that our people have access to high-level civilian qualifications.

Underpinning the concepts of personal flexibility, family stability and individual development requires work in a number of areas:

- ◆ **Accommodation.** In accommodation terms, we wish to sustain a ‘mixed economy’ of



housing options. We will continue to seek improvement in our family and single accommodation through Defence Estates and the SLAM programme. At the same time, we look to introduce measures enabling those that wish to do so, to enter the housing market. Additionally, we wish to take advantage of other central government initiatives in the form of key worker status, and by working more closely with Housing Associations. Accommodation patterns are likely to continue to evolve in the future, and we will need to review and update our community support structures. This will ensure that when service personnel deploy, their

families continue to receive the support they deserve. Equally, on stations, the introduction of Pay-As-You-Dine provides an opportunity to change the way in which we deliver a range of services, whilst preserving our shared ethos and reflecting modern leisure patterns and the desire for choice.

“Medical provision on operations remains the highest priority ... but we must work toward delivering comprehensive End-to-End medical care at home base”

◆ **Health, Fitness and Medical Care.**

The demands of deployed operations, often in austere conditions, requires healthy and physically robust people at all levels. Maintaining optimum health and physical fitness must be seen as core business for the individual and for the chain of command in sustaining a fighting force. We will ensure that all are involved in health promotion, and that a lifestyle that delivers optimum health and physical fitness is available in all environments in which we live and operate. In support of the healthy force, high quality medical care, particularly on operations, has been sustained despite manning challenges, and remains the highest priority for our medical staffs. Similarly, at the home base we must work to deliver coherent end-to-end processes for health and healthcare, from health promotion, through attendance at the Station Medical Centre, referral for investigation and treatment, to rapid return to operational fitness. We must all work to sustain a healthy force that is fit to fight.

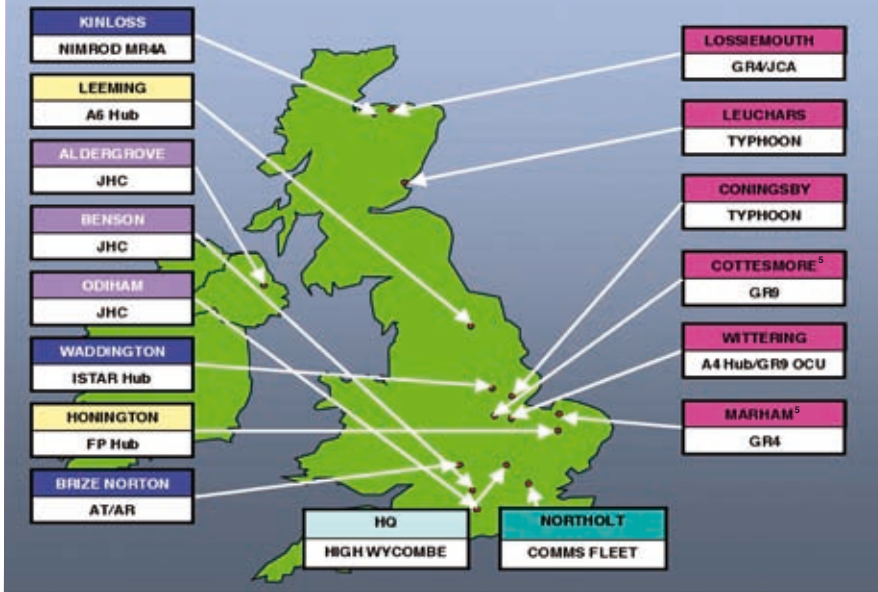


“Quality training marks the difference between success and failure”

