

CRFCA

Council of Reserve Forces'
and Cadets' Associations

Annual Report and Accounts
2016/17

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AND ACCOUNTS
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Background

The Reserve Forces' and Cadets' Associations (RFCAs) are a Central Government body with Crown Status¹. They are established in accordance with the provisions of the Reserve Forces Act 1996 Part XI (RFA 96 Pt XI) and Schedule 4 (RFA 96 Sch 4).

The following is an extract from the RFCA Regulations 2014

RFCAs: Constitution, Composition, Appointments, Duties and Governance

- 1.6 An RFCA has been established for each of thirteen administrative areas. A list of the Associations and the administrative areas they serve is at Annex A. RFA 96 section 112 has assigned two general duties that constitute its prime functions in respect of land and air forces, and reserve naval and marine forces. These are:
- a. To give advice and assistance to the Defence Council, including advice on the use of the resources of its area relevant to Defence.
 - b. To conform to the MOD Departmental Plan.
- Additional detail is contained in Annex A, Appendix 1.
- 1.7 Each Association is an autonomous and tri-Service corporate body with a common seal. It is representative of the area for which it is responsible and is linked to the Crown prerogative through the County Lieutenancies. Its membership is prescribed by means of a Scheme of Association, drawn up and funded by the Defence Council under RFA 96 section 111 and schedule 4. Each five-year Scheme will be reviewed during its final year of operation.
- 1.8 Each Association will appoint a Management Board headed by the Chairman of the Association. All matters relating to the exercise of powers or the performance of duties of the Association will be under its direction. The composition of the Board shall be detailed in the Scheme of Association.
- 1.9 With the exception of regular officers commanding units, each Association is composed of serving members of the Volunteer Reserve Forces and civilians. Members are unpaid for their Association duties, although they may claim Travel and Subsistence expenses when appropriate.
- Appointment of members will be made in accordance with the Office of the Commissioner for Public Appointments (OCPA) Guidance. Procedures for Membership Appointment are contained in Annex B and shall be incorporated in each RFCA's Scheme of Association.
- 1.10 The Chairman of the Association will be elected by those Members present and voting at its Annual Meeting. His duties and responsibilities, as outlined in regulations 2.15, 2.16 and Annex B, Appendix II, will be confirmed on first appointment by Letter of Authority signed by Director Resources Army (D Res (A)).
- 1.11 Each Association will employ a Chief Executive (CE) (in these regulations referred to as the 'CE RFCA'). He and his salaried secretariat will support the Members in discharging the tasks assigned to the Association. The appointment, terms of reference and terms and conditions of employment of the CE RFCA will be subject to Director Resources Army prior written approval of the Association Chairman's formal recommendation.
- 1.12 Ultimate responsibility for membership appointments rests with the Defence Council. Director Resources Army will act on its behalf in this regard and confirm in writing such appointments, each for a five-year term. With the exception of the Chairman and CE appointments, Director Resources Army may delegate the task of approving membership appointments to individual Chairmen of The Council of Reserve Forces' and Cadets' Associations (in these Regulations referred to as the 'Council' or CRFCA) and RFCAs. Once confirmed, notification of Chairman and CE appointments is to be passed to Assistant Chief of the Defence Staff (Reserves & Cadets) (ACDS (R&C)). Director Resources Army may ask for or insist on the resignation of a member following consultation with the President of the Association and ACDS (R&C).

¹ Cabinet Office Propriety & Ethics Team direction DTG 041322 October 2007.

The Council of Reserve Forces' and Cadets' Associations

- 1.13 The Council of Reserve Forces' and Cadets' Associations is a joint committee established under the provisions of RFA 96 section 116 which will provide a strategic level interface between defence customers and the Associations, as well as providing guidance and advice to the CRFCA Board. The Council's membership is detailed in the CRFCA constitution and consists of appointed Vice-Chairmen for the Services, Association Chairmen, Reserve and Cadet representatives and individually appointed voluntary members with specific expertise and interest in RFCA work. The CRFCA Board, routinely chaired by the elected deputy Chairman and comprising the CE CRFCA, Association Chairmen and Vice-Chairman of the Executive Board (XB) will exercise central direction and oversight of the key business outputs, including internal governance. The XB, chaired by CE CRFCA and comprising the Association CEs, is the principal corporate means by which CE CRFCA and all Association CEs fulfil their responsibilities as Budget Holders and for oversight of the delivery of the RFCA Financial Framework (FF) and SLAs with the customer Top Level Budget Holders (TLBs).
- 1.14 The Chairman of the Council may have direct access to Ministers, on behalf of the Board Members, on any matter concerning major policy considerations or overall RFCA business in connection with Reserve and Cadet matters. Through the Board, the Council also monitors the adoption of best practices in each Association to ensure efficient management and cost-effective services to MOD. The Council will be supported by a Secretariat, which will be funded by contributions from each of the Associations.

Chairman's Foreword

Established in 1908 (as the Territorial Associations) the RFCAs were originally designed to provide local support to the Territorial Force in every county. Over a hundred years later the name has changed, the number of Associations has reduced and the RFCAs dependency has grown to encompass Reserves and Cadets of all three Services but the essence of the RFCAs' work remains the same:

Regionally, to provide advice and support on behalf of the UK's Volunteer Reserve Forces and Cadets;

To work with the Chains of Command of the three Services; and

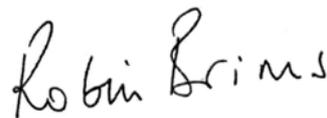
To establish and maintain links with the community

The RFCAs deliver a range of services in line with five Service Level Agreements (SLAs) established with each of our primary funders. These are once again under review in order to best capture the fully developed relationship between CRFCA and the MOD, and also to better define the requirements of the customers in the way in which the RFCAs are being asked to support the Reserves and Cadets. Governance is provided through a Customer Board that represents all of those customers at 2* level and which receives our consolidated accounts and provides Strategic Priorities to shape in-year delivery. It endorses our four-year Management Plan as a statement of strategic intent, and notes our in-year Business Plan as a statement of operational effect. Internally direction and accountability is overseen by the CRFCA Board chaired by Captain Ian Robinson RNR, a former RFCAs chairman.

The CRFCA is now charged with two important roles for direct reporting to Ministers on the delivery of the Reserves and Cadets. The External Scrutiny Team (EST) is a Statutory role placed on the Chairman of the Council through the Defence Reform Act and is a key tool for working with our Service Customers to aid the support to reservists of all services. The Cadet Health Check performs a similar but advisory role and is discharged by a team drawn from the volunteer base of the organisation reinforced by external Subject Matter Experts (SMEs). The RFCAs are fundamentally volunteer membership organisations. As well as the official membership identified within the Schemes of Association (the formal mechanism by which the RFCAs are authorised to undertake their duties), they enjoy considerable help and advice from an extended network of other volunteers who collectively provide unparalleled expertise and experience. Together these 8,000 or so people are the life-blood of the RFCAs and an invaluable means by which we connect to communities, provide good value-for-money services and shape Defence thinking, especially in the long-term wellbeing of the Reserves and Cadets. That they are prepared to give so freely of their time on an

unremunerated basis is a great testament to the high regard in which our Reserves and Cadets are held and material evidence that the spirit of voluntary service is prospering with the RFCAs.

2016/17 has seen the RFCAs supporting tri-Service recruiting and retention efforts to generate the manpower against targets for 2020. The Defence Relationship Management (DRM) supported by the RFCAs in the Regions are now very well established and recognised as the lead for strategic Employer Engagement (EE), delivery of the Armed Forces Covenant (AFC), support to Reservists and their local employers, re-settlement and putting the Reserves in the public imagination. We continue to support the drive to reach a total of 500 School Cadet Units with the School Cadet Expansion Officers (SCEO) as our employees across a national footprint in order to achieve this. The offer to the Reservist remains as good as it has ever been and the opportunities remain exciting and rewarding. The RFCAs remain totally committed to the betterment of our joint constituents the Reserves and Cadets, and will continue to use the full reach of their paid staff and extensive volunteer membership to that effect.



**Lieutenant General (Retd) R V Brims
CB CBE DSO DL**

Chairman, Council of Reserve Forces'
and Cadets' Associations

Chief Executive's Introduction

This is my first annual report since taking on the role of Chief Executive last year from Air Vice Marshal Paul Luker. I have to thank him for handing over a taut ship. As he alluded to last year, there is much more certainty for the Reserves and Cadets in the role played by the RFCAs to support them and wider Defence interests in the regions, and I am the beneficiary of the far healthier relationships between the RFCAs and their stakeholders, the MOD, the single Services and Defence Infrastructure Organisation (DIO).

As intimated to me when I took over in October last year, 2016/17 has been a year of consolidating the changes that were initiated by the 2014 Paterson Review. The structures work to reorganise/balance our establishments around the three pillars of delivery – management of the Reserve and Cadet Estate, Youth and Cadets, and Engagement – has been completed. The Board endorsed the changes in December 2016, with those RFCAs that could move, doing so immediately. Regrettably, it will involve some redundancies, but this is dependent on a funding package from the Army, which we still await. Nevertheless, I am keen that we move swiftly to implement the changes.

In concert with the structural changes, the Framework Agreement – the process that guides how the various parts of the organisation (the Council, the Board, the Directorate in London and the 13 RFCAs) – all work together, again is being implemented. I and my fellow CEs have no difficulty with the concept, and nor should we. It ensures that we present a more corporate image to those to whom we deliver services and that we work much more collaboratively as an organisation. After all, we all deliver the same outputs to the same customers across the UK; indeed, more than one Regional Point of Command (RPOC) Brigade spans different RFCAs.

There are some major changes as to how the Defence Estate will be managed in the future. The single Services will be responsible for managing both the Resource Departmental Expenditure Limits (RDEL) and Capital Departmental Expenditure Limits (CDEL) budgets by 2018 with the DIO operating model likely to be one of oversight or governance. Some roles are likely to be retained such as Land Management Services and technical expertise, but the detail is by no means clear. The Future Defence Infrastructure Strategy (FDIS) is considering the future delivery of Facilities Management (FM) across the whole estate to the single Services and wider Defence community to enable Defence Board Strategic Objectives (DBSOs). FDIS includes the Next Generation Estates Contracts (NGEC) prime arrangements and Project HESTIA soft FM contracts, some of which run on to 2023. It is intended that it should deliver no later than 2019.

At time of writing, it is understood that the RFCAs are out of scope of the initial implementation of FDIS, which would be in line with what my predecessor reported last year; that the Reserve and Cadet estate would remain out of scope for inclusion in the NGEC until around 2021/22. In the meantime, work within our Project REVIVE – a project to transform the way in which the RFCAs manage the estate and bring our processes more into line with how the DIO manages the rest of the Defence Estate – continues. It is certainly challenging, but I do believe that it is important that we can show that we are as efficient and effective as we can be.

Another development that was started and should be completed by the end of 2017 is the accreditation of Quality Management System (QMS) under ISO 9001. In 2015 the RFCA Board adopted the recommendation of the Babcock's Project REVIVE report that the change programmes being driven by CRFCA should be recognised through the accreditation process of QMS ISO 9001. Under the control of a QMS Manager, the programme 'passed' the first stage of assessment – an in-depth audit of the CRFCA – in January 2017 and we were given the green light to proceed to Stage 2 assessment in June 2017. In addition, the training of the QMS internal auditors is completed and has delivered 20 trained staff across the RFCAs who will provide the necessary internal audit regime to support full accreditation. The second stage will encompass a further scrutiny of the CRFCA, including DRM, over two days and similar visits to four Associations with the intent that we will achieve full accreditation for QMS. We would then receive bi-annual visits to monitor progress over a three year programme which would confirm both breadth and depth. The prognosis is good.

