

# HOW THE RAF MANAGES ITS PERFORMANCE AND RISK

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# Scope

- Outline our purpose, vision, mission and responsibilities to Air & Space Cmds.
- The RAF's Performance reporting and structure.
- Effective risk management within the RAF.
- Culture of performance & Risk reporting in the RAF.

# Purpose, Vision & Mission

I&A's Purpose is to provide staff across Air, Space and MoD with insights and analytics that enable more coherent and timely decision making.

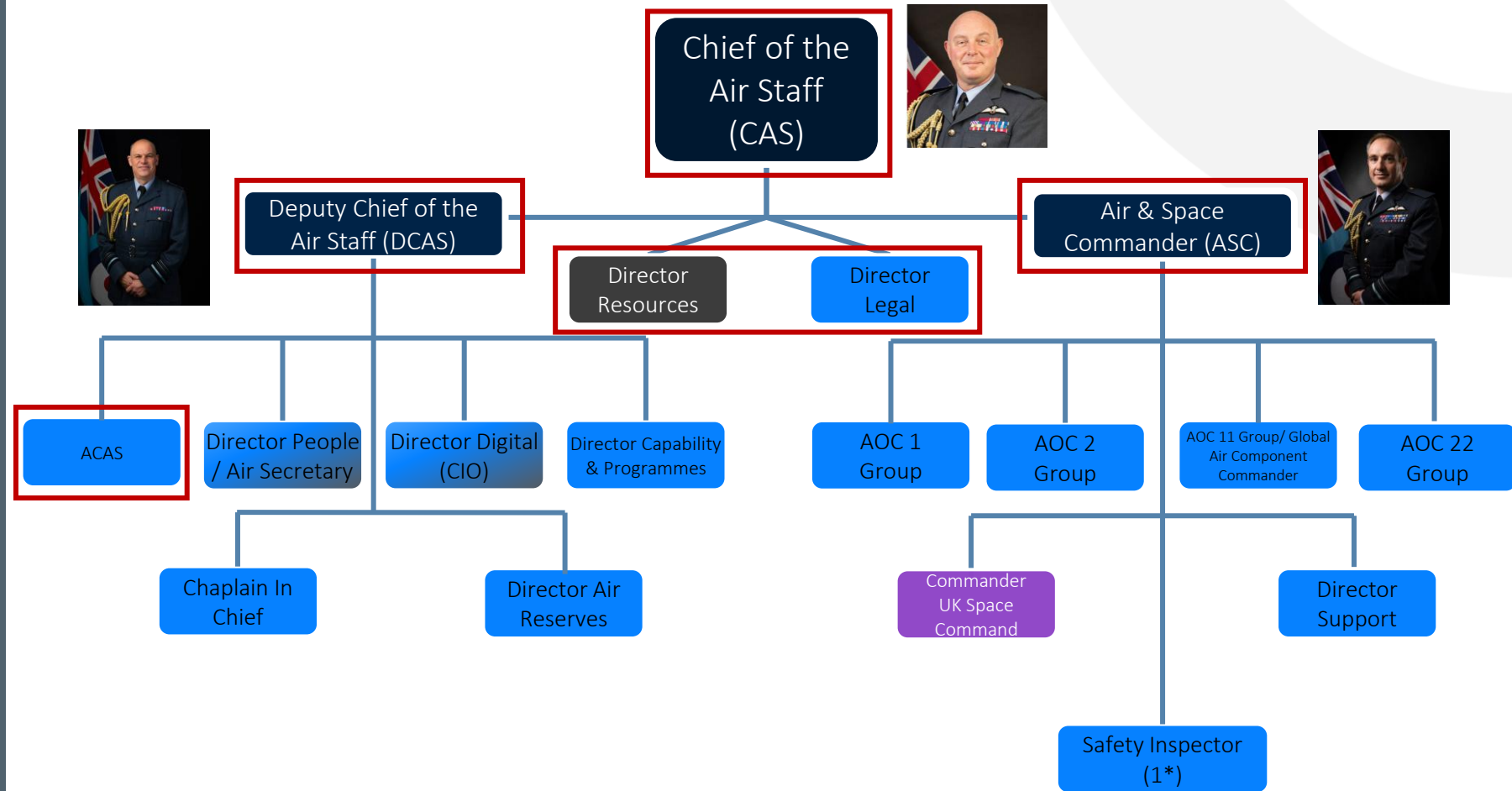
Vision: Foster the conditions where leaders at all levels, are better equipped to make the right decisions, at the right time, with increasing confidence.