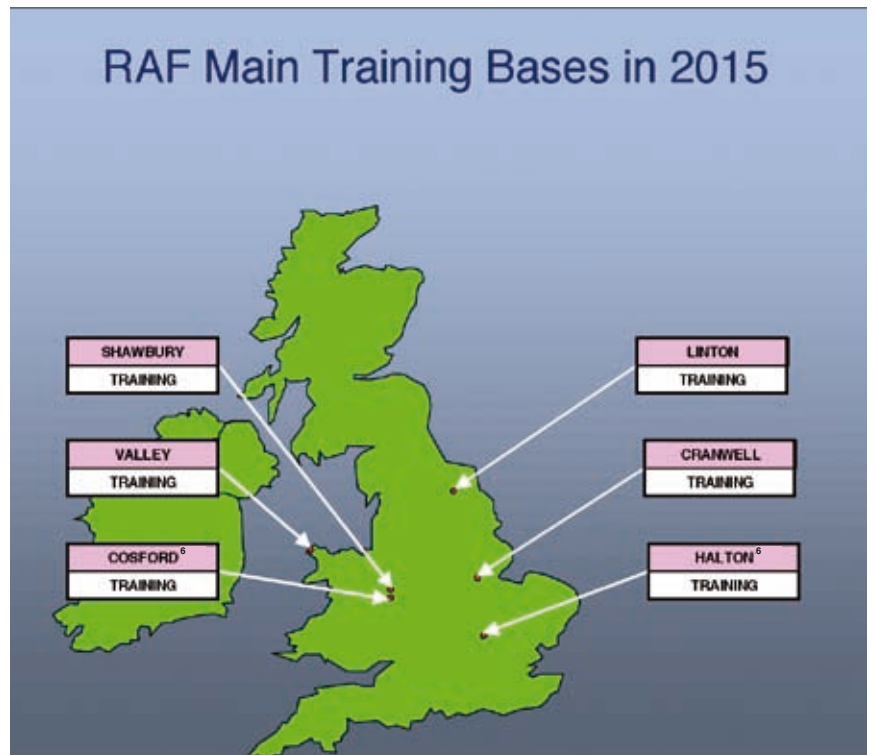
◆ **Joint Training and Ethos.** We will develop an end-to-end approach to training. Training will be delivered in 3 seamless phases. Within a single Service environment we will inculcate our ethos, standards and a warrior spirit. Next, our specialist skills in concert with the RN, Army and civilian partners through the DTR and MFTS initiatives; through these we will provide a modern training estate and innovative training solutions. Subsequently, we will train and educate our people throughout their service, shaping this through the Review of Officer and Airman Development. Our Force Development training will provide the bedrock of our leadership and warfighting skills.