Having had little to do with Cadets in my previous career, I have been hugely impressed with the cadet organisation as a whole and its value to society. An enormous amount of work is put in by volunteers to deliver a worthwhile and enjoyable experience to our young. We all instinctively know the value, but have not been able to show any empirical evidence to back up this assertion. I am sure that research being carried out by Northampton University will go a long way to do this.

The RFCA continue to report on the wellbeing of the Reserves and the implementation of FR20, with the EST delivering its fifth report to Parliament. In a similar vein, we were invited to form a Cadet Health Check team, to report to the Chief of Defence (People) (CDP). The team made visits to single Service headquarters with responsibility for cadets and a full programme to a variety of Combined Cadet Force (CCF), Army Cadet Force (ACF), Air Training

Corps (ATC) and Sea Cadet Corps (SCC) events and camps. It delivered its first report to CDP in December 2016. There was nothing surprising in the report as its purpose was to set a 'baseline' from which future reports will be developed. Priorities have been agreed with CDP for the forthcoming year.

The DRM continues to widen and deepen our relationship with employers as shown later in this report with the number of AFC signings and Employer Recognition Scheme (ERS) Awards. The Duke of Cambridge hosted a very successful Gold Awards ceremony in the Royal Hospital Chelsea, which recognised both large and small employers from both the public and private sectors.

It again has been a busy year for the RFCAs and certainly a full seven months for me! In my estimation the RFCAs are in good order and delivering efficiently against their targets set in the SLAs. Although it may seem obvious, I have been particularly struck – and it is our great strength – how we are a national organisation, but one that delivers its effect locally, by local people, who know their localities well, for their local communities; it combines the efficiencies of central direction with local delivery.

The changes now being consolidated leave the RFCAs well balanced for the future. This is very apposite since early indications show that 2017/18 will be challenging, not least because of the significant budgetary pressures that face the single Services, who provide our funding. I would expect that we will have to do with less than we would wish and further savings will have to be made, which will affect activity levels. But, I could not wish for a better team with whom to work this through.



Maj Gen (Retd) J H Gordon CB CBE

Chief Executive Council of Reserve Forces'
and Cadets' Associations

RFCA Governance

The Rt. Hon The Lord de Mauley TD
President Council of RFCAs

Lieutenant General R V Brims CB CBE DSO DL
Chairman Council of RFCAs

Captain I M Robinson OBE RD RNR
Board Chairman Council of RFCAs

Air Commodore I R W Stewart CBE BSc FRAeS
Major General S F N Lalor CB TD
Brigadier T H Lang QVRM RD* DL
Capt N R V Dorman RD ADC RNR
Vice-Chairmen Council of RFCAs

COUNCIL SECRETARIAT

Major General J H Gordon CB CBE
Chief Executive

Brigadier M P Banham MBE
Chief of Staff

Commander G R Bushell RN
Director Cadets and Youth

Mr S Blissitt MSc
Director Volunteer Estates

Mr S Crookbain
Director Engagement

Mr I Scarfe
Secretary Pension Scheme

Each Reserve Forces' and Cadets' Association is represented on this Council by its Chairman. The RFCA structure is shown at the back of this report and the profiles of each of the Council Board members are as follows:

CHAIRMAN



Lieutenant General R V Brims
CB CBE DSO DL

(Also Chairman North of England RFCAs)

Commissioned into The Light Infantry in 1970 Brims' early service was spent in England, Northern

Ireland and Germany. He commanded 24 Airmobile Brigade in Bosnia and later a multinational division based in Banja Luka. In between he was Chief of Staff Headquarters Northern Ireland covering the time of ceasefires and Good Friday Agreement. He commanded 1(UK) Armoured Division in the invasion of Iraq in 2003 and returned to Baghdad in 2005 as Deputy Commander. His final appointment was Commander Field Army. Immediately on retiring from the Army he was appointed Rector (Vice-Chancellor) University of Kurdistan-Hawler in the Kurdistan Region of Iraq. His task was to reorganize the University. After two years working at the University and living in Erbil he returned to the North East of England. There he is Chairman of the North of England Reserve Forces' and Cadets' Association whilst nationally he is Chairman of Council of the Reserve Forces' and Cadets' Associations in which role he has been appointed by the Secretary of State for Defence to report annually to Parliament on the build-up of UK Reserve Forces. He is Honorary Colonel of 21 Engineer Regiment which has a Reserve squadron in Newcastle. He was until 2014 Honorary Colonel of Northumbria Universities Officer Training Corps. Amongst his various other appointments he is a non-Executive Director of the Royal Edinburgh Tattoo. He has been a Deputy Lieutenant of Tyne and Wear since 2009. And is High Sheriff for the County in 2017/18.

BOARD CHAIRMAN



Captain I M Robinson
OBE RD RNR

Chairman of the Board

Following a short career commission in the Royal Navy, Professor Ian Robinson joined Sheffield Hallam University where he was subsequently Head of Electrical Engineering and Head of Undergraduate

Studies in Arts, Computing, Engineering and Sciences. Following eight years as Dean of Quality Enhancement and Director of the Graduate School at Edge Hill University in Lancashire, he now works part-time with the UK Quality Assurance Agency for Higher Education and undertakes consultancy in the higher education sector both in the UK and overseas. He was a Naval Reservist for some 35 years, for 15 years as a member of the national leadership team, culminating in appointments as Director Personnel, Director Strategic Planning and Captain Regions. More recently he was a member of the steering group supporting the Prime Minister's Commission that resulted in FR2020. He served as Chairman of the RFCAs for Yorkshire and the Humber for five years, is Vice-Chairman Navy of the National Council of RFCAs, and took over as Chairman of the CRFCA Board in January 2015.

VICE-CHAIRMEN



**Major General S F N Lalor
CB TD**

Vice-Chairman (Army)

Commissioned from the Royal Military Academy Sandhurst in 1976, he served operational tours in Northern Ireland and Belize. He left the Regular Army after four years to commence

a commercial career in the City of London but continued his military service in the Army Reserves and finished his military career as the senior serving reserve officer in the rank of Major General. His final appointment was Assistant Chief of Defence Staff (Reserves & Cadets). His commercial career has included being one of the two original founders of Britam Defence Ltd, a mid-size risk management and training consultancy, directorships of major companies in industry and commerce with particular experience gained in strategic management, diversification, fast-moving commercial goods, marketing and finance. His own successful enterprises have included a specialist accounting firm providing funding and financial management solutions to businesses in Central London.



**Captain N R V Dorman
RD ADC RNR**

Vice-Chairman (Navy)

Nick Dorman joined the RNR in 1984 and after attending Britannia Royal Naval College he served at sea on a variety of warships; he sailed as the Navigating Officer and First Lieutenant

on a number of River class minesweepers, Commanded HMS ARCHER and in 1996 he took part in the United States Navy exchange programme serving in Corpus Christi, Texas. He subsequently joined the Battlestaff of MCM1, deploying to the Mediterranean, Black Sea, Baltic and North Atlantic. After Command of HMS SCOTIA he was appointed Captain Operational Capability and in 2012 he was appointed as Captain North leading the RNR in Northern England, Scotland and Northern Ireland. He is Chairman of Highland RFCA, Vice Chairman Navy on the Council of RFCAs and in his civilian career he is a director of a ship owning company. He lives in Angus with his wife Lesley and their three young children.



**Brigadier T H Lang
QVRM RD* DL**

Vice Chairman (Marines)

Brigadier Lang was an equity partner of Alder King property consultants for 28 years before becoming a consultant to the firm in 2008, with continuing responsibility for property

at Bristol International Airport. He was a governor at Queens College, Taunton for 23 years. His service career was as a general list officer in the Royal Marines 1964-71 and in the Royal Marines Reserve 1971-2003; commanding RMR Bristol 1990-93, as RMR Colonel 1995-98 and as Director Reserve Forces and Cadets (MOD) 2000-02 in the rank of Brigadier. CRFCA Board and Deputy Chairman from 2008-11 and CRFCA Vice Chairman Marines 2015 –present and Chairman of the CRFCA Estates Committee.



**Air Commodore I R W Stewart
CBE BSc FRAeS**

Vice Chairman (Air)

Air Commodore Ian Stewart studied Aeronautical and Astronautical Engineering at Southampton University before joining the Royal Air Force as a pilot. During his

military service he flew fast jet aircraft in operational and training roles and served in a number of senior operational roles in the Ministry of Defence, the UK Permanent Joint Headquarters and NATO Airbase Ramstein in Germany. His last appointment in the military was as the Senior National Military Representative for the UK in the NATO Headquarters in SHAPE, Belgium. He left the military in 2013 and now has voluntary responsibilities in the East Riding of Yorkshire and is a member of the Yorkshire and Humber Reserve Forces' and Cadets' Association. Ian is a Fellow of the Royal Aeronautical Society.

BOARD MEMBERS



Colonel A C C Lapsley QVRM TD DL

(Chairman Lowland RFCA)

Deputy Commander 51(S) Brigade 2004 – 2007. Appointed Col TA, HQ SOinC (A) in Oct 2009. Honorary Colonel of both 32nd Signal Regiment (V) and Glasgow and Strathclyde

UOTC. Appointed Chairman of Lowland RFCA in Feb 2012. In civilian life a Company Director of three SMEs (main SME being Possilpark Shotblasting); was a director of former Poppyscotland and now a member of Scottish advisory committee of TRBL; a member of Trades House of Glasgow (Late Deacon Incorporation of Fleshers), an elder in the Church of Scotland and involved with a number of charities.



Colonel N D O Williams TD JP DL

(Chairman North West and the Isle of Man RFCA)

Colonel Williams joined the Royal Engineers TA in February 1968 and following a course at Mons Officer Cadet School was commissioned

for service with 106 (West Riding) Field Squadron RE (V) in Sheffield in November 1970. He went on to command the Squadron between 1978 and 1983. In 1992 he took command of 75 Engineer Regiment and finished his TA service as Deputy Commander 42 (North West) Brigade in 1998. In 1999 he was invited to become Chairman of the Altcar Committee and assumed a position on the Board of the North West of England and the Isle of Man Reserve Forces' and Cadets' Association, becoming a Vice Chairman in 2004 and Chairman in 2014. He is immensely proud to be Honorary Colonel of 75 Engineer Regiment, a position he has held since 2005. He is Managing Director and owner of Sheffield Metal Polishing Company Ltd, a diverse group of small metal finishing and manufacturing companies in Sheffield; Chairman of the Marybern Group of companies in Chester; a Deputy Lieutenant for South Yorkshire; a Magistrate on the Sheffield Bench; Non-Executive Director of Sheffield Chamber of Commerce and the Sheffield Industrial Museum Trust. Currently, Deputy Chief Commander, St John Ambulance.



Group Captain M R Trace OBE DL MA FRaES RAF

(Chairman Wessex RFCA)

Group Captain Mike Trace was educated at Cambridge Grammar School for Boys and Trinity College, Cambridge where he read Mathematics and Electronic Engineering. He was commissioned as

an Electrical Engineer in 1969. After basic jet training on the Jet Provost at Royal Air Force Linton-on-Ouse in Yorkshire he was posted to the Helicopter Training School at RAF Tern Hill, where he was instructed on the Sioux (the Bell 47) and the Whirlwind. Following conversion to the Puma he was posted to No 33 Squadron at RAF Odiham in Hampshire where he spent five years flying operational sorties in support of land forces in England, Northern Ireland, Western Europe and Belize in Central America. Wing Commander Trace was awarded the OBE in the Gulf War Honours List. Upon promotion to Group Captain, he was given command of RAF St Mawgan in Cornwall, where he also became Commander Search and Rescue Helicopters, flying the Sea King in the long-range rescue role. He was elected a Fellow of the Royal Aeronautical Society in 1997. As the first Head of the Air Force Board Liaison Team, he was tasked to visit all RAF stations, brief all personnel and wives on current policy and plans, and then brief the very highest military officers on reactions and feedback. Next it was a third burst at the Royal Air Force Personnel Management Agency near Gloucester, where he was responsible for the careers of all officers of the General Duties and Operational Support branches up to and including the rank of Wing Commander. He finally retired to Cornwall in 2001 after almost thirty-three years in the Royal Air Force.