Our Mission for FY25-27 is to establish Air on a defined upwards trajectory towards becoming an Insights Enabled Organisation and create tangible momentum towards the enhanced application of relevant and assured information (to make increasingly better decisions).

# I&A Responsibilities

1. **Act as the Centre of Expertise for performance and risk management, organisational learning** and provide a **professional anchor point for data and organisational analysis** staff across Air & Space.
2. **Drive** the active application of **organisational learning to facilitate more efficient and effective adaptations** that improve our combat and information advantage.
3. **Co-deliver defined analytical products** that have a direct bearing on how Air is attending to its delivery, risk and learning challenges and act as owner of digital products sponsored by ACAS.
4. **Cohere and prioritise Air's requirements for the development and application of ACAS & MSHQ sponsored strategic digital products** used across Air & Space HQs and **promote their cultural adoption**.
5. **Promote & Monitor data governance and digitally orientated policies and process** on behalf of ACAS & Air ExCo, in conjunction with RAF Digital (CTO).

# How Air Command is organised





# RAF Strategy 2024

Our Purpose

**Provide Global Air and Space Power to Protect our Nation and Help it Prosper**

The Challenge

**A more Hostile and Contested World** with greater direct threats now than for the last three decades. We are configured for the wars and threats of the past and must optimise for a different kind of fight. We need to do more and do it better in order to deter our adversaries, defend against them and defeat them if required.

Our Objective

**Always Ready to Fly and Fight**

Our Priorities

## Operational Readiness

Building the operational mindset we need for the threats we face. Enhancing our resilience, readiness and agility to be ready to fly and fight, now and in the future, globally, and with NATO.

## Get the Basics Right

Ensuring our people, infrastructure, training and support are fit for the current and future demands. High end warfighting starts with the basics.

## Enhancing our Capabilities

Enhancing our Capabilities by optimising and modernising. Optimised productivity to get the most out of what we've got (increasing our capacity), and modernising to adapt for the threat (increasing our lethality). Exploiting technology to remain at the cutting edge of integrated and Allied warfighting.

## Our Ways of Working

Harnessing digital and data to make work easier and to improve our decision making. Ensuring our systems, processes and practices generate an operational advantage. Removing unnecessary constraints to increase capacity. Making room for initiative, creativity and common sense.