RAF Basing by 2015

RAF Main Operational Bases in 2015



RAF Main Training Bases in 2015



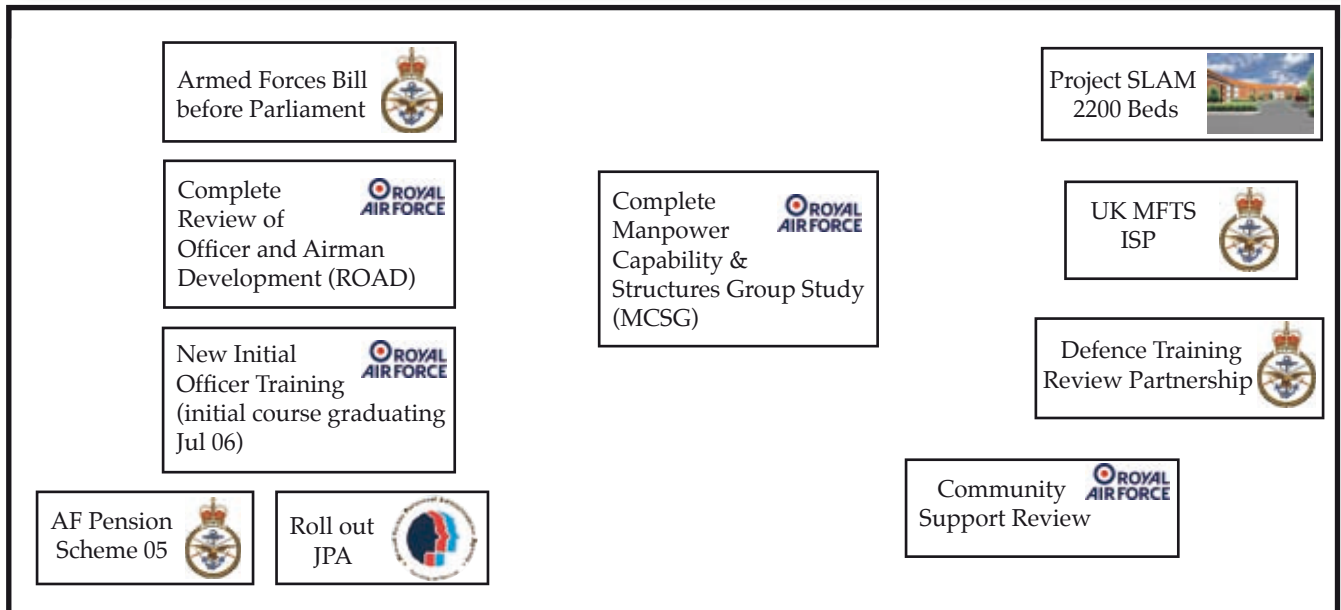
⁵ Possible second JCA base

⁶ Subject to the Defence Training Review implementation

Personnel and Lifestyle Roadmap

2006

2007



•The People Campaign Plan will have developed a more forward-looking Personnel Strategy to meet the needs of our people while achieving the required operational output.

•In recognition of the importance personal fitness plays in operational effectiveness, there will be more opportunities to improve fitness and quicker treatment when required (for operational and business reasons).

•Through life training will improve the ability of people to carry out their primary role while arming them with recognized qualifications.

•The Armed Forces Bill will establish a single system of Service law. This will create a fairer and more efficient system of discipline in an environment where the RN, the Army and the RAF increasingly train and operate together.

•Career management processes will be reviewed in light of the MCSG Study with a view to enabling employing agencies and individuals to participate more effectively in their career management.

•JPA will have been implemented. It will be simpler and quicker for individuals to submit claims and leave requests, etc. Admin staff will then be able to concentrate on specialist tasks such as supporting the preparation of personnel for deployment.

•RAF manpower will be at the required level by 2008. Manpower numbers will be regulated more pro-actively than has been evident in the past. The result will be less uncertainty about the future for individuals, allowing them to plan ahead with greater confidence.

•SLAM will have provided 2200 en-suite rooms. Although the project will still be ongoing, improvements offered will already be benefiting many single personnel.

•Increased stability for many, may mean more families wish to enter the housing market. Initiatives such as assisted house purchase and the earlier eligibility to claim LSAP (after just 4 years service) should help.

•Introduction and extension of Separated Service Recording Systems will enable us to understand better the personnel impact of operations.

•Community support will have been reviewed and optimized for expeditionary operations.

Personnel and Lifestyle Roadmap

2008

2009

2012

2020

PAYD Implemented



Project SLAM additional 2000 beds



RAF Manpower 41,000



UK MFTS FSP



Armed Forces Act Implemented



Revised Terms of Conditions and Service Package



Deliver the RAF element of the Managed Military Health System



Deliver Integrated Individual Training System



PMA moves to High Wycombe



Defence Living Accommodation Strategy



Our aspiration is to:

- Provide Service personnel and their families with a 'mixed economy' of living accommodation – both high quality publicly funded housing and attractive alternatives.
- Target limited funds for maximum effect to provide community support, recreation facilities and sporting/expedition activities.
- Introduce a 'reward' package that recognizes the value and needs of our personnel.
- Introduce more flexible Terms of Service allowing for variable commitment according to personal circumstances.
- Develop an acceptance of the need for diversity and respect at all levels within the Service, and a work place free from harassment.
- Develop an air force of war fighters, physically and mentally prepared for operations.
- Develop a professional and integrated Reserve cadre that is appropriately structured and trained to deliver useable and relevant capabilities.
- Ensure all RAF personnel understand the key contribution air power brings to Defence and recognize that the RAF is the specialist in the air environment.
- Improve personnel development so that everyone can achieve their maximum potential.
- Educate personnel to make timely decisions, taking an appropriate level of risk when necessary.
- Ensure manpower management harmonizes individual and Service needs.
- Enhance the career management strategy for Other Ranks.