Captain B J Thorne RD DL RNR

(Chairman Wales RFCA)

Captain Thorne joined the Royal Naval Reserve at HMS DRAGON as a Junior Radio Operator in 1973. In 2008 he was appointed Captain Regions (South), instituting one of two posts providing the chain of command linking

all RNR units in the UK to the Commander Maritime Reserves. Having moved to the Retired List in 2010, he continues to provide Royal Navy representation in Wales on behalf of Naval Regional Commander, Wales and West of England. Captain Thorne is President of the Swansea Sea Cadet Unit, TS AJAX, and the HMS DRAGON RNR Association. He was President of the Royal Naval Reserve Rifle Association from 2003 - 2008. He became Chairman of the Reserve Forces' and Cadets' Association (RFCA) for Wales in 2017, having served as the Mid & West Wales Regional Chairman and Chairman of Trustees for the Welsh Reserves' and Cadets' Fund. Thorne was appointed a Deputy Lieutenant of the County of West Glamorgan in September 1998. From 2007 to 2016 he was

BOARD MEMBERS

a Senior Innovation Manager for the Welsh Government, responsible for the Welsh Government's Research, Development and Innovation Funding Programmes. He is a Chartered Engineer and Member of the Institution of Engineering & Technology, and served as Chairman of the West Wales Area in 1998/99 and 2014/15.



**Major General G S Smith
CB QVRM TD**

(Chairman East Anglia RFCA)

Major General Greg Smith was Colonel Army Reserves, General Staff (2004), Director Reserves (Army) in HQ Land Forces (2006 – 2008) and was a member of The Royal College of Defence Studies in 2009. He was Assistant Chief of the Defence Staff (Reserves and Cadets). 2010 to 2013. He was Managing Director at Ipsos MORI, a leading British marketing research and public opinion polling company and in 2012 he was appointed Chief Executive of the Royal Norfolk Agricultural Show. He chairs Newcastle University Business School's international advisory board and is also a member of the University's Court. Major General Smith was Deputy Col Commandant (TA and Cadets) and a Trustee of The Rifles – the largest infantry regiment in the British Army. He was appointed Honorary Colonel to Northumbrian Universities' Officer Training Corps in November 2013 and served as a Deputy Lieutenant of Buckinghamshire from 1997 until 2011.



Colonel R M L Colville TD DL

(Chairman East Midlands RFCA)

Colonel Colville was educated in Northants and at Magdalen College, Oxford, and was commissioned into The Duke of Wellington's Regiment in 1973. From 1979 to date he has

been Principal Partner of Leicester Office Furnishers. Appointed Deputy Lieutenant of Leicestershire (1998), Justice of the Peace (2000 – 2004) and assumed appointment of Deputy Brigade Commander (2002). Additional activities include Chairman of Leicestershire and Rutland ABF The Soldiers' Charity and Honorary Colonel of the Sherwood Rangers Yeomanry.



**Colonel The Honourable
P S Seccombe TD FRICS**

(Chairman West Midland RFCA)

Colonel Seccombe was elected Chairman of the West Midland RFCA in Spring 2014 having served as Chairman of Warwickshire for about ten years. He served in the Army

Reserve for 25 years commanding his Squadron, Regiment (Royal Mercian and Lancastrian Yeomanry) and Deputy Commander 143 (West Midlands) Brigade before retiring in 2002. He was educated at Rugby and the Royal Agricultural College, Cirencester and qualified as a Chartered Surveyor in 1975. He worked abroad in Africa for two years. Having been a Partner in Edwards, Bigwood and Bewlay, and Chestertons, Philip set up his own business in 1988 with two offices in South Warwickshire which now employs 12 people. He has been a District Councillor at Stratford-on-Avon District Council since 2002, a School Governor for 12 years and chairs various Trusts and Charitable organisations. He was elected in 2016 as Police and Crime Commissioner for Warwickshire. He is the son of Baroness Seccombe DBE and is married to Izzi, the Leader of Warwickshire County Council.



Colonel M A J M Overton TD

(Chairman Greater London RFCA)

Having joined Exeter UOTC in 1989, Colonel Overton was commissioned in 1991 before joining the London Regiment on its formation in 1992. On promotion to Lieutenant Colonel, he moved to HQ London District

responsible for Community Engagement and Recruiting before taking over as Commanding Officer of The London Regiment in 2010. Promoted to Colonel in 2012, he worked in Army HQ responsible for the Reserve component of Project 21 (A2020 integrated personnel strategy) as well as AG's lead of Employer Engagement establishing the Army/CBI Board and the Reserve Employer Liaison Officer scheme. In June 2015, he was appointed Commander Commissioning Pipeline working for Comdt RMAS, responsible for generating all Regular and Reserve Officers into the Army and optimising all elements of the commissioning experience through attraction, recruitment, selection and training. His civilian career has involved running global businesses delivering significant results across a number of environments and industries. He is now working for Cisco (world's largest IT company), running global operator strategy and business development for its IoT business. He is Regimental Lieutenant Colonel of The London Regiment, Chairman of Greater London RFCA, Trustee for the Royal British Legion Poppy Factory, the Army Museums Ogilby Trust and the London Scottish Regimental Trust.

BOARD MEMBERS



Colonel W M J Partridge TD DL
(Chairman South East RFCA)

Colonel Partridge was commissioned from Cambridge University OTC into the Royal Artillery in 1981, serving with 100 (Yeomanry) Regiment, which he commanded for two and a half years, until 1998. After that, he held several

staff appointments, including TA Colonel, Royal Artillery and TA Colonel, 4th Division. His last active post was in Reserve Forces & Cadets Division in the Ministry of Defence, where he sat as the Reservist member on the Cottam Review of the Reserve Forces. He has recently been appointed as Honorary Colonel, Kent ACF. He has practised company and commercial law for 30 years and is senior partner of a large firm of solicitors with offices in Tunbridge Wells and the Thames Gateway.



Colonel H K McAllister
OBE DL VR

(Chairman Northern Ireland RFCA)

Joining the Territorial Army in 1974 at Queens University OTC, and serving with 5th (Volunteer) Battalion the Royal Irish Rangers (V), he became Colonel TA/Deputy Commander 107 (Ulster)

Brigade in 2004 until disbandment in 2006. Subsequently Colonel TA/Reserves HQ 39 Infantry Brigade 2006 – 2007. Leaving almost 30 years of civilian Dental Practice in 2007, he has been on FTRS service with the Defence Dental Service in N Ireland, also serving on Operations in Bosnia and Iraq. Awarded the OBE in 1996, he is an Officer Brother of the Order of St John and holds the Territorial Army Decoration. In addition he held the post of Hon Colonel Commandant Royal Army Dental Corps (V) 2001 – 2007 and was appointed an Aide de Camp to Her Majesty the Queen 2004 – 2007. In 2008 he was appointed Hon Colonel 2nd NI Battalion Army Cadet Force. Currently he is Chairman ABF The Soldiers Charity NI, Chairman The Royal Irish Rangers Trustees and a member of the Board of Governors of Lurgan College.



Brigadier D A Hargreaves
(Chairman Yorkshire and The Humber RFCA)

Brigadier Hargreaves commanded 19th Mechanised Brigade Headquarters and Signal Squadron, initially in Colchester, Catterick and Bosnia, 34th (Northern) Signal Regiment in Middlesbrough and

Multi-National Division Headquarters and Signal Regiment back in Bosnia. He was privileged to command both 1 Signal Brigade briefly and 2 Signal Brigade for rather longer. His final tour of duty was as the Programme Director of the Saudi Arabian Communications Project Team, based in Riyadh. He retired from active service in February 2013. In addition to his Chairmanship of the Royal Corps of Signals, Honorary Colonel of 50th (Northern) Signal Squadron in Darlington, a case worker for the Royal British Legion and a Samaritans Listener, he assumed the Chairmanship of Reserve Forces' and Cadets' Association for Yorkshire and the Humber in May 2014.

Key relationships and resources available

The CRFCA and the RFCAs have key relationships with all funders/stakeholders and ultimately the MOD and Parliament. As the RFCAs are closely linked to the MOD, long term views of Parliament on the MOD and any subsequent MOD reviews are likely to affect the position of RFCAs.

The CRFCA and the RFCAs themselves are dependent on the direction given by the Defence Council and their Stakeholders set out in Regulations, Annual Plans and SLAs. Strategic direction through the RFCA Customer Board provides direction out to 4 years. Individual Stakeholder direction and outputs are set in respective SLAs and financial provision over the Annual Business Cycle (ABC). At both levels, variations to outputs and policy are imposed on CRFCA and the RFCAs as a result of the long term defence reviews or as a result of the short term and increasing in-year financial imperatives.

The resources available to the RFCAs are mainly provided by key stakeholders through the CRFCA in the form of funding (grant-in-aid and grants) and some use of the Volunteer Estate (VE) for RFCA HQ staff. However, additional resources are created through RFCA Regionally Generated Income (RGI). All resources are managed in accordance with MOD and HMT rules and regulations, e.g. Managing Public Money.

Risk

Price Risk

RFCAs are subject to inflationary pressures through the negotiation of MOD contracts to deliver the reserve estate, Command and Information Support (CIS) and other non-negotiable costs such as non-domestic rates. RFCAs are managing this risk by forecasting price increases using market data and producing early four year planning round bids to reflect requirements. Economies of scale and Environmental Management measures continue to be investigated. Whilst ABC planning is net of VAT the RFCA expenditure is VAT inclusive thereby introducing risk equivalent to the value of VAT.

Credit Risk

Credit risk within RFCAs is relatively low due to the minimal amount of sales made and the requirement for upfront payment of any lettings/wider market activities agreed. The RFCA Wider Markets Initiative (WMI) Guidance and use of the events booking system and sales ledger on SYMPHONY, combined with an effective and corporate marketing approach through Alternative Venues, has increased efficiency of the management of sales and debtors and therefore reduced the risk further.

Liquidity Risk

The RFCAs' liquidity risk is also low due to the planned disposal of assets. Vehicles are disposed as per the RFCAs' vehicle replacement programme and sold through a variety of options: trade in, sale, auction or internal sale. Therefore the expected sale value is frequently met. Other fixed asset disposals, i.e. the VE, are disposed of in accordance with DIO plans and the liquidity risk lies with them.

Counter Party Risk

RFCAs continue to face counter party risk (i.e. the risk of a contractor/supplier not being able to provide the goods/services due to going into liquidation). This risk is low due to the maintenance of an approved contractor list through the pre-qualification questionnaire process.



Cash Flow Risk

RFCAs' cash flow risk is managed by the drawdown process. At the beginning of the FY the drawdown timetable for each Accounting Period (AP) is sent out to each RFCAs and funder. This provides the basis for each AP drawdown financial instruction which instructs RFCAs to drawdown their actual requirement for the upcoming month. The consolidated drawdown is then submitted to funders by CRFCA. The main cash flow risk lies in late payment by funders, however to combat this RFCAs and CRFCA take the following actions:

- Confirm control totals throughout the year to ensure drawdown submissions are within budget.
- Profile Non-Domestic Rates (NDR) payments on the NDR module within SYMPHONY to provide an accurate cash flow requirement.
- Forecast all requirements using past trends and current data/situations.
- Maintain a safeguard of 2 weeks operating expenses at month end, as endorsed in the FF.
- Use the aged debtors list on the SYMPHONY Sales Ledger.
- Complete detailed cash flow plans for capital projects to ensure funding is received prior to when part/certificate payments are required.
- Re-profile cash flow when necessary and at each quarterly finance meeting against known and adjusted CTs.