How we Deliver

**RAF delivery areas** - Comprehensive and coherent plans with accountable owners.

# RAF Command Plan Deliverables

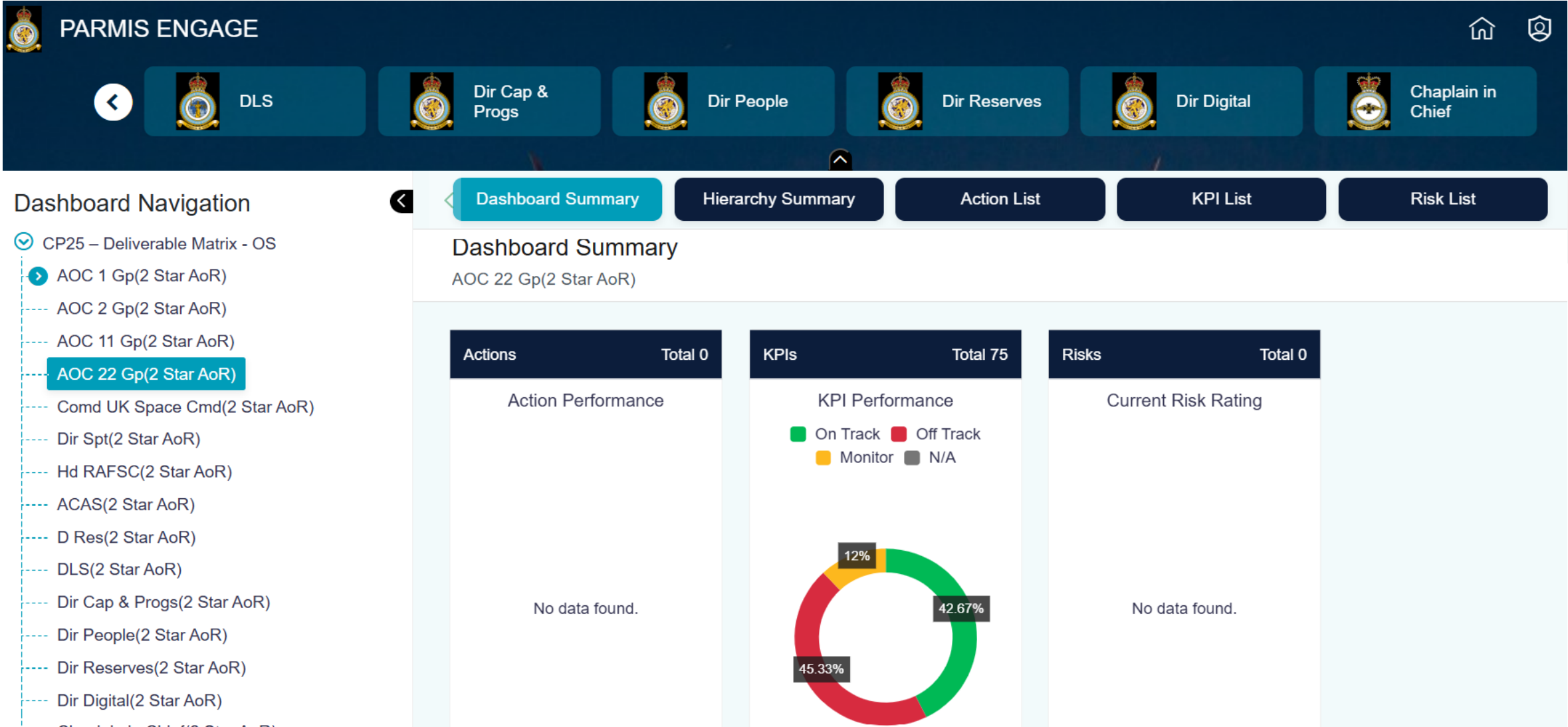
Operational Readiness		
Sub Priority 1	Sub Priority 2	Sub Priority 3
Defence Directed Deliverables	Defence Directed Deliverables	Defence Directed Deliverables
2* Directed Deliverables	2* Directed Deliverables	2* Directed Deliverables

Enhancing Our Capabilities		
Sub Priority 1	Sub Priority 2	Sub Priority 3
Defence Directed Deliverables	Defence Directed Deliverables	Defence Directed Deliverables
2* Directed Deliverables	2* Directed Deliverables	2* Directed Deliverables

Get the Basics Right		
Sub Priority 1	Sub Priority 2	Sub Priority 3
Defence Directed Deliverables	Defence Directed Deliverables	Defence Directed Deliverables
2* Directed Deliverables	2* Directed Deliverables	2* Directed Deliverables