- Due to the reduced number of stations and the consequent requirement for fewer quarters, funding for improvements to Service Families Accommodation will have been focused on those locations where it is most required. Service families will see the benefits in significantly improved accommodation.
- Project SLAM will be complete. Modern single living accommodation will be available on all stations. The improvements delivered by SLAM will be a clear example of the modernization evident across the Service and the importance the RAF places on providing quality facilities for its people.
- The RAF of 2020 will have been transformed into a leaner, agile and adaptable air force. The guiding themes driving the changes to the RAF throughout the preceding years will have been creating choice and opportunity: family stability/operational mobility, personal flexibility/operational assurance, and individual development/operational effect.
- Following the ROAD study, deliver a coherent through-life individual training system
- Deliver a mixed economy of housing options, enabling greater choice for individuals between public and private accommodation according to their needs.
- Deliver the Managed Military Health System to enable healthy lifestyles, get patients fitter faster and maximize the number of people fit for task.
- PAYD will have been implemented across the Royal Air Force; personnel will have more choice and improved dining and leisure facilities will be available on stations.

Basing and Organization Roadmap

2006

2007



Coltishall
Closes 

FP Hub at
Honington 

A4 Hub at
Wittering 

ISTAR Hub at
Waddington 

Collocated
Headquarters 

Reorganization
to 2 gps 

A6 Hub at
Leeming 

- Improved effectiveness and efficiency will be delivered through collocation and rationalization of Command HQs.

- Nos 1, 2 and 3 groups have reconfigured into 2 groups: 1 Gp (Air Combat) and 2 Gp (Air Support).

- Some HQ staff and functions have moved to key stations in order to optimize structures and improve output.

- RAF stations will be reconfigured in peacetime to ensure maximum flexibility and to enhance the ability of stations to generate force elements for operations.

- The creation of 'hubs' for A4, A6, FP and ISTAR will create economies of scale and will provide opportunities to develop operational effectiveness through Sector Level Training.

- Expeditionary Air Groups and Expeditionary Air Wings have been established both in the UK and on operations overseas in support of the transformation of the RAF to become a more agile and expeditionary air force. This will achieve 3 main objectives: Firstly, to assist in developing an understanding across Defence of our deployable capabilities and how they can be scaled to meet operational requirements. Secondly, to give a greater sense of identity and cohesion to our people on operations and, finally, to enhance our collective training.

- Estate rationalization will continue to be implemented. This will provide personnel and their families with greater opportunity for stability within the UK. In addition, it will enable optimum allocation and utilisation of resources across the RAF estate.

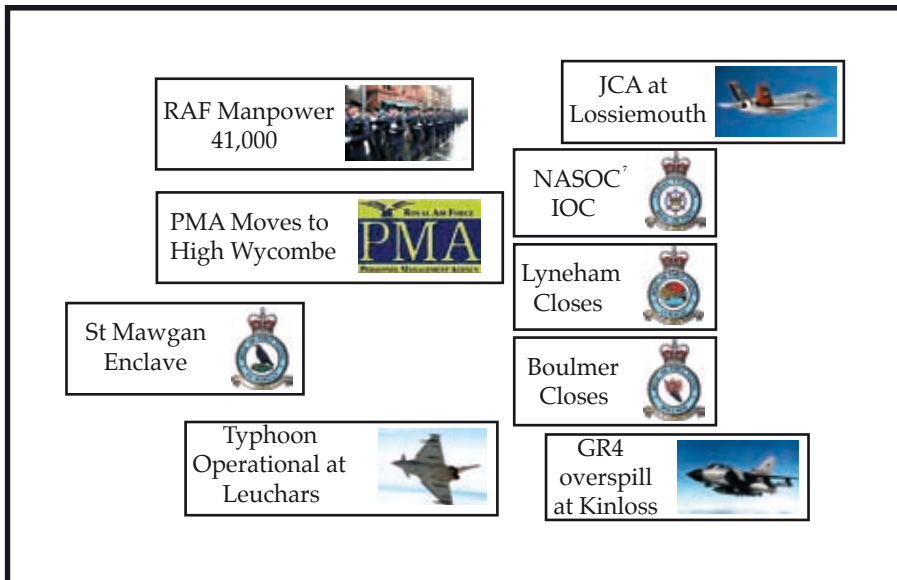
Basing and Organization Roadmap

2008

2009

2012

2020



Our aspiration is to:

