What can attendance on the Advanced Command and Staff Course Offer?

The Advanced Command and Staff Course (ACSC) draws together students from the armed forces of over 50 nations. It thus represents a unique opportunity for non-military students, with an interest or connection to the defence, national security or international relations fields, to study alongside military professionals in an open, enquiring and intellectually focussed environment.

The ACSC welcomes and encourages applications to attend elements of the Course from non-military students, civil servants and industry partners.

What others have said about attendance on an ACSC module:

“This has given me a whole new outlook and encouraged me to read wider and keep up with general politics and geo-economic changes to ask what affect is this likely to have on the state of defence and when changes are proposed/made understand if they are right or what industry can do to help.”

“I have found the course very interesting and the better understanding of the changes is useful back in my role. I would recommend it to my colleagues, I particularly think the interaction with the Military and many overseas attendees has been of interest.”
Civil Servant – Command, Leadership and Management stage 2013.

“This course is unique and the immersion into the Military machine is of great value.”

“I have thoroughly enjoyed my time and I have gained a far better understanding of how the Defence ‘Business’ is managed.”

“Very valuable to see things from a different perspective, and also to hear from speakers who I would otherwise be unable or unlikely to have access to.”

“It is a great opportunity for those without a Military background to get up to speed with both the culture and processes within MoD. From a company perspective it helps to keep us aligned with the changes being undertaken within the forces and understand the pressures on our key client.”

“The real value for me was being immersed in the culture with very talented and committed people; understanding what motivates them and getting their unique perspectives on the intended future of the MoD and the role of industry.”
The Joint Services Command and Staff College, part of the Defence Academy of the UK, delivers world-class professional military education and training to an eclectic student body comprising a wide range of British and international military officers, civil servants and partners across government.

Although originally designed to meet the military requirement to create a cadre of professionally educated senior officers, the College has developed a much broader perspective. Reflecting the current and emerging future strategic context, it now delivers a much richer experience beyond the confines of narrow military practice. As initiatives such as the creation of the National Security Council have clearly shown, delivering security in the modern world is not the preserve of the defence practitioner. The College acknowledges this reality and recognises that success requires more diverse understanding, a wider perspective and an ability to work with partners from almost any walk of life. I welcome and encourage participation from as wide and diverse a population as practical.

I understand that for many of our prospective partners, taking time out for a whole year’s study is impractical, but shorter interventions can offer significant benefits. Consequently, I hope you will wish to take advantage of one or more of these opportunities identified in this brochure; not only will this benefit you in terms of your own individual development, but it will also assist in the education and breadth of engagement for full-time students. The facilities here at Shrivenham are purpose built to support such studies, with perhaps the best defence-related library in Europe, and we are actively pursuing opportunities to increase access to learning through innovations such as a Virtual Learning Environment. The quotations at the front of this brochure were all provided by non-military students and, I hope, indicate the benefits of this approach.

I would further stress that we can be flexible to accommodate your individual requirements. What follows can only provide the most essential detail, so please contact us if you want to discuss what is best and most appropriate to suit your own particular circumstances. However, if you have a stake in the Security sector, I suggest the education and training described in this brochure is relevant to you. I hope you enjoy reading it and, more to the point, feel inspired to join us.

James Morse
Rear Admiral
Commandant JSCSC
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Introduction from the Director ACSC

The Advanced Command and Staff Course (ACSC) provides a world-class professional education to selected British and International military officers and civilian officials at their mid-career point, facilitating the transition from tactical practitioner to command and senior staff appointments. ACSC is delivered at the Joint Services Command and Staff College (JSCSC) within the Defence Academy of the UK at Shrivenham. The full Course comprises an academic year of residential education focused at the post-graduate level. The Course is accredited by our academic partner, King’s College London, and for those who wish to pursue it, there is the option to complete an MA in Defence Studies concurrently with the Course. Importantly, it is also divided into discrete modules that are designed to encourage attendance by students across the defence and security sectors on a shorter-term basis.

The diversification of defence and security in the modern world is a fact of life. This complexity means it is nigh on impossible to reflect and review every facet and topic of contemporary relevance in the depth it deserves within the constraints of an academic year. Consequently, the Course seeks not simply to expand a student’s factual knowledge, but to deliver genuine attitudinal change of lasting quality through the inculcation and development of effective intellect, supported by the necessary analytical, decision-making and communications skills. This is absolutely relevant to the modern military practitioner, but as a skill-set has much broader resonance. Put simply, the goal of the ACSC is not to teach ‘what to think’ but rather ‘how to think.’ This demands an environment that fosters openness, inquisitiveness and professional interest and encourages students to challenge, question, hypothesise and debate. Critical to this is the diversity of the Course, with more than 250 students drawn from over 50 nations, ranging from major powers and partners to fledgling democracies. This creates a potent intellectual mix which is further enhanced by the participation of partners across government, international organisations and agencies, and contractors. The net result is a unique environment where interaction across and within cultural and professional boundaries, coupled with the intellectual freedom we deliberately encourage, provides a particularly rich and rewarding educational experience.

This brochure describes the structure and content of ACSC. It is intended to provide the basic information needed for interested organisations and individuals to request attendance on particular elements of the course or, indeed, all of it. For 2014, the Course has been significantly redesigned to address particular areas in much greater depth than was hitherto possible. I would particularly welcome broader participation from across the Security sector in these areas, both to exploit the opportunities that the Course offers and to bring different and richer perspectives to the ACSC. I would encourage you to take a look through the brochure, examine our website and then call us to discuss your particular interests and requirements. There is tremendous mutual value in studying together, and I very much hope that the ACSC’s modular structure will make this easier to accomplish. I look forward to welcoming you, or your representatives, to the JSCSC here at Shrivenham.