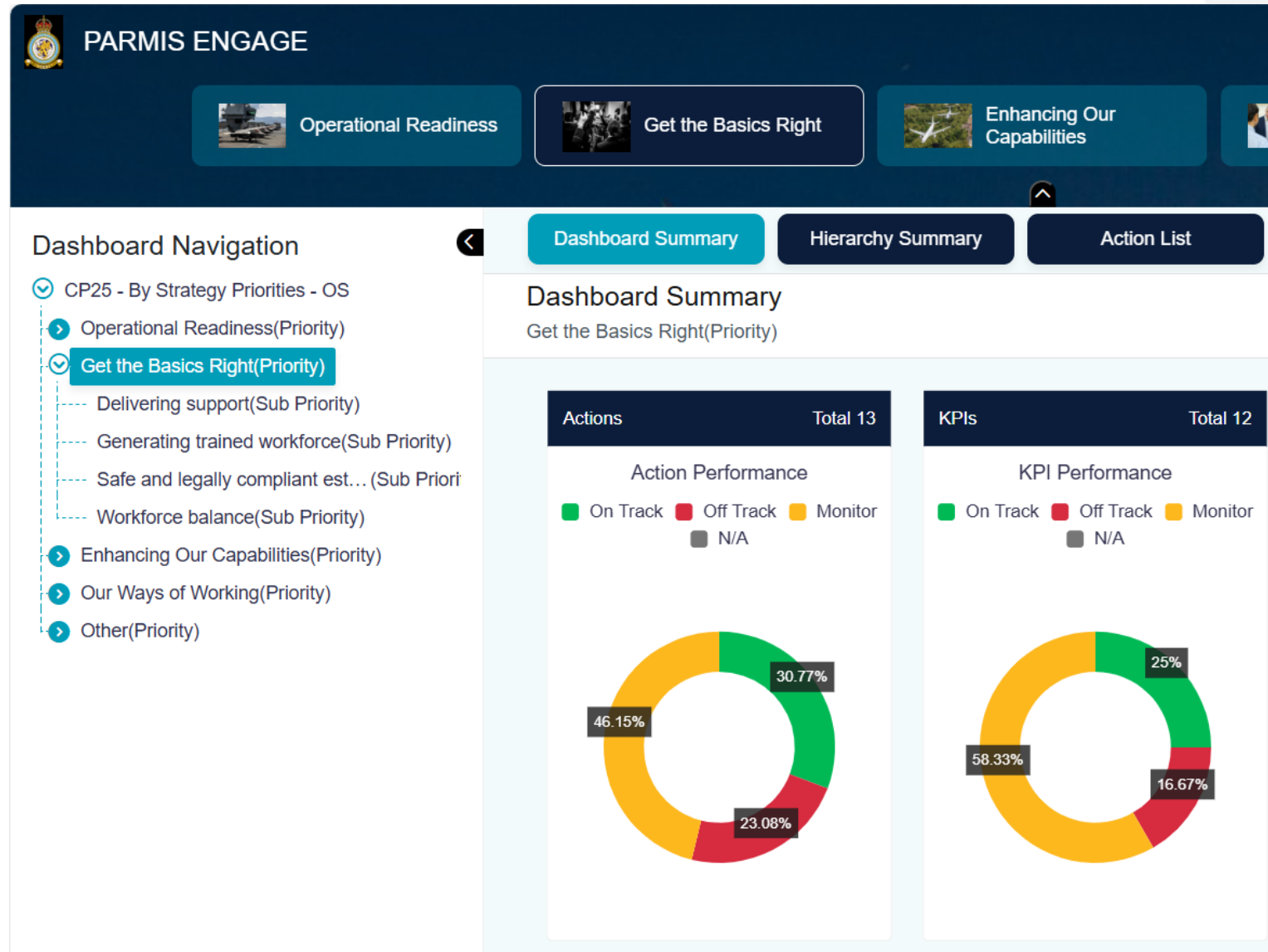
Our Ways of Working		
Sub Priority 1	Sub Priority 2	Sub Priority 3
Defence Directed Deliverables	Defence Directed Deliverables	Defence Directed Deliverables
2* Directed Deliverables	2* Directed Deliverables	2* Directed Deliverables

# Reporting on Deliverables





# Progress vs Strategic Priorities



# THE RAF REPORTING STRUCTURE & CYCLE

## Station/Unit

- Data entered on to PARMIS.
- Quarterly data reviewed via a Station Board.

## 1\* HQ

- Data endorsed at 1\* Quarterly Management Board (QMB).

## 2\* HQ

- Review 1\* inputs and provide 2\* responses on Command Plan Deliverables to CAS.

## I&A

- Data analysis to support SLT Decision Making.
- Information collated and compiled to inform the QPR and QRR.

## Defence Head Office

- Receive Navy, Army, Air and other TLB reports.
- Prepare reports and briefing pack-ups for CDS, PUS, SoS for Defence.



# **Effective Risk Management in the RAF**

# Enterprise Risk Management (ERM)



**“ERM is a Strategic business discipline that supports the achievement of an organisation's objectives by addressing the full spectrum of its risks and managing the combined impact of those risks on an interrelated portfolio”.**