Employee Involvement

The actions taken throughout the year to achieve employee awareness of financial factors affecting the RFCAs and to encourage employee involvement were as follows:

- Financial position, in-year pressures and planning round measures were continually reported and formally reported and updated to CEs quarterly at the Internal Executive Board (XBI), to Finance Officers quarterly at the Finance Review Meetings (FRM) and to Heads of Estates in their quarterly meetings.
- Spend to Save measures encouraged and communicated to CEs, Heads of Estates, Facilities Managers and Finance Officers.
- Continual updates of funding timelines to Finance Officers to assist in managing cash flow, through monthly financial instructions, drawdown programmes and monthly budget adjustments.
- Appropriate training.

Going Concern

The RFCAs are a going concern organisation on the grounds that current and future sources of funding (as confirmed in the ABC and indicative Control Totals) or support will be adequate for the RFCAs' needs. A period of twelve months from the date of approval of the financial statements was considered in this assessment.

Payment Policy

The RFCAs' policy on payments is in accordance with Managing Public Money that states: "Public sector organisations are also bound by The Late Payment of Commercial Debts (Interest) Act 1988 (as amended by The Late Payment of Commercial Debt Regulations 2002 (SI 1674)). It provides a statutory right for suppliers to claim interest on late payments of commercial debt. Payment is regarded as late if made outside the agreed terms, or where no terms are agreed, 30 days after receipt of a valid invoice. Public sector organisations should note any expenditure made outside these terms should be exceptional and noted in resource accounts." Additionally RFCAs adhere to the Government's Better Payment Practice Code which requires that timing of payments should reflect the following four principles:

- Agree payment terms at the outset of a contract and abide by them.
- Explain the payment procedures to suppliers.
- Pay invoices in accordance with any contract agreed with the supplier, or as required by law.
- Tell suppliers without delay when any invoice is contested, and settle quickly on receiving a satisfactory response.

Disability Discrimination Act (DDA) and MOD Policy

The Department's policy on employing disabled people is underpinned by the Disability Discrimination Act 1995 (DDA) and follow-up amendments to the DDA. The DDA goes further than just anti-discrimination legislation and actually requires employers to take action e.g. reasonable adjustments. Further information can be found in DIN 2006DIN02-174: PI 64/06: Factsheet on the Disability Discrimination Act. This Policy is actively followed by all RFCAs.

FY2016/17 Key Achievements

Output One Alpha

Advice and Support to the Defence Council

Following the direction of the 2014 Defence Reform Act, the RFCA has continued to deliver the statutory responsibility through the EST delivering an annual report to the Secretary of State for Defence, and also providing assurance to parliament. The team visited a cross section of units across all three Services providing observations and advice through direct feedback and the summary of this work was captured in their fifth report that went to Ministers in June 2016 and was laid in the Houses of Parliament in July. At the regional level, the close ties with the regional single Service commands has generated a raft of new employer relationships in support not just of operational deployments but also wider employability.

The DRM has fully matured as the single face of Defence to employers at national level and the strong linkages now in place across the regions are captured in Output Seven. The close relationships between RFCAs with devolved governments have proved to be very effective in assisting the delivery of new Defence policy and providing the feedback on proposed change and this is particularly effective where devolved representatives are voluntary members of the Associations in defusing potential confusion where policy has not been pan-UK. The provision of such advice and guidance was facilitated by the continued close linkage between the CRFCA and the MOD and three single Services. Membership of both national and regional tri-Service command and management boards by RFCA CEs and National Resource Directors continued to assist in this transparency. CE CRFCA has been a key member of the Reserves Executive Committee within MOD and also provided invaluable insight to 2 and 3* command boards.

CE CRFCA and Director Engagement continue to be important linkages for the COBSEO Board and have improved linkages with all tri-Service welfare charities. Regional linkages to service charities have continued to be strong and there continues to be a high uptake of the AFC which is managed on behalf of Defence by CRFCA through the DRM.

The voluntary commitment of all Association members to both national and regional committees and working groups, such as the Regional Employer Engagement Groups (REEG), has been ever-present and continues to be seen as a primary medium in delivering key messages: it was particularly gratifying to see an RFCA Volunteer Vice Chairman for EE being recognised in the national honours List. We await the development of the Defence Regional Agenda work in MOD that should come to fruition in 2017. The continued support of our Association Presidents and Vice-Presidents – the Lord-Lieutenants – has been pivotal to our links to our communities.

A notable achievement was the establishment of a Framework Agreement between the 13 RFCAs and the CRFCA which sets out the principles and modalities by which the CRFCA and the 13 RFCAs manage their relationships in order to operate in a corporate manner.

Key Successes:

Continued support to regional brigades through enhanced delivery to Employer Support (ES) (within resources).

Fifth report of the EST (comprising primarily volunteer membership at RFCA Board level each contributing some 25 days of pro-bono support).

Delivery to the requirements of five primary SLAs.

Delivered RFCA Corporate and Business Plans in accordance with Strategic direction within timeline (underpinning operational output through the Customer Board).

Significant number of bespoke regional events in support of tri-Service senior leadership engagement programme providing speaking opportunities in support of the FR20 delivery.

Establishment of an RFCA Framework Agreement.



Output One Bravo

Provide Support to Operations – ‘Home and Away’

The full impacts of FR20 and the Defence Reform Bill are now being felt across tri-Service with volunteer reserves now able to mobilise in support of standing tasks across the world, including National Resilience. The RFCAs continue to work in support of both employers and Reservists, through advice and support and provision of briefing and clarity to provide employers with a better understanding of the implications and benefits of employing Reservists. RFCAs have continued to provide suitable VE for regional authority RESILIENCE demands where requested.

The routine work of supporting veterans has continued and RFCAs have maintained close links to Service welfare charities, particularly through their continued role in adapting the homes of Wounded and Injured Servicepersons (WIS) with single Service direct grant funding² with increasing single Service projects being delivered locally. Further funding from the Haig Homes, Help for Heroes and regional Government has also been received. This rewarding work, using our skilled regional estate staff, continues to demonstrate the utility of the RFCAs in support of post-mobilisation delivery. Here also the close RFCAs links with the Army Recovery Capability and in particular the Personnel Recovery Units (PRU) have ensured the highest levels of support for individuals' needs. Our continuity and regional knowledge means that this important role of post mobilisation aftercare is an ideal opportunity for the RFCAs.

Despite a reduction in maintenance funding the RFCAs have continued to maintain safe and legal estate including the provision of additional RGI to minimise the impact on the occupying units.

Key Successes:

In year delivery of 66 additional wounded and WIS living accommodation projects to time and cost totalling £2,956,253: taking the total since 2010 to 470 projects at a value of £20.2m (direct funding from DInfra and charities).

Reinforcing the RFCAs ES structures to underpin the Army recruiting effort against challenging targets including supporting Regional Employer Engagement Boards (REEBs multiple in some regions).

Delivery of enhancements to ARCs utilising RGI to support retention.

Support to the UK Reserve Forces Association (UKRFA) through a part-time Secretary General, full-time Secretariat and Director Resources – substantial additional support task facilitating UK-based competitions and overseas training opportunities for tri-Service reserves to enhance retention (outside formal SLA).

£6m of RGI invested into the VE.



² A significant undertaking that has delivered over 150 projects over three years.

Output One Charlie

Provide Facilities Management Services

Although FM is a generic term to cover most of our Estate activities, for the RFCAs the term is limited to 'Soft' FM; that is all services outside maintaining the built Estate. This includes management of utilities, waste collection, Defence Accommodation Store procurement, cleaning, vehicle fleet management and pest control.

This aspect of our business has been the subject of ongoing change. Although the Utilities budget (for the Army and Navy Estate) was withdrawn by DIO, much of the 'Energy manager' task remains. The RFCAs remain the focal point for bill queries and payments for the RAF and (due to contractual issues between DIO and their energy suppliers) the clarity necessary to close out legacy payment issues is still not available. Therefore, the administration of annual meter readings and regional point of contact will continue to be carried out by the RFCAs.

The vehicle fleet for use by the Cadet Community and our staff also benefits from local administration and provision. Steady improvements to our processes have supported another successful year of Cadet experience.

Changes to the Multi-Activity Contracts run at Brigade into the new HESTIA soft FM contract have yet to be finalised and our Associations stand ready to assist DIO to take this important Future Procurement project forward.

Sustainability Reporting was introduced in FY12/13 in order to meet the public sector requirements for the Finance Reporting Model (FReM) reporting, following the guidance laid down in HM Treasury Sustainability Reporting and Greening Government Commitments. It is intended to show transparency, consistency for comparative purposes and accuracy. Currently some of the required information is not separately collected and collated and estimates have been used. In such cases, separate cost codes will be required in future years in order to improve accuracy. Cadet Support vehicle mileages are forwarded to Brigades for data collection and emissions reporting, and water consumption is reported to DIO by Project Aquatrine Service Providers. The figures in the Sustainability Report are used to monitor RFCAs performance only.

RFCAs Sustainability Report for the Year ended 31 March 2017

Sustainable Procurement and Construction. RFCAs are required to meet the BREAAAM Excellent (Defence DREEM equivalent) in all new builds. This scheme covers waste generation and disposal, environmental impact, land use, and rewards low transport use and reduced running costs.

Environmental Management System (EMS). Under NGENC the EMS is only applicable to the estate occupied by RFCAs staff – normally at our headquarter offices. This represents a change to the previous understanding but should lead to less duplication of responsibilities with the single Service occupants of the VE that we maintain on behalf of Defence.

Transport. RFCAs remain responsible for the procurement, operation and disposal of the Cadet Support Vehicles.



GREENHOUSE GAS EMISSIONS		FY13/14	FY14/15	FY15/16	FY16/17	Emissions Graph
Non-Financial Indicators (1000 tCO2e)	Total gross emissions	49	47	48	45	<p>Emissions</p> <p>200 180 160 140 120 100 80 60 40 20 0</p> <p>13/14 14/15 15/16 16/17</p> <p>■ Travel ■ Electric ■ Gas</p>
	Total net emissions	–	–	–	–	
	Gross emissions Scope 1 direct	1.8	1.5	1.4	1.4	
	Gross emissions Scope 2 & 3	–	–	–	–	
Related Energy Consumption (million kWh)	Electricity: Non-renewable	46.2	43.5	42.8	43.5	
	Electricity: Renewable	–	–	–	–	
	Gas	124.7	130.7	131.9	130.7	
	LPG	–	–	–	–	
	Other	–	–	–	–	
Financial Indicators (£million)	Expenditure on energy	13.9	12.1	12.3	12.1	
	CRC Licence expenditure	–	–	–	–	
	Expenditure on accredited offset	–	–	–	–	
	Expenditure on official business travel	0.8	0.8	0.8	0.8	

Performance Commentary (inc. measures)

All consumption and emissions reporting is carried out separately via DIO – figures provided from Symphony. One obvious benefit from the Life Cycle Replacement of older heating boilers across the Estate has been the overall reduction in gas consumption, reducing cost, waste and adding to our reduction in the carbon footprint in line with Government sustainability targets. Unfortunately increased use, or sweating, of the estate has increased our lighting requirement and thereby increased consumption of electricity.

Controllable Impacts Commentary

The VE is not included in DIO spend to save funding, RFCAs are therefore reliant on limited RGI spending for efficiency measures. Increased availability of VTC and PH2 is reducing the need to travel but IT developments are not yet keeping pace with the need for change. Combining meetings and Working Groups in one location has also reduced the necessity for travel.