Al Byford
Air Commodore
Director ACSC
Introduction to ACSC Course Aims

Aim
The aim of the Course is:
To cultivate selected officers and individuals for high-grade assignments, including command, by developing their effective intellect, with associated analytical, decision-making and communication skills, complemented by broadening of their professional knowledge and perspective through:

- a deeper appreciation of single Service, joint, combined and multi-agency operations;
- a better understanding of the higher management of Defence; and
- a comprehensive grasp of strategy, Security and Defence in political, international and financial contexts.

To act as a catalyst for attitudinal and behavioural change through learning.

Course End-state
On completion, students are to have developed a mind that is invigorated, open, enquiring and confident of:

- critically analysing information, conceptualising, effectively applying professional knowledge and offering original thinking
- in order to foster an enduring capacity to make or support timely, logical and sound decisions
- within a military context and in a demanding environment.

Accreditation:
The ACSC syllabus is accredited to postgraduate standard by King’s College, London (KCL) and offers an optional MA degree to those attending the whole course.

The ACSC is internationally recognised as being equivalent in status to the courses run at the Collège Interarmées de Défense (CID) in Paris, the Lehrgang Generalstabs-Admiralstabsdienst National (LGAN) at the German Führungsakademie der Bundeswehr (FüAkBw) in Hamburg, and to the 3 United States Single Service command and staff training courses.

The ACSC is suitable for the following:

Civilian: Civil Servants, both UK and International, in Bands C1 to B2 (SEO/Grade 7 equivalent). Industry or civilian representatives with a relevant association with the security sector (e.g. academia, think-tanks, Non-governmental Organisations) at middle to senior management/research fellow level.

The course is likely to be of particular interest to those looking to pursue a career in International/Operational Policy and Strategy and work alongside their military counterparts in multinational environments.

Dates: The Course runs each year from September to July.

For more information contact:
General enquiries: acsc.jsccc@da.mod.uk
Tel: 00 44 (0)1793 788096
Mil: 96161 8096

Specific requests: SO1 Dev ACSC
acsc.jsccc@da.mod.uk
Tel: 00 44 (0)1793 788097
Mil: 96161 8097
The first phase of the Course, which all of the full-time students will complete, provides a broad, generalist command and staff education across the themes of ‘Ends’, ‘Ways’ and ‘Means’. The objectives of this phase of the Course are to:

• Understand and analyse the factors which shape the international system and how these affect the UK security context
• Understand and analyse the use of military capability for engagement and across the full spectrum of conflict in single-Service, joint, combined and multi-agency environments; and its practical application at the operational level
• Understand and analyse the principles that govern the Higher Management of Defence in balancing policy, capability and resource; and their application at that level
• Evaluate and reflect on the characteristics of Command, Leadership and Management in all relevant contexts and environments

The second phase of the Course seeks to build upon the broad foundations of the first by offering the opportunity to study one of the 3 Framework areas (‘Ends, Ways or Means’) in greater depth. Full-time students will only study one of these areas. The objectives of this phase of the Course are to:

• Analyse and evaluate the strategic contexts most relevant to the security and defence of the UK, the formulation of strategy and its application to regions of interest
• Analyse and evaluate the use of military capability for engagement and across the full spectrum of conflict in single-Service, Joint, combined and multi-agency environments; and its comprehensive application at the operational level
• Analyse and evaluate the factors within the Higher Management of Defence pertinent to the creation of choices in balancing policy, capability and resource; and their application at that level.
• Evaluate and reflect on the characteristics of Command, Leadership and Management in all relevant contexts and environments.

Any of these elements or constituent parts therein, including the deeper study areas of the second phase of the Course, are available for attendance on a modular basis.
A Civil Servant’s view of ACSC
by Karl Brew, Full-time Student, ACSC 17

I arrived at the Defence Academy in September 2013 with a somewhat pessimistic attitude towards MOD learning and development. I had been highly impressed with the marketing of the course, together with the well written DIN, but I came with a realist’s mindset: if it delivered even half of what it promised, it would be worthwhile. My cynicism was compounded by my complete lack of understanding about what exactly ACSC was. Heralded as the pinnacle of mid-career officer education, it was virtually unheard of among many of my civilian colleagues. Some too thought that civilian participation on the course was mere lip service to a wider objective, and the military would not take our views particularly seriously. Others looked at the core course framework of the ‘operational level’ of warfare and asked could this really have any relevance to the modern civil service?

I couldn’t have been more wrong. To date, ACSC has far surpassed both my expectations and even its own promises. It has simply been unrivalled when it comes to deepening my understanding of defence, the military and the international security environment that we operate within. No stone is left unturned when it comes to questions of strategic importance to the UK and debate is encouraged, free of the traditional constraints of the department. If you have ever wondered about the rise of China, whether NATO has a future, if the future of Airpower does indeed lie with unmanned systems, or even dared to doubt that GOCO was the best model for Defence procurement, this course is the place for you. Bringing a unique civil service perspective to the debate is also greatly valued. Yet ACSC brings something more than academic knowledge attainable thought any respectable university, it throws you into an international, joint military environment that brings opportunities far beyond traditional academia. Where else could you stand in a tent in the middle of the Salisbury Plain whilst an armoured battalion sets upon your position? Practise your best French (or lack of) in Paris whilst our continental neighbours explain what the Lancaster House Treaty really means for them? Or discuss Op Telic with an Iraqi officer who happened to be on the opposing side as we faced Iraqi armour in 2003?