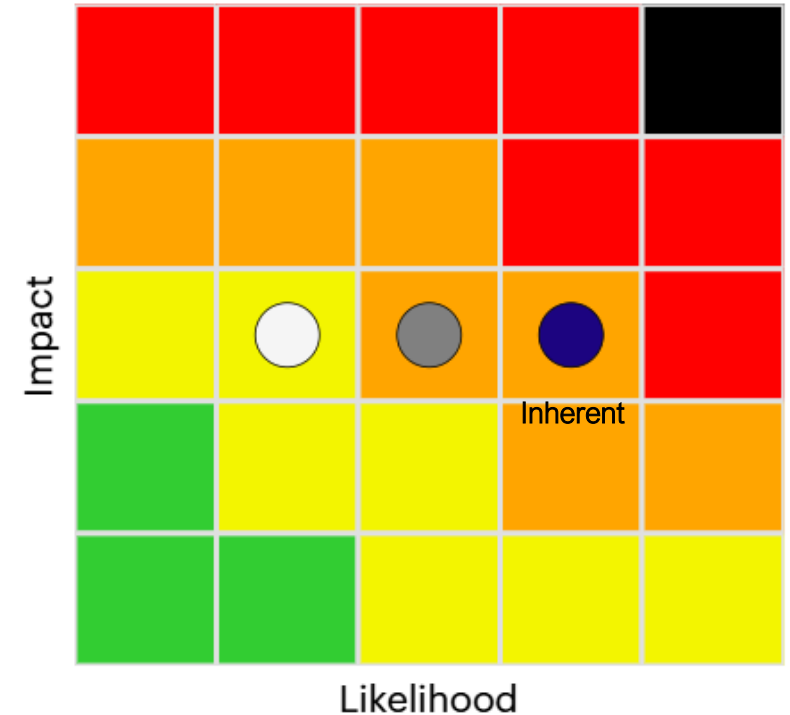
# Benefits of ERM

Strategy	Governance	Organisational performance	People
<ul style="list-style-type: none"><li>✓ Build confidence in stakeholders and the investment community</li><li>✓ Align risk appetite and strategy</li><li>✓ Link growth, risk and return</li></ul>	<ul style="list-style-type: none"><li>✓ Comply with relevant legal and regulatory requirements</li><li>✓ Enhance corporate governance</li><li>✓ Embed the risk process throughout the organisation</li><li>✓ Rationalise capital</li></ul>	<ul style="list-style-type: none"><li>✓ Increase the likelihood of a business realising its objectives</li><li>✓ Improve organisational resilience</li><li>✓ Embed the risk process throughout the organisation</li><li>✓ Minimise operational surprises and losses – less fire-fighting</li><li>✓ Enhance risk response decisions</li><li>✓ Identify and manage cross-enterprise risks</li></ul>	<ul style="list-style-type: none"><li>✓ Optimise allocation of resources</li><li>✓ Improve organisational learning</li></ul>