- Restructure the UK-based RAF organization to achieve Defence's requirement for a rapidly deployable Air Power capability.
- Ensure that RAF personnel are suitably empowered such that decision making can be made at the lowest possible level, thereby achieving agility (Mission Command).
- Ensure the RAF estate is optimized to provide efficiency in force development and operational synergy.
- Deliver a NASOC to replace NATO CAOC 9, thereby contributing to the continued integrity of the UK airspace; managing UK air assets; and coordinating force development training. In addition, it will provide an operational focus for space.
- Introduce the organization, infrastructure and tools that will enable collaborative planning within a networked environment to deliver agile Command and Control.

• On the closure of RAF Lyneham, RAF Brize Norton will become the single site for RAF Air Transport aircraft and the single Airport of Embarkation. Rationalization, collocation of aircraft and their support will ensure that the RAF is able to provide relevant support to Defence and thus optimize the UK's ability to deploy, sustain and recover our forces worldwide.

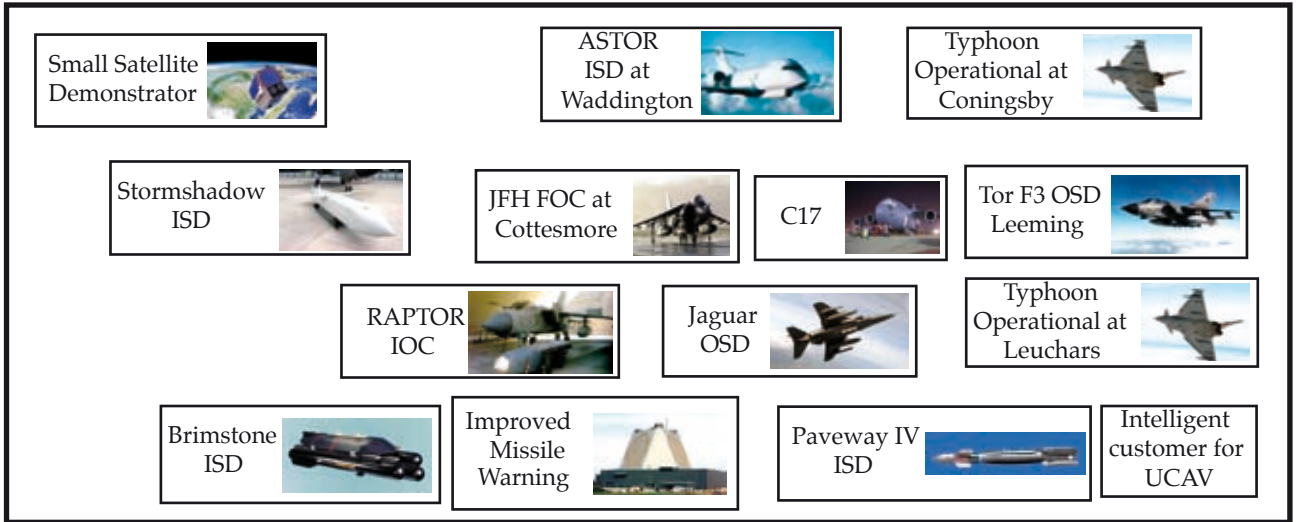
Aircraft and Weapons Roadmap

2006

2007

2008

2009



- The MOD small satellite demonstrator (TOPSAT) is validating the utility of wide area and persistent satellite coverage.

- Stormshadow is an air-launched, long-range, stand-of, precision-guided, air-to-ground missile carrying a powerful conventional warhead. The missile is able to destroy hardened targets with great accuracy. Stormshadow will be delivered from Tornado GR4 and Typhoon aircraft.

- Brimstone is a fully autonomous fire-and-forget anti-armour weapon effective against all known and currently projected armoured threats.

- RAPTOR (Reconnaissance Airborne Pod for Tornado) provides the ability to transmit via a real-time data link imagery to image analysts at a ground station or can be displayed in the cockpit during flight.

- The introduction of Sentinel and its ASTOR (Airborne Stand-off Radar) will provide a long-range, battlefield-intelligence, target-imaging and tracking radar for the RAF and the Army, and will have surveillance applications in peacetime, wartime and crisis operations.