My view of civil service development opportunities and the role of the Defence Academy has radically changed in the past 6 months through my experiences on ACSC. It is a hidden gem of an opportunity open to us which I couldn’t recommend highly enough. That is not to say, however, that it is easy. The workload is incredibly challenging at times, even for those acclimatised to the pace of the 4th floor in Main Building. It does of course fall to you to take advantage of the wider opportunities available, yet if you are up for the challenge it is a unique and highly rewarding experience.
Keynote Speakers
at the Advanced Command and Staff Course

ACSC offers a rare opportunity to hear from – and put questions to – a wide range of high-calibre speakers. Recent keynote speakers (in order of attendance) to the Course include:

Professor Michael Clarke, Director, Royal United Services Institute
Lieutenant General Sir Adrian Bradshaw, NATO Deputy Supreme Commander, Europe
Mr Julian Miller, UK Deputy National Security Advisor
Air Chief Marshal Sir Stuart Peach KCB CBE ADC, Vice Chief of the Defence Staff
Professor Charles Garraway, Chatham House
Mr Oliver Heald QC MP, UK Solicitor General
Lieutenant General Sir David Capewell KCB OBE, Chief of Joint Operations
Professor John Adair, Adair International
Dame Julia Cleverdon
Mr Jonathan Aitken
The Right Honourable Lord Ashdown of Norton-Sub-Hamdon
Lord Hannay of Chiswick, UN Association of the UK
Ms Elizabeth Dibble, Deputy Chief of Mission, US Embassy, London
Air Chief Marshal Sir Andrew Pulford KCB CBE ADC, Chief of the Air Staff
The Right Honourable Mark Francois MP, Minister of State for the Armed Forces
General Sir Peter Wall GCB CBE ADC Gen, Chief of the General Staff
Mr Bernard Gray, Chief of Defence Materiel
Lord Levene of Portsoken
The Honourable Mr Justice Haddon-Cave
Admiral Sir George Zambellas KCB DSC DL, First Sea Lord and Chief of the Naval Staff
The Right Honourable James Arbuthnot MP, Chairman, House of Commons Defence Select Committee
Baroness Amos of Brondesbury, UN Under-Secretary General for Humanitarian Affairs
General Sir Nicholas Houghton GCB CBE ADC Gen, Chief of the Defence Staff
Professor, the Lord Hennessy
General Sir Richard Barrons KCB CBE ADC Gen, Commander Joint Forces Command
Professor Sir Hew Strachan
Lieutenant General Tim Evans, Commander Allied Rapid Reaction Corps
Summary of ACSC Study Options

Advanced Command and Staff Course

Course Overview

The Course Programme
The ACSC is made up of inter-linking stages that cover a variety of topics within the broader themes of 'Ends,' 'Ways' and 'Means.' Although each of these stages can be considered a discrete package in itself, there is still scope for attendance at specific elements within each stage, such as lectures or seminars, that together can form more tailored study packages to meet the specific needs of students.

Outline details of the topics covered are as follows.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Command, Leadership and Management
Focuses on improving students’ understanding of command, leadership and management and enabling them to develop their ability to carry responsibility effectively in their subsequent assignments. The stage is “topped and tailed” with powerful Keynote and Capstone lectures from notable leaders from Defence and UK public life.

Maritime / Land / Air / Joint Capabilities
Comprising 4 discrete stages of the Course, these focus on the UK’s military capabilities and their role in delivering Joint Effects for the Operational Commander. It is delivered to a Joint Service audience, with Maritime, Land, Air and Joint capabilities covered in turn.

Conflict and the International System
Aims to enable students to understand and analyse the factors that shape the international system and how these factors ultimately affect the UK security context. It consists of 6 week-long study elements and a week-long Regional Security Exercise, where the Course will visit other European nations to gain their perspective on security matters. The study elements are: the International System; UK Governance, Foreign Policy and Diplomacy; Strategy in Theory; International Law and Ethics, including the Law of Armed Conflict; International Institutions; UK Defence Policy.

International Security Studies
Aims to analyse the behaviour of key global regions and how their activity affects UK, Allied and European foreign, security and defence policies. The global regions identified are: Europe; the Americas; the Middle East; North Africa; Africa; Central Asia and South East Asia. Students will study a range of issues on countries within these regions including: the relationship between the US and Europe, recent events and areas of current or emerging tension that may be of significance to the UK.

Defence Policy and Strategy Management
Aims to understand the higher Management of Defence and to analyse the principles that govern the balancing of policy, risk and resource in order to deliver capability.

Military Operations
Aims to develop a practical understanding of the potential employment of UK armed forces within the contemporary operating environment and across a full spectrum of scenarios from resilience in the UK, through building stability overseas to state conflict. In particular, it emphasises cooperation with multiple agencies and actors such as other partners across government departments (for example, police, the Security Service, Department for International Development), international organisations, non-governmental organisations and the private sector, including private security companies. The study elements are: Influence; Joint Action & Information Activities; Homeland Defence / Resilience in the UK; Building Stability Overseas; State Conflict.

Campaigning
Introduces students to the challenges of delivering joint effect at the operational level in a coherent, efficient and effective manner as part of a wider, integrated approach to the achievement of strategic objectives.