Overview of Influenced Impacts

FR20 studies on Future Reserve basing options does take energy efficiency of existing buildings into account, the next stepped reduction in utilities consumption can only be achieved with a reduced footprint.

Scope 1 – gross emissions from Cadet minibuses and allocated vehicle business use.

Scope 2 and 3 – gross emissions on RFCA staff business travel using public transport (to be captured when required and once an efficient recording tool is investigated and developed).



WASTE

Performance Commentary (inc. measures)

Waste quantities remain static but we have a target of 34% reduction by 2020. RFCAs have been using central MOD contracts for hazardous waste disposal, and some Associations also have waste removed from Army Reserve Centres (ARC) under MOD contract.

Controllable Impacts Commentary

A standard methodology for measuring and reporting waste is being developed.

Overview of Influenced Impacts

Main effort remains in educating units to segregate waste and use correct channels for hazardous and non-hazardous, and recording waste quantities by site.

WATER

Performance Commentary (inc. measures)

RFCAs represent 2% of total MOD water consumption equating to 460,000m³/yr. Along with MOD, targets for a 34% reduction by 2020 have already been met.

Controllable Impacts Commentary

Early reporting and repairing of leaks helps reduce consumption but only by reducing the size of the VE will substantial economies result.

Overview of Influenced Impacts

Only the top 150 sites will be given funding for water saving measures. RFCAs are working with Aquatrine Service Providers to secure small investment in savings measures for building internals.





Output Two

Support to the tri-Service Cadet Forces, Combined Cadet Forces and Youth

The RFCAs continue to demonstrate their wider utility by supporting the delivery of activities and initiatives which exceed those areas specifically defined within the SLAs held with MOD Reserve Forces and Cadets (RF&C), DIO and the single-Services. We are represented at the most senior levels of cadet engagement and provide, where appropriate, advice and guidance at every level from the MOD Youth and Cadet Council to the Joint Service Cadet Committees across the UK. The additional manpower provision to the Cadet Expansion Programme (CEP) is the clearest example of the 'value added' support provided and the wider utility of the RFCAs.

Cadet Health Check Team

The purpose of the Annual Health Check of Cadet Forces is to provide MOD with objective and independent advice on the overall health of the Cadet Forces, their ability to deliver MOD-endorsed outcomes, and risks to their future well-being and sustainability. This independent advice will complement the MOD and single Service assurance and performance management regimes which will be developed further under the Cadet Force 2020 programme.

At an early stage, the team agreed that it would be important to develop a baseline assessment in the first year against which future reports could compare progress. Consequently, initial visits were conducted by the team to each of the single Service Cadet Headquarters (including the Marine Society and Sea Cadets (MSSC)) in order for all of the Team members to be fully appraised of the modus operandi of each of the Cadet Forces. It was clear from the outset that although approaches may differ within the three single Services, Cadet Forces are delivering a challenging and stimulating cadet experience within a well-controlled environment in line with the MOD endorsed outcomes as identified in the High Level Review of Cadet Forces³ – development, awareness of the Armed Forces and an understanding of employment opportunities within the Armed Forces whilst providing value for money and the collection of supporting data.

The Cadet Health Check team leader, together with members of the team had an extensive meeting in March 2017 to debrief the CDP on the Report that had been submitted in December 2016. CDP agreed the priorities for the team moving forward and briefed the 3* Youth and Cadet Steering Group accordingly.

Whilst being cognisant of the areas of risk identified by the MOD 3* Steering Group (the welfare and wellbeing of cadets and Cadet Force Adult Volunteers (CFAVs), Cadet Forces estate infrastructure and attracting and retaining CFAVs) the Team will look at the following areas in greater detail in the next Report:

- a. The causes and effect of CFAV churn.
- b. Safety and Safeguarding.
- c. The CEP.
- d. Implementation of the Cadet Forces Commission.
- e. What measures have been put in place to reduce bureaucracy for the CFAV.

Additionally it was agreed that engagement with employers/industry would also be reviewed to ensure that the 'offer' to employers is steered to reflect areas where the cadet forces will derive the most appropriate benefit. Currently several signatories of the AFC are making offers that cannot be capitalised upon for the lack of infrastructure. It is hoped that a tailored approach can be trailed by Regional Employer Engagement Directors (REEDs) in a couple of RFCA areas to better reflect the requirements of the cadet forces.

Cadet Expansion into Schools

The CEP is firmly on track to meet the target of 500 cadet units parading in UK schools by March 2020. This is building on the solid foundations created by the first 100 cadet units established during the first phase of the programme. Phase 2 of the programme sees schools submitting their applications for consideration/approval by the joint MOD/Department for Education (DfE) approval board every six months. To date a total of 89 schools have been approved representing a good balance across the CEP prioritisation criteria, the single Services, and the regions of the UK. There is also representation from Scotland, Northern Ireland and Wales cementing the engagement with the CEP of all of the Devolved Nations. There continues to be a healthy interest in the CEP from schools (the last approval round conducted in May 17 saw the highest number of applications approved yet in a single round) and there are currently 160 schools in the pipeline, of which 100 are being actively engaged by the regional SCEOs. They continue to provide the schools with expert advice on the details of the offer and should a school decide to proceed, carefully guiding them through the process to approval and often beyond. The additional manpower provided by the RFCAs to support cadet expansion has been well received and is pivotal in delivering the required outcome. The Cadet Bursary Fund (CBF) continues to provide grants of up to £25k to schools

³ Conducted by Lt Gen T Beckett CBE at the same time as, but separate to, the RFCA Review.

with CEP units to help meet staffing costs during the first two years from start-up and has been a key factor in the school's decision-making process. The next approval board is planned to take place in Nov 17 where it is expected that the number of applications will exceed that needed to keep the programme on track to meet its target. The RFCAs not only employ the SCEOs but also staff to support the Brigades and their Cadet Training Teams (CTTs), Regional Command, the joint MOD/DfE team as well as RAF Air Cadets organisation.

Cadet Linked Detachment Programme (Scotland)

The Linked Detachment model received ministerial endorsement in July 2016 and became the Scottish model for the roll-out of the Government's CEP. The aim of the Linked Detachment Programme is to give more young people in Scottish schools access to the benefits of the Cadet Experience in order to assist them to achieve more positive destinations from education. The Cadet Experience has been acknowledged as bringing a sense of purpose, confidence and responsibility to young people, many of whom might have been inclined to have followed less structured paths with less positive outcomes.

The Linked Detachment model involves all three cadet organisations the SCC, ACF and ATC partnering with Scottish secondary schools to form Linked Detachments within sponsor schools working closely with the local cadet unit. The Cadet Experience complements Curriculum for Excellence and the Developing the Young Workforce programme to give participants access to further curriculum pathways and ultimately more positive destinations. There are currently six active Linked Detachments in Scotland.

Scottish Qualification Authority (SQA) Accreditation for the Community Based Cadet Forces

Both Highland and Lowland RFCAs are embarked on a project to expand the opportunities for more senior cadets to gain a Scottish Qualifications Authority (SQA) award in Leadership. The Leadership Award is a Level 5 award and is an attractive award to employers as it demonstrates and evidences the team working and leadership skills that cadets gain. There are 260 cadets involved in the SQA Leadership Level 5 and to date 35 cadets have gained this excellent award. The next element to the SQA project is to map the three cadet organisations' syllabi across to a generic cadet achievement award. The SQA project manager, has

completed the mapping of the ACF syllabus at 1 and 2 Star level to develop a bespoke SQA award for those cadets. SQA have accepted that the ACF syllabus up to 2 Star meets its qualification criteria and have agreed that the award will be a Level 4 award—making it meaningful to both education and employers. The Army Cadet Achievement, Teamwork and Citizenship Award will be in place for August/September 2017 and the cost to the cadet to enrol for the award will be £40. The SQA project manager has already begun work with the ATC to map their syllabus across to a similar SQA award. The intention is to have the mapping of the ATC 1st Class and Leading Cadet syllabus completed by late summer 2017 and work will then start on mapping the Sea Cadet syllabus.

In August 2016 the Cadets' Massed Pipes and Drums beat the retreat before Her Majesty the Queen at Balmoral. Highland and Lowland RFCAs, together with the ACFA, continue to subsidise the uniform and equipment costs of the tri-Service cadet pipes and drums, as well as arranging the performance at Balmoral.

Community Cooperation in Practice



In November 2016 the Lord Lieutenant of Warwickshire opened a new bespoke joint Cadet Centre which is the new home of Warwick Detachment ACF and 1368 (Warwickshire and Royal Leamington Spa) Squadron ATC. The £600k build was jointly funded by West Midlands RFCAs, HQ Air Cadets and Warwick District Council.

The centre is located between Aylesford School and the Playbox local community theatre, both of whom have been closely involved with the planning process and now enjoy use of the enhanced facility on a daily basis. This truly collaborative process has proved to be a real community asset and after an RFCA funded recruiting campaign is now enjoying a healthy number of cadets and CFAVs.



Regional Cadet Collaboration – NE RFCA

For the past few years NE RFCA has been promoting a more collaborative approach to cadet activity, from the ACF hosting cadets and adults from the other two Community Cadet forces on their annual camps to the RFCA staging a number of collaborative cadet events.

Part of the collaboration was driven by a change in emphasis within the NE RFCA governance procedures for cadets. Two years ago the two Cadet Committees within the Region started to look at how the Cadet Forces could best help each other to add breadth and depth to their respective offers and have the Cadets meet and share experiences.

This has been a very fruitful journey and there has been a lot of reciprocity across the region. This year cadets from the SCC and ATC will be attending the Annual Camps of Durham and Northumbria ACF in Oakhampton and Warcop. The Commandants have collaborated with their relevant counterparts to make this exciting offer to the cadets and adults. The RAF Air Cadets invited senior ACF cadets to instruct Fieldcraft at their 2016 camp held at Warcop in October.

NE RFCA Collaborative Events

As part of the package to provide additional opportunities for CFAVs, the NE RFCA has organised and run a number of events to complement the main cadet offers from each cadet force including a shooting competition; which saw teams of cadets taking part from all the regional cadet forces in a competition aimed at those cadets who may not have reached the standard for selection to shoot at the Bisley competitions.

One spin-off from the collaborative approach has resulted in the formation of a new Adventure Training (AT) and Duke of Edinburgh (DofE) Committee. The object is to help each other with AT and DofE provision and training. This engagement has led to what has become an annual indoor climbing competition held at a local indoor climbing wall. In December 2016 over 100 cadets participated in TRICLIMB 2016. The competition is run by CFAVs from all the Cadet forces and managed by a team of RAF Air Cadet CFAVs. The final events on offer are a series of two Triathlons held across the region for all cadets and where spaces are available to adult volunteers. On two Sundays in April and May 2017 NE RFCA ran 2 'Go Tri' events for cadets and adults. 'Go Tri' is an event sponsored by British Triathlon to introduce people to the sport of Triathlon and other multisports.

Significant Achievements:

The Cadet Health Check team delivered their Report to CDP.

Further manpower provision in Regional Brigades and their CTTs to the support CEP.

Ongoing coordination of the tri-Service Cadet Committees.

Development of Inter Service Regional Cadet events and activities.

Output Three

Support to Recruiting

Despite Support to Recruiting being a stated deliverable within the single Service SLAs, this remains an unfunded activity and therefore activity levels continue to be constrained by a lack of direct resourcing. Associations have helped to shape regional recruiting in line with the requirements of the SLAs, utilising a proportion of their RGI towards recruiting positive activity. This activity has included typically: local PR campaigns, financial support to unit level recruiting initiatives including direct advertising, Fresher's Fairs and Community Engagement Events with a peripheral recruiting spin-off. These activities, usually at relatively low cost (less than £1k), provide a disproportionately high impact. That said, as a rule Associations have only funded items/events that cannot or will not be funded through the Army Training and Recruiting Directorate (ARTD) partnership. In addition the prudent use of RGI to provide discrete elements of betterment in ARCs has contributed to the retention factor as Reservists gain a sense of investment and an improved training environment.