- In order to improve Defence's strategic air lift capability, we aspire to introduce a fifth C17 into service.

- Paveway IV will provide the RAF with an all weather precision bombing capability and is designed to minimize collateral damage without compromising operational flexibility or effectiveness.

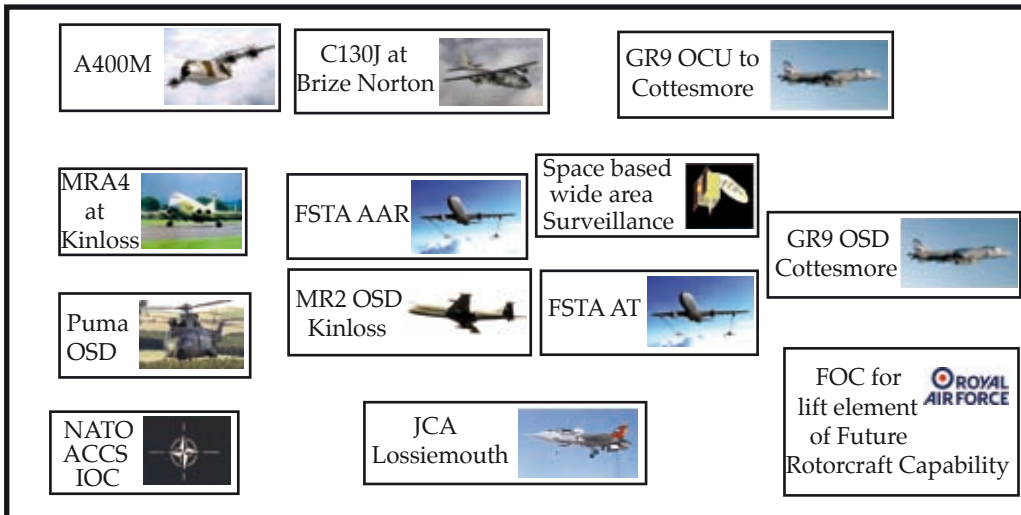
- 3 Sqn has become the RAF's first operational Typhoon sqn. The Typhoon is a highly capable air-to-air aircraft with an austere air-to-surface capability. Typhoon sqns, supported by the Sentry, will provide the UK's air defence capability and will be based at RAF Coningsby and RAF Leuchars.

Aircraft and Weapons Roadmap

2012

2015

2020



Our aspiration is to:

- Develop a robust network enabled capability linking sensors, decision makers and weapons platforms that will allow the right information to be delivered to the right person in the right format at the right time.

- Develop ISTAR and the ability to manage information.

- Develop our ability to fix fleeting targets and our speed in delivering effects.

- Ensure we have the ability to interoperate with the other Services, multi-agency and international coalition partners.

- Exploit technology such that our equipment contributes to achieving the vision of an agile and adaptable air force.

- Evolve space-based capabilities to provide persistent global coverage free of political sensitivities or overflight restrictions.

- Develop air power's ability to support the rapid projection, sustainment and recovery of high readiness forces wherever and whenever required.

- Deliver an equipment programme with adaptability designed into new acquisition, in order to maximize operational effectiveness.

- Develop the ability to deliver a full range of effects across all levels of conflict.

- The RAF will take delivery of 25 A400M which will be based at RAF Brize Norton. The A400M will replace 25 C130K aircraft but will have approximately twice the cargo capacity of the C130. The additional capability provided by A400M will make an important contribution towards our achievement of Rapid Global Mobility.

- FSTA (Future Strategic Tanker Aircraft) will replace the ageing VC10 and Tristar, and is expected to be based upon the A330-200.

- MR4 will replace the MR2 and will be located at RAF Kinloss. The aircraft will perform SMT tasking, counter-drugs operations, support to Special Forces and Search and Rescue.

- NATO ACCS (Air Command and Control System) will replace the UK Integrated Air Defence System and contribute towards the NATO Integrated Air Defence System.

- A space-based wide area surveillance capability is part of the developing conceptual architecture contributing to deep and persistent surveillance goals.