Combined Joint European Exercise
Conducted with the equivalent Staff Colleges in France, Germany, Italy and Spain, this exercise focuses on the European approach to crisis management operations including an exchange of students and staff between the respective colleges. The exercise revolves around a syndicate-run Peace Support Operation scenario.
Realities of Conflict
Focusses on the factors that constitute the realities of conflict, allowing students to develop further their appreciation of the stresses of operational service and in particular the challenges facing the commander. It is delivered through a series of external speakers and is enhanced by the attendance of combat veterans who participate in central sessions and Syndicate Room Discussions.

Deeper Study Options
The second phase of the Course allows for deeper study in the following areas:

Strategy and Higher Level Policy Formulation (‘Ends’)
Aims to analyse and evaluate the strategic contexts most relevant to the security and defence of the UK, the formulation of its strategy and its application to regions of interest. Students will develop a practical understanding of policy and strategy formulation; develop the critical thinking skills necessary to analyse and evaluate specific case studies within the geopolitical environment and their impact on global, regional and national security and learn how to apply knowledge to develop practical strategy formulation skills.

Policy, Capability and Resource (Means)
Provides a more in-depth understanding of the mechanisms of the New Operating Model for Defence. It will focus on how the MOD and the Front Line Commands deliver Military Capability, how Defence procures and supports Military Capability, and how Defence ensures it delivers agreed outputs. It will provide students with a good appreciation of the Policy to Capability continuum, using both the UK and the USA as case studies. It will provide a detailed insight into how Defence treats risk, how it applies the principles of programme and portfolio management, and how it pursues scrutiny and approvals.

Campaigning and Operations (Ways)
Looks more deeply at the development of understanding, joint action and forward engagement and allows students to choose an Elective Study from one of six regions of the world. It puts theory into practise by visiting other countries and conducting a Defence Engagement planning exercise. Students will also take part in a war game to practise campaign planning and execution, through major combat operations and into stabilisation.
Command, Leadership and Management

Outline

Aim
Command, Leadership and Management aims to prepare students carry responsibility effectively in their subsequent employment by improving their understanding of command, leadership and management.

Who might benefit?
Applications are invited from B2/C1 civil servants and those from the wider defence and security community interested in developing an understanding of contemporary theories of leadership and management and analysing individual and organisational behaviours within the Defence context. This short course will be of particular interest to MOD civil servants who aspire to senior leadership roles, looking to reflect on their leadership and management skills alongside military colleagues.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Construct
This stage does not “teach” command, leadership and management, but provides an opportunity for students to analyse and reflect on the issues with reference to their own experiences and observations and within the context of wider practice and theory. It is built around 5 themes:

• Evaluation of the contemporary Command, Leadership and Management context in order to understand its current importance and relevance.

• Analysis of the current academic ideas behind each of the Command, Leadership and Management strands, and reflect on their application.

• Understanding and application of self-awareness techniques in order to improve personal performance, with a particular insight into how best to deal with failure.

• Evaluation of the personal perspectives provided from those who have excelled in other environments and reflect upon how this guidance can enhance one’s own personal performance.

• Analysis of the central role of ethics in good leadership.

Delivery
Delivery is through a combination of pre-reading, lectures, syndicate room discussions and reflection. There is no individual formal assessment of the module; instead, participants are encouraged to reflect on the material presented, and consider how best they can implement it in subsequent employment. Coming in the first week, Command, Leadership and Management very much sets the foundation for many of the other themes that will be developed throughout the Course.

This element of the course runs annually in September.
# Maritime / Land / Air / Joint Capabilities

**Advanced Command and Staff Course**

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<th>Outline</th>
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<tr>
<td><strong>Aim</strong></td>
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<td>Maritime / Land / Air / Joint Capabilities lasts 5 non-consecutive weeks and explores current military capabilities and their role in delivering Joint Effect for the Operational Commander. The capabilities are examined in turn (the order may vary between courses) and include visits to frontline units in the UK.</td>
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<tr>
<td>Applications are invited from Civil Servants, Industry Delegates and our Partners across Government who work in related defence industries or procurement posts, and those who require a better understanding of military capabilities in advance of working alongside a military component.</td>
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These elements of the course run annually in October/December.

More detailed information on the content and dates can be found on the ACSC website ([www.da.mod.uk/acsc](http://www.da.mod.uk/acsc)) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Conflict and The International System

Aim
Conflict and the International System aims to enable students to understand and analyse the factors that shape the international system and how these factors ultimately affect the UK security context.

The whole stage covers 6 non-consecutive weeks and breaks down into the following week-long study elements: the International System; UK Governance, Foreign Policy and Diplomacy; Strategy in Theory; International Law and Ethics; International Institutions; UK Defence Policy.

Who might benefit?
Applications are invited from civil servants, academics, and representatives from government agencies, NGOs and international organisations who wish to enhance their knowledge of the strategic environment within which military operations are planned and conducted. This course is likely to be of particular interest to those looking to pursue a career in International/Operational Policy and Strategy and to work alongside their military counterparts in multinational environments.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Module Construct

6 week-long study elements are available:

The International System
- The Stage commences with a wide lens, looking at international relations theory, observing state and non-state interaction and behaviours and how this can, and does, lead to conflict. Global Strategic Trends are examined and analysed as to how they may impact on the future nature of security, war and conflict.

UK Governance, Foreign Policy and Diplomacy
- Students are introduced to the UK political system and how UK society is organised and the processes by which government gives direction to their activities. Students examine UK Foreign Policy and how this may differ to other nations.