# Risk Identification and Assessment

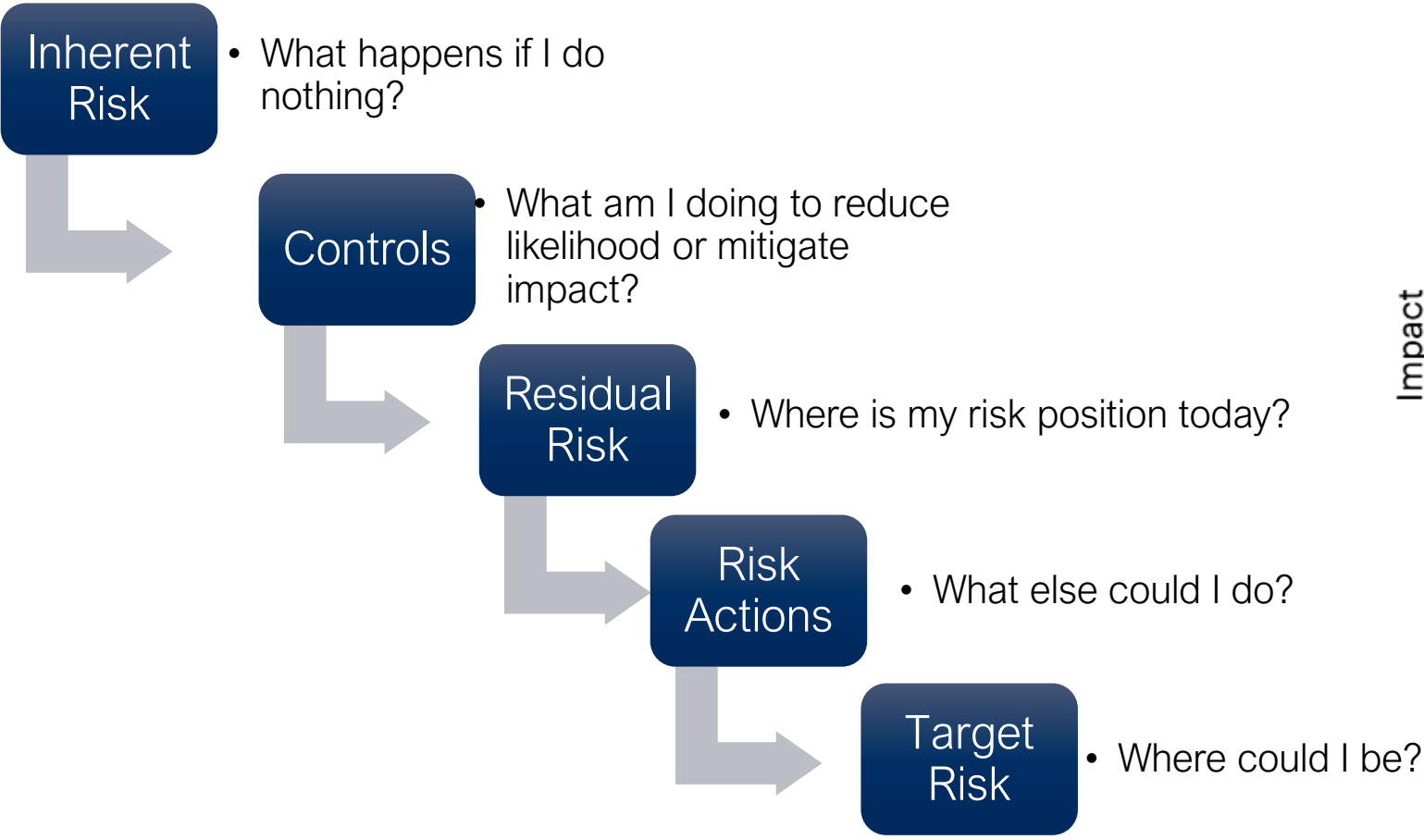
- Risk Registers
- Risk Levels
- Risk Owner & Managers
- Causes & Consequences
- Keywords and linkages