The activities of the UKRFA acting through the CRFCA staff has provided over 100 Reservists with funded overseas training activity ranging from Young Officers Seminars hosted by other nations (Czech Republic, USA), CIOR Congress hosted in Spain including a Reservists military skills competition, Reservists winning medals at the Canadian armed forces Bisley equivalent and small team training exercises across Europe. This represents a considerable retention benefit at a time when the balance of recruiting and retention is being scrutinised at Cabinet level.

Examples of successes:

EM RFCA ran a campaign for Derbyshire ACF to boost ACF CFAV numbers which generated 43 separate news items that were either printed in the local press or appeared on local news websites. This coverage was worth £23K in advertising value equivalent. The campaign generated 39 new applications between January and March 2017, as opposed to 19 in the same period last year: an increase of 100%. They also publish online magazines for cadets and Reservists and e-newsletters which are actively marketed to over 4000 contacts, some of which have signed the AFC or received an ERS Award for advocating and supporting members of the Armed Forces family in the workplace. They have achieved more than £175,000 worth of positive press coverage in printed publications, online and through broadcast media (this conservative figure is established through advertising value equivalent – how much it would cost to pay for an advert of the same size). The news articles issued to the regional media by the Association have also reached a potential audience of more than six million people- based on the viewing figures of print, online and broadcast mediums.



Output Four

Assistance to Community Engagement and Representation

The single Service SLAs continue to task the RFCA with an un-resourced role of Community Engagement, supporting the regional commands through extensive development of the RFCA's relationship with the Civil Community in order to improve understanding of and support for the Armed Forces and Cadets. This is achieved through the management, planning and delivery of representation, indirect recruiting, Cadet and employer support activities in support of their CE priorities. Community Engagement continues to provide the envelope within which the demands of the recruiting challenge have operated. There continues to be a very close relationship between RFCAs and their RPOC Brigades which has resulted in events sponsored by RFCAs or jointly with the chain of command with RFCA membership proving the extensive presence to reinforce the messages: the key message remains that Defence and the Army in particular is still recruiting and that the offer to Reservists has never been as good.

The MOD through the RF&C Directorate continues to develop the Defence Regional Agenda which is aimed to be delivered in part via the extensive network of RFCA volunteers and their contacts, many in influential positions across the regions. This is being further developed within the MOD and aims to identify the requirement and then the feasibility for a role that would further cement the regional support to Defence as a means of supporting intent rather than merely another channel for defence messaging. The Army in particular is re-energising its engagement strategy through a major 3* delivery programme that seeks to support army recruiting and retention through novel and new initiatives. RFCAs are looking to refresh their voluntary membership to best support the requirements of the revised SLAs, and specifically to gain a better reflection of the ethnicity of the society within which much of the current recruiting and retention is happening. RFCAs continue to review their membership to ensure that they are able to better support the functional areas inherent in the RFCA strategic direction.

Community Engagement in its widest sense sets the conditions for EE and ES and therefore the engagement of the Reservists' employers is an integral component of the delivery of civil engagement that will increase in importance as the Reserve Forces strive to maintain their FR20 targets. Support to veterans has involved signposting to service charities and highlighting veteran issues to Service Veteran and Pensions Advisory Forums. CRFCA is also represented on the COBSEO.

Examples of success:

An impressive beating retreat performed by the Cadets' Massed Military Bands and Massed Pipes and Drums on the Esplanade of Edinburgh Castle on 30 April 16 drew a large and appreciative audience. The week-long Cadets' Pipes and Drums Concentration in Inverness the same month culminated in a beating retreat through the streets of Dingwall followed by a sell-out concert in Inverness which included a Battle of the Somme tribute and concluded with the 80 cadet musicians receiving a standing ovation. The key event was beating retreat for Her Majesty The Queen at Balmoral castle by the Cadet's Massed Pipes and Drums. NI RFCA provides the COBSEO role within Northern Ireland and also a NI Veterans Forum.



NI RFCA continues to provide the COBSEO role (with COBSEO endorsement) in NI, including secretariat for NI Veterans' Support Forum (where all service charities come together to co-ordinate activities).

The Highland and Lowland RFCA/ACFA-funded Cadet Presentation Team (CPT) project came to its planned conclusion in December 2016. Over its two year life some 350 cadets attended workshops (120 in the last quarter of 2016 alone) and some 50 cadets participated in live events. The CPT project showed the potential of a structured approach to cadet engagement and achieved its principal aim of raising awareness of the Service Cadet organisations and the cadet experience with its target audiences. It also helped to identify where the most cost-effective benefit would be gained by RFCA engagement, and where cadet units would be the more appropriate vehicle to get the message across. As a result, a pan-Scotland cadet engagement framework is being developed. However, the benefits of the project also reached back to the individual cadets, who, as many head teachers remarked, gained significantly in self-confidence and poise, demonstrating the value of the cadet experience.

Defence Studies Dining Club (DSDC). RFCA for Wales supported the sponsor of the DSDC, the MEC for Wales, with the first DSDC for almost 20 years in early 2016. The key note address was given by AVM Andrew Turner CBE FRAeS, AOC 22 Gp. Attendance at the DSDC included retired and serving members of the HM Forces and a wide range of guests from across the professions and academia. All three University Service Units in Wales were represented thus providing the officer cadets an opportunity to develop their knowledge of the Services.

RFCA for Wales sponsored an address by the Director of Operations for the GCHQ National Cyber Security Centre, Paul Chichester last March. The audience consisted of approximately 250 guests from the professions, academia and business from across South Wales. Sponsoring such an address enables Defence to reach a wide audience and thus ensure that the public are much more aware of what it does on their behalf. Engaging with employers is vitally important and in Wales micro businesses are common place. Amongst them are a number of cyber-focused companies working in support of Defence.







Output Five

Personnel and Financial Management

The RFCA Customer Board represents the Defence Council and comprises the SLA owners at strategic level. The CRFCA received a Four Year Strategic Narrative which in turn provided the context for the CRFCA Four Year Corporate Plan and allowed the CRFCA Business Plan to incorporate the top level objectives. This focuses on the continuing delivery of the FR20 outputs and optimising the staff processes across the organisation to the Key Performance Indicators (KPI) within those SLAs. The MOD (through RF&C) are coordinating the continued development of the SLAs so as to make them more output cost based, with more focused KPIs based on the delivery of key outputs in support of the Reserves and Cadets. This work will result in better targets linked directly to the requirements of the SLAs which will in turn allow more informed application of increasingly scarce resources. There is more work on-going in order to deliver the FY2017/18 programme, including examination of a generic tri-Service CRFCA/RF&C SLA and the associated transfer of funding responsibility to support that.

CRFCA Audit Risk and Assurance Committee (ARAC) continues to underpin the assurance of internal governance and has endorsed the Management Action Plans (MAP) for audits of HR and Legal support, CIS Governance, and End of Year Procedures. CRFCA has agreed a renewed SLA with Defence Internal Audit (DIA) to provide the RFCA Internal Audit function until 2020 within an Audit Universe that provides for four Internal Audits per year across a spectrum of internal functions.

The legal status of the CRFCA remains unresolved and is not expected to change as a product of the review of the RFCA Regulations 2014 which will be revised in 2017/18.

In resource planning and budgetary terms, we again experienced late releases of funding, particularly prevalent in the last quarter of the FY. We continued to deliver project work including direct project funding and WIS accommodation projects which received an overall funding income of £3.1M. Despite the continued difficult commercial market, RGI added a further £5M. We remained within an endorsed 3% GiA operating reserve figure.

Significant Achievements:

Revised SLAs signed with MOD RF&C, DIA and RN. DIA led internal audits of HR and Legal (Limited), CIS Governance (Limited), End of Year Processes (Limited) completed and Management Action Plans implemented.

The Pay and Personnel Committee has continued to provide HR governance with important membership and advice from our Trade Union representative. Cadet Expansion Staff and additional staff for CTT have further expanded the RFCA permanent staff numbers. The CRFCA led internal structures review has reached the implementation stage, the product of which will see each RFCA sharing a common core structure with C1 Grade leads for each of the three pillars of delivery across our primary outputs of Youth and Cadets, Estates and Engagement. RFCAs maintain a very lean staff, never more than two deep in an effort to drive overheads to a minimum, which requires external SME to be brought in when in-house staff do not have the key skills.

Notable Successes:

Continuing provision of Schools CEOs on behalf of the DfE and also Central staff (6 within HQ Sp Comd including a new CCF cell) and the Army.

Further development of the Salesforce Employer Engagement database through the removal of off-shore data storage risks.

Output Six

The DIO SLA mandates provision and maintenance of accommodation for the RNR, RMR, Army Reserves, RAuxAF, Recruit Partnering Partnership (Capita), CCF, ACF and ATC.

As the principal TLB holder for the VE, the DIO is pivotal in determining the future, development and maintenance of the estate. Although our primary contact is DIO Service Delivery, with responsibility for maintaining the Estate, our links into DIO are much broader. For disposals and acquisitions we relate to Land Management Services, for large projects we relate to Programme and Project Delivery, Commercial and Central Legal Services, for Future Reserves 2020 laydown we relate to the Basing and Infrastructure team and for strategic development of the Estate we relate to the Strategic Asset and Programming team – Strategic Asset Management. This broad spread of relationships is a strength but can lead to a duplication of requirement and considerable resource cost.

The Capital build programme and Service Register remain the same irrespective of the overarching structure. The RFCAs remain engaged in the evolution of their estate management into a form comparable to the NGEC. The key benefit of adopting practices that align to the NGEC model is to assure DIO and the single Services that the VE is being used to best effect; is compliant; is being managed effectively and transparently; and offers best value to Defence.

In line with the NGEC model our funding structure has now changed. Previously the VE was funded against an agreed Planned Maintenance Programme and direction to maintain or improve the quality of the Estate where possible. Unfortunately, as with all public spending, that model was deemed unaffordable and the consequent disaggregation of a single Control Total into several budgets now leads to a complex funding system – with both benefits and risks. DIO fund to MAINTAIN and SUSTAIN but funding to RENEW based on a new or changed requirement is bid for by the single Services into the DIO Strategic Asset and Programming Team to release funds – which are generally an additional single Service inject. Amongst the complexity this has also drawn the customer back into intimate involvement with their funded projects and the overall requirement.

With effect from April 2017, the single Services will have an increased level of planning authority for the use of CDEL funds and with effect from April 2018 this will also include RDEL funds. This is a significant change and is intended to change the relationship between DIO and the single Services in relation to accountability and planning expenditure on the Defence Estate, including the VE. At the same time DIO are going through another change transition and moving towards more oversight and less managed delivery while retaining a technical assurance and reach-back facility for Defence. Quite how that will be created is being worked through currently and is likely to properly take shape over the coming years.

Around the UK there were also a number of capital projects worthy of mention.

Highland RFCA

The new £1.3 million Highlander Accommodation Block at Dingwall Cadet Training Centre – which will benefit more than 500 service cadets – was opened on 21 November by Mrs Janet Bowen, the Lord-Lieutenant of Ross and Cromarty.

The block will be used by the cadets of 1st Battalion the Highlanders Army Cadet Force, who come from detachments across the Highlands from Thurso to Aviemore and Dingwall to the Western Isles. The training centre is a key facility that allows the detachments to come together for training, sports and much more.

The project architects were Wellwood Leslie, and building work was carried out by McGregor Construction (Highlands) Ltd.