Strategy in Theory
- All students will examine the evolution of strategy, its definitions and distinction from policy and its relevance to the application of military power.

International Law and Ethics
- Students study the impact and relevance of international law, including the Law of Armed Conflict, on security operations and the application of military power. They are also given an understanding of morality, ethics and law, the relationship between them and their impact upon military operations.

International Institutions
- Students study the UN, NATO and EU and examine how these institutions might confront the challenges to global, regional and European security.

UK Defence Policy
- Using their experience gained over the whole of the stage, students are now able to analyse the relationship between national interests, objectives and security strategies in the formulation of Defence Policy.

Delivery
The stage is delivered through a series of lectures by academics, senior military and civil-service personnel and internationally recognised legal experts, supported by syndicate room discussions, student debates and a strategy to policy exercise.

These elements of the course run annually from October to December.
International Security Studies

Aim
International Security Studies aims to analyse the behaviour of key global regions and how their activity affects UK, Allied and European foreign, security and defence policies.

Who might benefit?
Applications are invited from civil servants, partners across government and academics with a particular interest in the areas covered. This course is likely to be of particular interest to those looking to pursue a career in International/Operational Policy and Strategy and to work alongside their military counterparts in multinational environments.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Construct
International Security Studies examine the security challenges faced by certain regions of the world and considers why, in an increasingly interconnected world, they are of interest to the UK. It therefore, explores security issues in the regions of the world of greatest interest to Britain, whilst also considering the UK’s strategic relationship with the United States, the UN, NATO, the EU and other international organisations.

The Global regions are identified as:
- Europe
- The Americas
- Middle East and North Africa
- Africa
- Central Asia
- South East Asia

Students will study a range of issues on countries within these regions.

Delivery
This stage of the Course is conducted by means of lectures delivered by academics, serving senior military officers and diplomats. This is supported by Syndicate Room Discussion where international students play a key role in imparting their first-hand knowledge and experience of the studied regions.

This element of the course runs annually in January.
Defence Planning and Strategy Management

Aim
Defence Policy and Strategy Management aims to enable students to understand the higher Management of Defence and to analyse the principles that govern the balancing of policy, risk and resource in order to deliver capability.

Who might benefit?
Applications are invited from civil servants, industry delegates and our partners across government who wish to gain a better understanding of how government policy relates to the provision of military capabilities. This short course is likely to be of particular interest to MOD Civil Service B2/C1s working in, or looking to work in, either DE&S or the FinMilCap areas of the Commands and Head Office, or posts which involve interaction with industry.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Construct

Defence Policy and Strategy Management is delivered over a 4-week period and is particularly suited to industry partners who are looking to widen their exposure to the issues associated with the management of defence and capability delivery, as well as the resource challenge. It includes a day visit to a defence industry which offers the opportunity for industry delegates to become engaged in helping host a visit to their own company. It focusses on the UK system and introduces themes and trends rather than the detail of process and procedure. It seeks to establish the ‘dual primacy’ of policy and resource on the development of capability and seeks to introduce the strategic influences on Defence that impact most significantly at the operational level. Using the UK as a case study, it includes 2 broad study elements supported by a practical exercise running throughout.

Element 1: Management of Defence

- This element seeks to develop understanding of the strategic and economic contexts and how Defence operates at the highest levels to develop policy and strategy. It further investigates how Defence is scrutinised by external authorities and in what ways Defence is held accountable by outside agencies.

Element 2: Delivering Capability and the Resource Challenge

- This element, analyses the conceptual and actual choices and trade-offs when balancing policy, resource and capability together with the issues regarding capability delivery through life, and evaluating the relationships in acquisition and support between defence industries and the MOD.

Practical Exercise: Policy to Capability (Ex P2C).

- The exercise seeks to analyse a generic process of delivering policy driven capability within emerging resource constraints. It starts with decisions on spending plans and continues through formulation of policy, leading to the identification and delivery of capability.

Delivery

The stage is delivered through a package of lectures, presentations and targeted readings, which are reinforced through syndicate and workshop activity. It draws on lecturers from government, the senior management of the MOD, business and industry, and academia. These include some of the most-respected academics in this field, high-ranking military officers and their civilian equivalents, as well as senior industrialists and businessmen.

These elements of the course run annually in February.
Military Operations

Outline

Aim
Military Operations aims to develop a practical understanding of the potential employment of UK armed forces within the contemporary operating environment and across a full spectrum of scenarios from resilience in the UK, through building stability overseas to inter-state conflict. Students will gain a good understanding of:

• The range of activities undertaken by the military during the full spectrum of operations
• The freedoms and constraints that apply
• How such operations can complement and are complemented by other state and non-state actors, and how they can maximise their cumulative, combined effect.

Who might benefit?
Applications are invited from civil servants, academics and representatives from government agencies, NGOs and international organisations interested in developing an understanding of the military contribution to the full range of scenarios across the spectrum of conflict. This short course will be of particular interest to MOD B2/C1 civil servants who require a better understanding of military operations in advance of working alongside a military component.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Construct
Military Operations emphasises cooperation with multiple agencies and actors (for example, police, the Security Service, Department for International Development and the Stabilisation Unit), international organisations, non-governmental organisations and the private sector, including private security companies. It comprises 4 study elements:

Element 1: Influence, Joint Action & Information Activities
• This element looks at Joint Action’s deliberate use and the orchestration of military capabilities and activities to affect an actor’s will, understanding and capability, and the cohesion between them to achieve influence. Having considered the relationships between manoeuvre, fires, outreach and information activities, it then goes on to examine the range of information activities but with an emphasis upon the complex relationship the military has with ‘the media’ – both ‘traditional’ and ‘new’.

