

Training & Simulation Transformation Review

....Providing high-quality, cost-effective training for the Armed Forces

In recent years the MOD has invested in a range of new equipment for the Armed Forces. Whilst this is a key aspect of securing success on the battlefield, also vital is providing world class training to ensure our forces remain one step ahead of the enemy.



Live training remains an important way of preparing military users for operations, but it is extremely resource- and time- intensive. Furthermore, the complexity of new equipments, coupled with the way that many are required to interoperate with other types of equipment, means that live training alone may not provide the best preparation for operations. Increasingly, simulation has an important role to play through providing a safe, controlled and cost-effective environment in which to hone skills, which can then be optimised in the live environment.

The Niteworks *Training & Simulation Transformation Review* was initiated in April 2010 to look at the MOD's current approach to training, focussing in particular on the use of simulation. The findings of the Review would inform planning for the Strategic Defence and Security Review (SDSR).



Niteworks rapidly assembled a team of four experts drawn from across the partnership. The team's deep subject matter expertise, coupled with extensive contacts within the civil and defence simulation industries, ensured the Review would be informed by best practice across a diverse range of organisations.

The first challenge for the team was to undertake a comprehensive assessment of MOD's training costs. The Niteworks team approached a number of different areas of the MOD for figures, including for example simulation assets purchased and maintained by Front Line Commands and Defence Equipment and Support (DE&S), as well as assessments for elements such as fuel used for training.



Next, the team considered how greater use of simulation during training could deliver enhanced benefit for MOD- in terms of improved effectiveness and quality of training, as well as reducing cost. The team considered MOD's existing procedures for deciding how and when to use simulation, finding much good practice. However, further work was needed to improve the way that value for money decisions were made about the *balance*, through life, between live training and simulation- particularly at the procurement stage for new platforms. The team also concluded that further work was required to ensure that the MOD's simulation strategy was fully understood and accepted by the broad spectrum of MOD staff. This would lead to a more coherent approach across Defence.

A unique and key aspect of the Niteworks Review was to understand how a range of comparable non-defence organisations were incorporating simulation into their training. Using their extensive industry contacts and networks, which opened a number of useful doors, the Niteworks team secured input from a diverse range of organisations. This included organisations ranging from the PGA National Training Academy at the Belfry, to British Airways and the South Wales Police Driver Training Unit.



The interviews revealed that the most significant training benefits and savings were achieved when the use of simulation was aggressively pursued by organisations, with direction coming from the senior management. The Niteworks team used this information to suggest how greater use of simulation could generate savings and optimised training in the Air, Sea and Land environments, finding particular scope in the Air domain where the cost of assets used in training is extremely high. The team's findings were presented in a report to the MOD in June 2010, just 12 weeks after the team had formally begun work on the Review. They now form the basis of a major transformation programme.