The 50-plus guests and hosts, including local councillors and military representatives, were welcomed to the centre by HRFCA Chairman Nick Dorman.

He said: “The new Highlander Block is the most challenging project the Estates Team, led by Randall Christie, has undertaken in many years, both in practical terms and financially. The site was a demanding one, with a high water table meaning that getting out of the ground was an achievement in itself. All in all quite an achievement, and the end result is a facility that will be used most weekends for the cadets of 1 Highlanders.”

Opening the centre, Mrs Janet Bowen, said: “The new Highlander Block is an impressive building, purpose-built specifically to provide comfortable, modern accommodation for cadets. It is a real demonstration of the fact that careful management of very limited budgets can produce first-class results.

The building has been designed for today’s needs and the demands of the future, and is as ‘green’ and efficient in terms of running costs, as possible. The primary beneficiaries of course will be the cadets themselves, and this is a most welcome addition to the facilities available for their use.”



Lowland RFCA

Polmadie to Carmyle

Lying on the route for the M74 extension, the ARC in Polmadie was relocated to Carmyle in cooperation with the Scottish Government. The new building provides 221 Transport Squadron RLC, and a detachment of the Glasgow & Lanarkshire Bn ACF, with high quality accommodation for both personnel and their vehicles: a 21st Century facility, for a 21st Century Army Reserve unit with a demanding role.



Yorkshire and The Humber RFCA

WIS adaptations

Case Study – Soldier A, West Yorkshire

Soldier A sustained severe spinal injuries while on deployment, which caused permanent mobility problems. Because of the nature of the injuries the soldier was unable to fully access the accommodation in its current configuration. The three-bedroomed, semi-detached property in West Yorkshire comprised a living room leading on to a dining area, kitchen and a conservatory on the ground floor, with three bedrooms and a family bathroom upstairs. The garden in its present format is only accessible via steep steps and the end of the garden is completely inaccessible due to an uneven garden path.

The RFCA was approached in June 2016 with a view to modifying the residence to create a home that meets Soldier A’s clinical needs. An initial meeting took place in July 2016 and plans were drawn up to modify the dwelling.

Work will start on May 24th 2017 to install a downstairs WC and the area at the foot of the stairs is being extended to create more space for the injured soldier to move freely around the property. The bathroom on the first floor is being converted into a wet room with access rails and a raised WC pan, while external works include construction of a ramp to allow access to the foot of the garden and reconfiguration of the steps leading up to the property so the depth is shallower. A platform has also been constructed. The remodelling works were expected to last approximately eight weeks and will cost around £46,000.

Case Study 2 – Soldier B, North Yorkshire

Soldier B was involved in two separate incidents which caused degenerative spinal issues and also injuries to the arms which impacted their fine motor skills – specifically gripping. The soldier will be confined to a wheelchair within 5 – 10 years.

Soldier B's semi-detached residence was purchased before any injury occurred and comprised a living room-through-dining room, kitchen and conservatory on the ground floor, with three bedrooms and a bathroom upstairs. The garden area was inaccessible as it had steps leading down to the grassed area.

The RFCA was approached in July 2014 via DIO in order to ascertain what, if any, remodelling works could be undertaken to ensure the building and its outside areas met Soldier B's clinical needs. It was decided that a covered ramp should be installed at the front door and a wrap-around extension constructed to house a ground floor bedroom and en-suite wet room. The existing kitchen was relocated to the area where the conservatory once stood and raised decking was built to allow access to the garden through the kitchen and new downstairs bedroom.

This project had to take into account the existing and future needs of Soldier B and any design had to incorporate provision for a wheelchair. As far as was reasonably practicable this requirement was built into the fabric of the house at this stage so future works would not be needed. The cost for the works was £120,000.

Wales RFCA

Royal Navy's Reserve Hub gets go ahead in Wales. A brand new bespoke facility for the RNR was granted planning permission on Reserves Day (21 June).

Cardiff Council's planning committee approved the application for the £11 million investment by the Royal Navy, which will provide a modern 21st century training establishment for the RNR, RMR and the University Royal Naval Unit (URNU), that will meet the aspirations of the UK's Reserves Forces for the next 50 years.

The project will be delivered by the RFCA for Wales in partnership with the Royal Navy and Associated British Ports (ABP), who have offered the Navy a long term lease on the waterfront site in Cardiff Bay

ABP's design team, working closely with RFCA and the Royal Navy is progressing designs while the tender procurement process is underway. This process should be completed by November 2017 allowing a mobilisation period for the preferred contractor to start construction on site in early 2018.

The new build will provide state-of-the-art training and classroom suites, accommodation, administrative services, as well as social and fitness facilities. There will also be access to the Waterfront and docking facilities for visiting warships. There will be shared accommodation facilities for three naval Units, the RNR Unit HMS CAMBRIA, The RMR Cardiff Detachment and the Wales URNU.



East Midland RFCA

A cadet centre in Melton Mowbray has been nominated for a Green Plaque Award, for being a building with heritage and historical importance.

The Drill Hall on Ashford Road in Melton Mowbray is one of a number of properties shortlisted to receive a prestigious plaque that if successful will be presented by Leicestershire County Council.

12 buildings made it onto the shortlist, with the Drill Hall being unique in that it is used by two different Cadet Forces, Leicestershire, Northamptonshire and Rutland Army Cadet Force (LNR ACF) and 1279 (Melton Mowbray) Squadron Air Training Corps.

Originally built in 1914 for the Territorials, A Squadron Leicestershire (Prince Albert's Own) Yeomanry, the building has been in constant service since its construction. The building has served soldiers marching off to fight in World War One, been used as a Territorial Army Centre and later as a Joint Cadet Training Centre.

The Drill Hall is managed by East Midlands RFCA. Martin Capewell, Head of Estates, said: "We are delighted that the centre has been nominated for an award and that it was shortlisted. The building has a varied history and is well-used by many young people who are members of the local Cadet Forces."



Air Cadets get new home in Derby

Work is progressing to construct a new home for Air Cadets in Alveston. The centre on Curzon Lane will be used by 126 (City of Derby) Squadron (Sqdn) Air Training Corps, and will replace the cadets' former training facility that was no longer fit for purpose.

The structural frame is now in place, as well as most of the internal and external cladding. Contractors are now installing electrical and heating components into the building. Work began on site in December last year to create a modern training centre that will include classrooms, a drill hall and radio room.

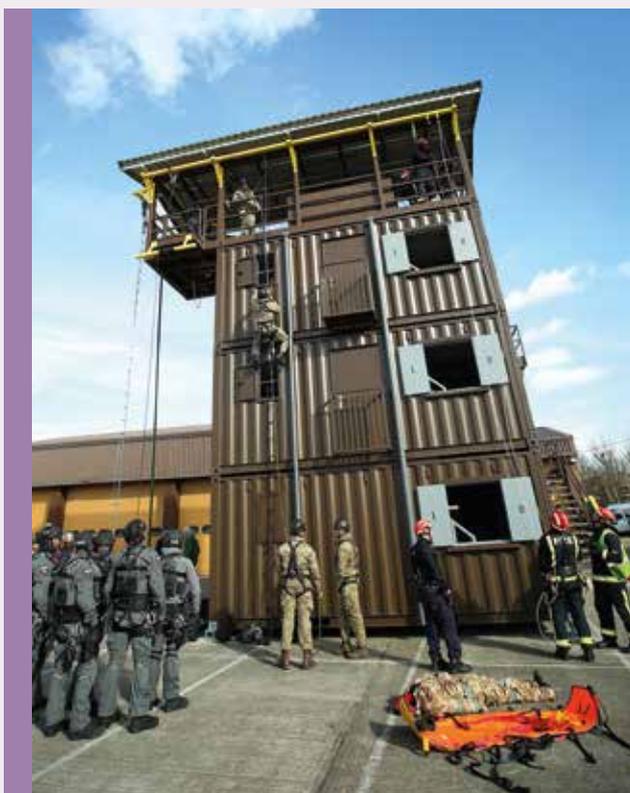
During the construction the cadets are continuing to parade on the same site in modular huts prior to these structures also being demolished. East Midlands RFCA are project managing the works. Martin Capewell, Head of Estates at East Midlands RFCA, said: "The development is progressing as planned on site and we are on target to complete the building in Autumn this year.

When complete the centre can be used by more than 100 cadets and 20 adult volunteers at any one time. 126 (City of Derby) Sqdn is one of the largest cadet units in the region so we wanted to create a training space that can be used for a variety of activities for many years to come."

Greater London RFCA

The CO at RMR Wandsworth, the Home of the RMR in London, developed the idea of a fast rope training facility that incorporated the key features of a ship's deck, an urban environment, a typical 2-storey residential building, the jumping off point of a chinook, the forecastle of a ship and helicopter rope descent. With all the bells & whistles, the tower has become an attractive training prospect for many of the 'blue light' emergency services, as well as specialist units of the armed forces who find themselves increasingly confronted by more and more challenging environments.

So, together with the SMEs from a number of different training backgrounds and the training Officers from RMR itself and with planning consent finally approved, the (roughly) 10 week build will commence almost immediately, with only the final two weeks being spent in assembling the facility on site, the rest of the fabrication having taken place at a factory location in Shropshire. The principle is simple; to meet the training needs of a number of different organisations. In reality, it is a complex combination of delivery of training in urban climbing, rapid entry, fast roping and room to room search. Being mindful of the health & safety constraints of a structure like this has called for some ingenious solutions and all concerned are extremely excited about using the finished product in place at RMR Wandsworth.



Wessex RFCA

Yeovil's 103-year-old Territorial Army drill hall is being transformed into a modern ARC with an investment of well in excess of half a million pounds.

It will bring it up to the standard of other military training facilities in the South West. Once reconfigured and refurbished, the building at Southville will be home to a Flight (detachment) of 675 (RIFLES) Squadron, 6th Regiment, Army Air Corps. They are likely to move in later this year, having been training temporarily at Royal Naval Air Station Yeovilton since being established in 2014.

675 Squadron, whose headquarters is at Bishops Hull, Taunton, is the only Reserve unit dedicated to providing ground support for the Army's fleet of attack helicopters.

Major Jonny Webber, Officer Commanding 675 Squadron, said: "The re-opening of Yeovil Army Reserve Centre will be a significant milestone in the Squadron's development.

"The Flight being established there will be the second of two Ground Support Flights to be added to the Communications Flight and the Squadron HQ in Taunton.

There are opportunities for both men and women, offering technical and physical challenges in a wide range of areas. We have doubled our numbers to around 70 Reservists since the re-role and look forward to growing further still when we open the doors of Yeovil ARC again." The full refurbishment and fit-out at Southville will include an upgrade of building services, making the building more energy-efficient and conforming to the latest regulations on sustainability.

The building dates back to the founding of the Territorial Force shortly before the First World War. It was officially opened on 8 November 1913 and included a 90-ft rifle range, officers' and NCOs' rooms and men's recreation rooms. The ceremony was attended by military and local dignitaries, including the Mayor, Norman Buchanan. The Mayoress presented a flag to the local company of the 1/5th battalion of the Somerset Light Infantry.



Output Seven

Employer Engagement and Support – National and Regional Delivery

DRM continues to enhance its reputation as a trusted partner with employers on Defence People issues. There is strong forward momentum and the year has seen much progress. In July 2016, Compass Group became the 1000th organisation to sign the AFC and this support continues to grow with an increase in signings by organisations of all types and sizes, across the UK. In March 2017, Travis Perkins became the 1500th organisation to sign the AFC.