Element 2: Homeland Defence / Resilience in the UK
• Against the backdrop of potential Military Aid to the Civil Authorities, this element focuses upon the nature of radicalism and international terrorism and the UK policy response. It explores the balance between freedom and rights when developing a counter terrorism strategy and the role of the law and of human rights. It covers the roles of all the major security sector actors in the UK.

Element 3: Building Stability Overseas
• This element opens with a review of the full gamut of the UK’s Building Stability Overseas Strategy from conflict prevention to conflict termination. It considers the contribution of the many actors (civil and military, state, supra-state and non-state) and how they can best cooperate and interact. It covers the military contribution to building stability, including Security Forces Assistance (SFA), Peace Support Operations (PSO) and Counter-Insurgency (COIN).

Element 4: State Conflict
• This element starts with an examination of the conduct of major combat operations with an emphasis upon building coalitions from both the political and military contexts.

Delivery
Each study element features a series of lectures from eminent speakers, with opportunities to interact through question and answer sessions and panel discussions. Central lectures are developed and explored in more depth by Syndicate Room Discussions facilitated by academic and military staff. Execution of the theory learnt during this stage is consolidated through practical exercises.

These elements of the course run annually in March.
Campaigning

Advanced Command and Staff Course

Outline

Aim
Campaigning aims to introduce students to the challenges of deriving Joint and Integrated campaigns using NATO and UK doctrine. It will focus on the UK approach to strategic planning and the NATO approach to operational campaigning. It looks at the application of Joint Action into an operational plan as part of a wider integrated approach to the achievement of strategic objectives. This is studied in the context of collaboration with partners across government, NGOs and the multitude of other actors involved in contemporary operations.

Who might benefit?
Personnel from any agency, department or organisation working in conjunction with UK armed forces engaged in the planning and conduct of operations in pursuit of national, multi-national, multi-agency or Coalition Strategic Objectives. This could include the Cabinet office, FCO, DfID, MOD, the Stabilisation Unit, the National Police Improvements Agency and NGOs.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Construct

Campaigning breaks down into 2 study elements:

**Element 1 – Strategic Planning**
- Strategic Planning introduces the student to the factors and constraints involved in decision making and planning at the UK strategic level and how these impact at the military operational level. It covers the approach to planning, initiating and managing operations within the UK MOD before looking at the role played by other key Government departments.

**Element 2 – Operational Planning**

The Operational Planning includes Operational Art, Operational Planning and Operational Staff Work study elements, the latter including a formal assessment.
- The Operational Art study element aims to expose students to the challenges of the operational level and enhance their understanding of the operational commander’s role and responsibilities. It introduces the concept of Operational Art and asks what it takes to do Operational Art well.
- The Operational Planning study element seeks to develop student operational planning skills. Students are introduced to NATO operational planning using the Comprehensive Operations Planning Directive. Staff lead the students through an operational planning tutorial based around a war fighting scenario. This culminates in the production of Operational Staff Work, skills that are used for future exercises.
- Students’ ability to conduct a complex problem solving exercise using the tools taught and applying the knowledge gained during this stage of the Course is assessed by examination.

Campaining is followed by the Combined Joint European Exercise, which provides the opportunity for students to practice Operational Campaign Planning in an EU context using NATO procedures, is covered separately.

**Delivery**

This stage of the Course is delivered by means of lectures delivered by serving military officers, personnel from partners across government and members of non-governmental and multi-lateral organisations. Theory sessions are followed up with Syndicate Room practical exercises.

These elements of the course run annually in April/May.
Combined Joint European Exercise

Aim
The aim of the Combined Joint Exercise is to undertake a period of training in a joint, multinational and inter-agency environment in order to promote a better understanding of the challenges involved in planning and coordinating a complex, multinational peace support operation.

Who might benefit?
MOD personnel and personnel from Partners Across Government and non-governmental organisations who wish to gain a better understanding of how military planning works in a multi-agency and multi-national headquarters. The exercise maximises the opportunities for discussion and exposure to the challenges and tensions inherent in this area and is intended to give students a broad understanding of the key issues. This exercise is not suitable as pre-employment training.

Construct
The Combined Joint Exercise offers students the opportunity to engage with a number of personnel from international organisations, aid agencies, other non-governmental organisations, the UK Stabilisation Unit and the NATO School, Oberammergau in order to:

- Provide students with further exposure to the role of other agencies on operations and the associated planning considerations.
- Provide visiting personnel with exposure on how the military plans and executes a complex multi-dimensional peace support operation.

In addition to working with nominated syndicates, visiting personnel from other agencies facilitate a series of workshops to explore in greater detail the issues associated with inter-agency cooperation, humanitarian and/or peace support operations.

The exercise is based on a syndrome-run peace support operation set within the framework of the EU Headline Goals as agreed at the European Council meeting of December 1999 and is undertaken concurrently by all participating colleges using a common scenario.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
The objectives for the Combined Joint Exercise are to:

- Evaluate the key operational level challenges in generating, operating and sustaining forces in the Joint and Combined environment, and apply the relevant operational level doctrine and planning processes for multinational operations.

- Evaluate the range of tasks that could be carried out by the EU, NATO and coalitions of the willing, the capabilities that could be made available and the limitations that may apply to their use.