Risk Heatmap

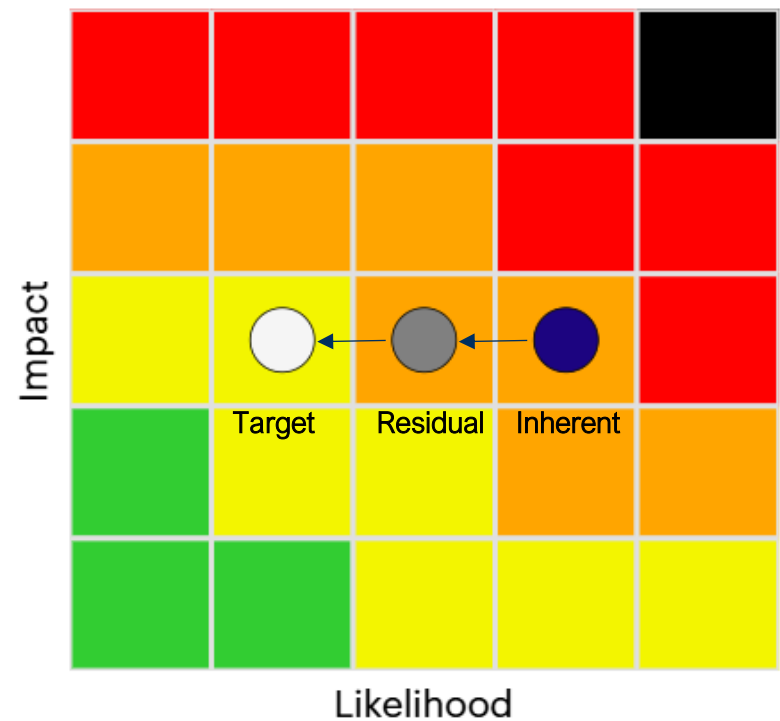




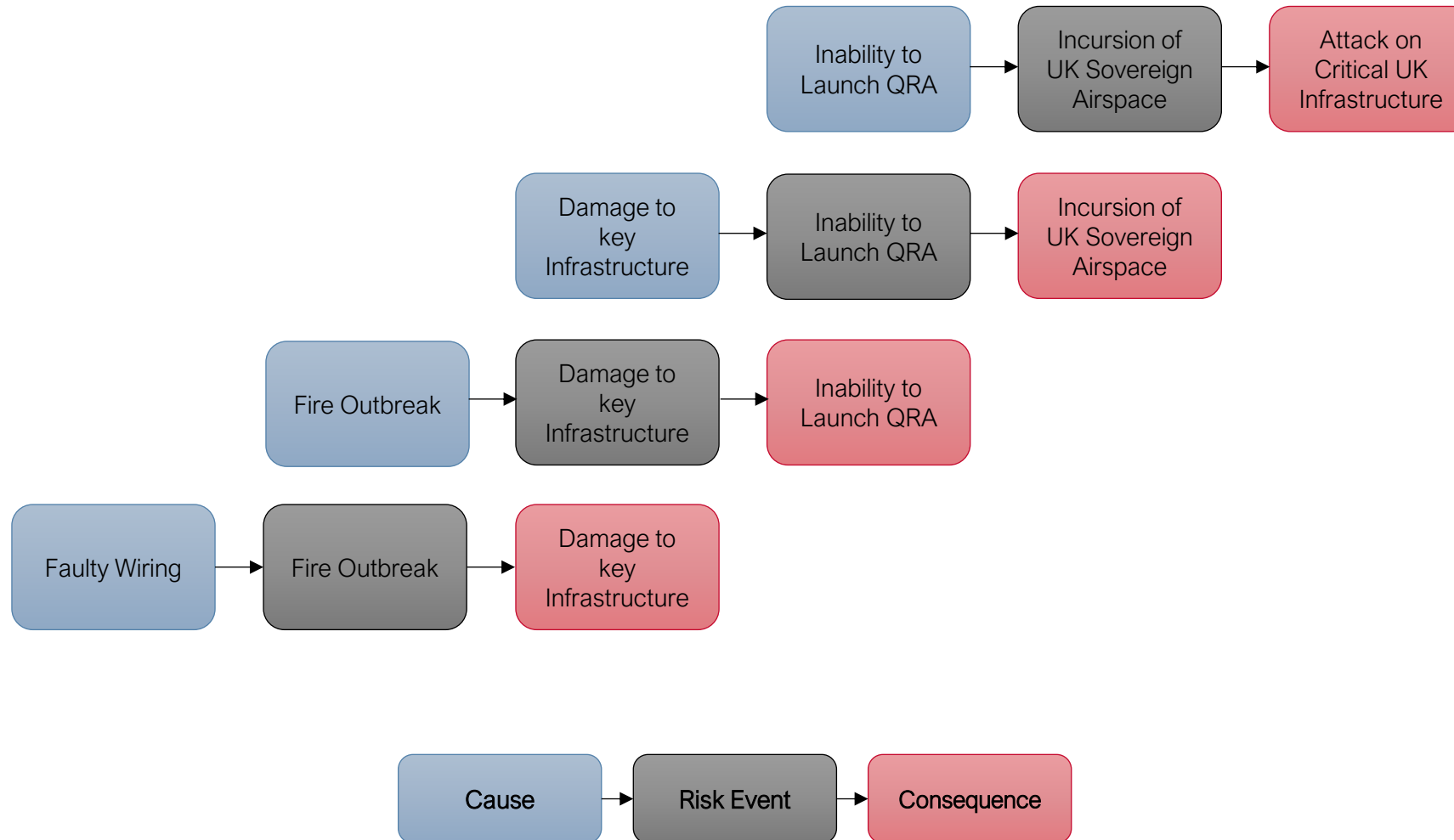
# Risk Response, Monitoring and Reporting



Risk Heatmap



# Interconnectedness of Risks and Risk Linking



# Culture of Performance & Risk reporting in the RAF

## Issues & Challenges

- Historically, performance reporting very subjective and relied on Applied Military Judgement.
- Greenwashing.
- Timeliness of Reporting.
- Defence Strategic Decision Support.

# Thank you

# Any Questions?