- Analyse the range, roles and capabilities of the non-military actors involved in stabilisation operations and conflict resolution, their relationship with the military and the challenges of interagency operations.

- By collaborating with and learning from colleagues from overseas, and from non-military organisations, demonstrate the skills for effective group working in a multinational and interagency environment.

Delivery

- The exercise is delivered over a 2 week period. During the first week the focus is on the analysis of the situation and planning for a mission analysis brief. During the second week the students begin to develop specific courses of action as well as focussing on the humanitarian and international aid agency interaction as part of a multi-agency operation.

- International Aid Agency Workshops. A series of workshops are run during which the relationship between the military and aid agencies is explored. These are led and facilitated by non-military individuals with significant experience in their respective fields.

CJEX runs annually in May.
Deeper Study Areas
Strategy and Higher Level Policy Formulation (‘Ends’)

Outline

Aim
Strategy and Higher Level Policy Formulation aims to analyse and evaluate the strategic contexts most relevant to the security and defence of the UK, the formulation of strategy and its application to regions of interest. Students will develop a practical understanding of policy and strategy formulation; develop the critical thinking skills necessary to analyse and evaluate specific case studies within the geopolitical environment and their impact on global, regional and national security and learn how to apply knowledge to develop practical strategy formulation skills.

Who might benefit?
Applications are invited from civil servants, academics, and representatives from government agencies, NGOs and international organisations who wish to enhance their knowledge of the strategic environment within which military operations are planned and conducted. This course is likely to be of particular interest to those looking to pursue a career in International/Operational Policy and Strategy and work alongside their military counterparts in multinational environments.

Construct
The stage begins with a three-week package on Strategy and Policy (that includes an examination of how the Civil Service works and the drafting of ministerial submissions as well as the UK’s interaction with major European Institutions). This is followed by a three-week period of regional and thematic Elective Study. These studies are confirmed through a week-long regional visit (either to Europe or the United States) that allows students to meet with allies and enables them to experience first-hand the role of major global institutions. It concludes with a week-long capstone exercise /project, designed to reinforce the experience gained.

Delivery
The stage is conducted by means of lectures delivered by academics, serving senior military officers and diplomats. The stage is supported by Syndicate Room Discussions but also expects a high degree of dedicated student self-study.

This element of the course runs annually in May/June.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Aim
This stage of the Course aims to analyse and evaluate the factors within the higher Management of Defence pertinent to the creation of choices in balancing policy, capability and resource; and their application at that level. It is designed to equip students with a good understanding of how Defence works political awareness, a capability focus and the ability to empower decision-makers.

Who might benefit?
Ambitious middle or senior managers, especially those in the Defence Industry, who may wish to gain a more in-depth understanding of the mechanisms of the new Defence Operating Model. This short course is likely to be of particular interest to MOD Civil Service B2/C1s working in, or looking to work in, either DE&S or the FinMilCap areas of the Commands and Head Office, or posts which involve interaction with industry.

More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Construct and Delivery

Building on the learning delivered earlier in Defence Policy and Strategy Management, this stage of the Course will provide students with a more in-depth understanding of Capability Planning and Financial Management within the context of the new Defence Operating Model. It is specifically structured to enable the integration of industry delegates in order to bring an alternative perspective to the issues covered, but there remains scope for other attendees as well. It will include a 2 to 3 day visit to a range of, principally Defence, Industries where students will be exposed to how the Corporate sector manages programmes, portfolios and risk. This will afford the opportunity for some Industry delegates to become involved in helping host a visit to their own company.

The stage consists of 2 study elements and a Capstone Project:

Element 1: Defence Policy, Capability Planning and Financial Management, and Risk

This covers a range of topics including: an evaluation of: the way in which Defence Policy, including the Strategic Defence and Security Review and the Materiel Strategy, impacts capability planning; Programme Management and the role of choice within the delivery of a Capability Portfolio including its impact on Policy and Resource; financial management and the allocation of Resource; the treatment of Risk, and the scrutiny and approvals process at Ministry and lower levels. Conducted concurrently throughout this element will be an evaluation of one of a range of historical and contemporary capability acquisition and delivery case studies to draw out key lessons and themes.

Element 2: Alternative Perspectives - UK Industry and US Capability Delivery

Students will visit one of a range of Defence or other industries to gain an alternate perspective, through a short placement, to understand the main drivers in Industry, and to analyse and evaluate specifically how programmes, portfolios and risk are managed in the Commercial sector. This study element will continue with a visit to the USA where students will engage with both the Defence and Industrial sectors, enabling them to draw a comparison between US procurement and capability delivery and that of UK.

Capstone Project

A two-week, sponsored, Capability Delivery Capstone Project. Using the knowledge, skills and experience gained, students will, in small groups, critically evaluate a specific aspect of one of a range of programmes. This will then be presented and appraised.

Delivery

This stage is conducted by means of lectures delivered by academics, civil servants, serving senior military officers and diplomats. The stage is supported by Syndicate Room Discussions but also expects a high degree of dedicated student self-study.

This element of the course runs annually in May/June.
Campaigning and Operations (Ways)

Aim
This stage of the Course seeks to deepen the students’ knowledge of Understanding, Joint Action and Forward Engagement. It aims to expand knowledge of other regions and cultures and to apply campaign planning concepts, and alternative problem solving models, to contemporary situations. It will bring all these elements together in a final, 3-week long exercise to practise campaign planning and execution, through major combat operations and into stabilisation.

Who might benefit?
Personnel from any agency, department or organisation working in conjunction with UK armed forces engaged in the planning and conduct of operations in pursuit of national, multi-national, multi-agency or Coalition Strategic Objectives. This includes the MOD, FCO, DfID, Home Office, Cabinet Office, Stabilisation Unit, Police and Non-Governmental Organisations.

Construct and Delivery
Module comprises the following Stage Elements:

Element 1 – Understand
- ‘Understanding provides the context for the decision-making process that informs the application of national power.’ This element seeks to explore the importance of understanding to the MOD, the techniques that can be employed to understand complex scenarios, the coordination of national and defence intelligence and how Campaign Planning Teams and Operational Planning Teams are formed.

Element 2 – Joint Action and Staff Outputs
- The elements of the UK’s Joint Action model, Fires, Manoeuvre, Outreach and Information Activities are explored in turn. Outreach will include contributions from Partners across Government and Information Activities will consider how these can be operationalised. Effects management and synchronisation are covered in detail, including full-spectrum targeting, target boards, orchestration and the synchronisation of effects. Operational Staff Work elements are developed further and practiced during the capstone exercise.

Outline
More detailed information on the content and dates can be found on the ACSC website (www.da.mod.uk/acsc) which also provides contact details for the individual Writing Team Leaders responsible for each package or through the SO1 Development for ACSC, (acsc.jscsc@da.mod.uk) on 01793 788097.
Element 3 – Forward Engagement

This considers how the armed forces are called upon to undertake International Defence Engagement in support of national strategic objectives. It covers the theory of and explores the emerging doctrine of defence engagement and Building Stability Overseas with input from the MOD’s Development, Concepts and Doctrine Centre, Partners Across Government and the Stabilisation Unit. It reviews countries at risk of instability, early warning requirements, upstream conflict prevention and rapid crisis prevention and response.

Element 4 – Operationalising Defence Engagement

Having considered the theory of forward engagement students are given the opportunity to focus on one of six regions of the world as an Elective Study. This will culminate in a formal presentation in which students will present a proposed defence engagement plan for a country within their region. To prepare for their presentation students will be expected to apply campaign planning techniques (learnt and practiced during the earlier Campaigning stage of the Course) to the country or region that they are studying in order to prepare a defence engagement plan. Students will be encouraged to research widely using historical and contemporary sources and will conduct a Regional Security Exercise during which they will travel overseas to witness and understand defence engagement challenges and to witness how the UK conducts forward engagement in practice.

Element 5 – Campaign Planning

Using a fictitious scenario that requires campaign planning in the context of a UK-led NATO HQ preparing for major combat ops, students will be given specific roles and be expected to work collaboratively with the guidance of mentors. In parallel to the planning activity, students will receive further lectures on the activities associated with campaign planning, including logistics planning, Command and Control, planning in a multi-agency context and NATO contingency planning.

Element 6 – Campaign Execution

This will introduce students to campaign execution doctrine and techniques in preparation for the capstone exercise. Study elements will include establishing an operational headquarters, refining the plan, campaign assessment, battle rhythm and the Joint Effects Management cycle. As part of this package, students will be given media handling training in the context of combat operations.

Element 7 – Capstone Exercise

The capstone exercise designed to bring together the principal themes of strategic analysis, operational art, campaign design and campaign management. It begins with the planning phase as described in Element 5 and is executed over a period of 2 weeks. It is set at the Combined Joint Task Force level within the context of a complex crisis. Students will work within a Joint Operational Planning Group with augmentees including policy advisors, stabilisation advisors, legal Advisors, non-governmental organisations and media players.

Delivery

The stage is conducted by means of lectures delivered by academics, serving senior military officers, personnel from partners across government and members of non-governmental and multi-lateral organisations. Theory sessions are followed up with studies of historical examples and contemporary command experience, supported by Syndicate Room Discussions but there will also be requirement for a high degree of dedicated student self-study.

This element of the course runs annually in May/June.
Realities of Conflict

Outline

Aim
Realities of Conflict aims to consider the factors that constitute the realities of conflict, allowing students to develop further their appreciation of the stresses of operational service and in particular the challenge facing commanders.

Who might benefit?
Civil Servants and those from the wider defence and security community who will benefit from a better understanding of the realities of conflict, and the wider impacts of conflict. This stage of the Course will resonate most with those within an operational role, or who are involved in decision making, or equipment procurement and support which will ultimately have a tactical impact.

Delivery
The stage is delivered via a series of presentations and lectures, and supported by syndicate room discussion periods. It is significantly enhanced by the attendance of invited veterans from all 3 Services who attend the presentations and syndicate discussions, encouraging very frank exchanges and fascinating personal accounts. This element of the course runs annually in July.

Concept
Realities of Conflict seeks to examine more closely those pressures placed upon service personnel in conflict and combat, how these are prepared for, managed, and the aftermath dealt with. It is intended to reconnect the audience with the practical outcomes of their professional undertakings in defence and in security and there is implicit relevance to all stages of the course.

Construct
Realities of Conflict covers 4 days and provides the following:
- An historical and moral perspective and an examination of the psychologies behind warfare and warfighting.
- Singular perspectives from the sailor, the soldier, the airman and the civilian caught in conflict.
- An examination of post conflict aftermath, including when forces leave and Third Sector involvement.
- An account of the trauma pathway, dealing with casualties and fatalities in the near and longer term, and the subsequent impact on relatives.

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