Since its launch in 2014, the ERS has presented 47 Gold and 607 Silver awards to a wide variety of organisations, in recognition of their outstanding support to the Armed Forces. Although there is still work to be done to increase awareness, particularly among small businesses, the ERS is becoming increasingly embedded in the employer psyche. 2016 saw a number of well-known organisations being recognised with Gold and Silver ERS awards. These included businesses such as: United Utilities (Gold), Nationwide Building Society (Gold), Transport for London (Silver) and Virgin Media (Silver). Many of the achievements were as a direct result of initiatives proposed and work undertaken alongside businesses by DRM Account Managers or REEDs.

Employer Attitudes

The Employers' Awareness and Attitudes Monitor is an independent research series which has been conducted annually since 2014 (and previously between 2004 and 2010). IFF Research was commissioned to undertake the work in 2016, and they presently have a three year contract to conduct this research annually.

The Monitor is based on interviews with 1,000 employers, split evenly between employers of Reservists and non-Reservist employers. Participants were selected to ensure an effective spread across industry sectors and sizes of organisations (from SMEs to large internationals). The objectives of the survey are to:

- a. Support the evaluation of Defence's EE activities by providing robust data on employer attitudes to Defence People issues.
- b. Enable continuous improvement of EE by informing policy and shaping activities.
- c. Build on the historic dataset, showing how employer attitudes are changing over time.

In 2017, knowledge of Reserves has improved, and attitudes have remained increasingly positive, with significant uplifts since 2015 across most measures amongst both Reservist and non-Reservist employers. Encouragingly, Reservist employers are significantly more likely than non-Reservist employers to employ Reserves, and have positive attitudes towards the Reserves. This suggests that their experience of employing Reserves has been good.

The increase between 2015 and 2016 in employers agreeing that the Reserves are a necessary element of the UK's Armed Forces and an asset to the workforce has been sustained. Also similar to last year, the most compelling reason to employ and support Reservist employees is the transferable skills and experience that they will bring to the organisation, which they could never learn in their own job. Their likelihood of actively encouraging employees to join the Reserves has seen an upward trend year-on-year amongst both Reservist and non-Reservist employers; an indication that messages are getting across and resonating.

Overall awareness of the AFC and ERS awards have increased significantly over the last two years, however more work can still be done at both the national and regional level to enhance awareness of the AFC, the ERS and details of the financial assistance package for mobilisation. These will be focus areas for improvement and improved messaging as we continue to drive forward employer satisfaction with Defence, and in particular look to get the message across to non-Reservist employers and to SMEs.

Overall, the results of the research demonstrate an ongoing forward momentum in terms of EE.

Employer Support

The day-to-day business of EE has continued, with delivery through both national and regional channels via DRM and the RFCAs. The emphasis on ES moving to a unit management responsibility has been heightened through a Chain of Command focus on improving Employer Notification. The Defence Employer Support Helpline continues to operate effectively, although the number of queries has fallen in line with reduced operational commitments, topics from callers have ranged from simple requests for factual advice to complex mobilisation and training issues. The SaBRE website was migrated to Gov.uk and rationalised in line with Government guidelines. Whilst this is a smaller resource (with a corresponding financial saving to Defence) the Gov.uk site continues to be a useful source of information and advice for both Reservists and employers.

Account Managers continue to offer bespoke advice and support regarding organisations' ability to better engage with their Reservist populations. Such work includes encouraging the use of communications tool kits for Reserves Day, supplying data on Reservist numbers, advising on establishing Reservist networks with the relevant HR guidance templates and advising on internal communications best practice. Account Managers are an integral part of an account's ability to increase and support the Reservist community within industry. The success of this endeavour is reflected in the 26 successful Gold nominations of DRM accounts since inception, where ES has featured heavily.

PR and Social Media

DRM uses a multi-channelled communications approach to publicise EE activity in support of the AFC. DRM's social media platforms continue to gain followers amongst high profile and respected corporate audiences. A good deal of communications support was also provided to employers for campaigns such as Armed Forces Week and Reserves Day. The Reserves Day toolkit was particularly well received and resulted in an increase in participation.

Partnering with Defence Conference

In March, the third Partnering with Defence Conference was held at the QE2 Conference Centre. The conference attracted an audience of over 180 employers and representatives from Defence, an increase of around 50% from the previous year. The conference aimed to raise the profile of Defence personnel initiatives to UK employers, reinforcing the AFC. The agenda reflected this Defence priority for building stronger partnerships between Defence and business. This prestigious event included a key note address from the Secretary of State for Defence, Rt Hon Sir Michael Fallon, and included presentations introducing new Defence policies and initiatives.

Employer Engagement

Face-to-face communication with employers and the chains of command has continued to be provided in the regions through the network of REEDs, who are embedded throughout RFCAs across the UK. Their work ranges from briefing groups of employers to providing advice and support to the chain of command. The focus continues to incorporate EE, and in particular delivery of the AFC and ERS. The Army's requirement for increased EE under Op FORTIFY has led to continued engagement with Regional Employer Engagement Teams (REETs), in particular with a focus on the use of employer data held on Salesforce to make approaches to employers for workplace engagement and recruiting events. The Army in particular has continued to invest a high level of resource in their employer engagement activities.

At national level within DRM, the Customer Relationship Management (CRM) team have continued their efforts to work with the larger employers and employer bodies. There have been some impressive achievements, in particular through work carried out with mobile phone companies and financial institutions to ensure that service people and their families are not disadvantaged by the realities and necessities of service life. Much of this work has been widely reported. Linking up national firms to regional Armed Forces Employability Pathway (AFEP) activities has continued and increased, and a large number of Workplace Employer Engagement and Recruiting Events have taken place at the premises of DRM accounts. The level of advocacy from one employer to another, facilitated by DRM, is increasing and in particular was encouraged through participation from many of the CRM accounts at the Partnering with Defence Conference in March 2017. The CRM team continues to work alongside its corporate accounts to increase the number of AFC signings and re-signings and to ensure that pledges are being carried through. Ministerial involvement in these signings and in communications that follow the signings has highlighted a significant change in the way in which employers are working alongside Defence on issues across the AFC.

REEDs and CEs continue to be represented at regional level in the REEBs where many RFCAs continue to provide the Secretariat and where DRM is also represented with an Armed Forces Liaison Officer. This has continued to raise awareness of RFCA and DRM activity with internal stakeholders. The wider engagement by the RFCAs has remained at high tempo with advantage being taken of events sponsored by the individual Services together with more focused work with employer groups and professional bodies (Institute of Directors, Federation of Small Businesses (FSB), Chambers of Commerce, etc.).

This has continued to provide valuable EE opportunities, frequently complimented by Lord-Lieutenants, Ministers and senior military officers.

Whilst there are still some accounts with whom Defence has yet to engage, account managers continue to innovate where relationships have matured. Recent examples include: the setting up of a Cloud-based server course for service leavers, Reservists and families with Amazon Web Services for up to 1,000 participants; Reserves Day activity at the Paris Air Show led by Airbus and widened out to other Defence contractors; and the setting up of the Gold Alumni Forum chaired by Atkins. Each of these initiatives have been aided by the involvement of the CRM team and uniformed Employer Liaison Officer (ELO) support where required, delivering for the customer by helping them navigate Defence and reaching desired longer-term outcomes.



Employer Management Information System

DRM and RFCA EE teams continue to use Salesforce as their main repository for employer intelligence information and interactions. Salesforce currently contains over 45,000 active Employer accounts and over 56,000 active contacts. Employers' AFC pledges are recorded on Salesforce as well as ERS nominees and winners.

The following achievements have been made in the MIS area over the last year:

Ongoing improvement of legacy data quality and implementation of measures to ensure better data consistency and quality;

Automation introduced to some processes – user notifications, Joint Personnel Administration (JPA);

Designed, developed and deployed internal MIS support management functionality (Cases);

Designed, developed and deployed functionality for better and more efficient Strategic and Development Account selection and approval process;

Established Salesforce data sharing processes with UCE and Cadets and Youth;

Support of Comms team with implementation of Pardot marketing automation functionality;

Visited and delivered training to nine regions as part of Salesforce Roadshow;

Development of comprehensive reporting suite and dashboards, including SLA.



Looking Ahead

The past year has been characterised by significant turnover of DRM staff as many, including the inaugural Director, reached their two year point and sought career development opportunities elsewhere. After a period of hectic recruiting DRM are now back to full strength of 24 for the first time in 18 months. The DRM team is dynamic and enthusiastic, and relishes the challenges of the diverse spectrum of EE activities.

In early 2016 authority was granted for the uplift of REED resource to seven of the RFCAs; this ranged from an additional 0.5 x REED for some regions to two REEDs for Greater London and South East RFCAs; all regions received an uplift of 0.3 x Administration Officer. A successful business case was made subsequently, in March 2017, for five of the remaining RFCAs to increase REED resource by 0.5 (Northern Ireland RFCA remains with a single REED as a reflection of its unique operating environment). Funding for the uplift was included in the budget for FY17/18 and recruiting activity has already commenced.

Drawing on the experience gained in FY16/17 the SLA between CDP and CE CRFCA, has been amended to give a more realistic and deliverable set of performance measures which are reported on a quarterly basis.

DRM budgetary control has improved considerably this year with greater visibility through Symphony of the REED expenditure on EE activity. This has resulted in more accurate forecasting and a variance of just 3.2% from the budget at end of year, a considerable improvement on previous years. In excess of £410,000 was spent by DRM and the REEDs on EE activities in the last financial year.

DRM's focus is now on the consolidation of its successes to date and the development of a long term approach to EE that will underpin its critical role in supporting operational capability. This new vision will be enabled by an intelligence-led approach and delivered through deepening DRM's and RFCAs' most important relationships, concentrating on addressing key outcomes and enhancing the mutual benefit of a strong partnership between the nation's employers and Defence.



Conclusion

This has been a strong year for EE, and one which has seen further development of its already impressive forward momentum. Much has been achieved by DRM and REEDs, almost always in partnership with other Defence stakeholders. Working in partnership with uniformed colleagues from REEGs in the RFCAs regions, and with the Joint Employer Engagement Coordination Cell and ELOs at the national level, there have been numerous successful EE events across the country. The REEGs provide essential ongoing feedback from employers, and the REEBs ensure that RFCAs and the single Services coordinate their efforts in line with the FR20 White Paper commitments.

The Employers' Awareness and Attitudes Monitor provides proof that EE efforts are already bearing fruit, with continuous growth in recognition of key EE activities and steady improvements in employers' opinions of the value of Reservists to their workforces. The AFC is a critical tool in the development of meaningful, long term relationships with employers and, at the time of writing, over 1,700 organisations have signed. The combination of this ongoing impetus and a new, long term approach focused on operational capability-related outcomes and mutual benefit auger well for an exciting future for DRM and RFCAs in the delivery of EE.

Key Successes

The Partnering with Defence Conference in March 2017 was the best attended and most high profile one to date;

The 1,700th AFC was signed in May 2017;

A process was put together for Development Accounts (approved by MOD), drawing on lessons identified from the previous Key Accounts approach from 2015-16. Successful implementation of this process has enabled Regional Development Accounts to be identified and agreed with the RFCAs for the current year;

Considerable advances have been made in improving legacy data quality and DRM continues to implement measures to ensure better data consistency and quality. Additionally, the MIS team has introduced automation to some processes as well as developed and deployed functionality for better and more efficient Strategic and Development Account selection and approval process;

The creation of the Gold Alumni Group, with work-streams beginning to address industry-wide challenges and share key successes. This group is independent of but informed by Defence;

A strong year tackling some big issues for the benefit of the Armed Forces community, turning commercial disadvantage into commercial fairness in a number of areas. The connections that have been made across various industries including financial services, telecoms and insurance, have brought the Covenant to life and demonstrated the strength and relevance of DRM's relationships.



Chief Executive's Report

Background

The RFCA is an organisation which sits outside of the Chains of Command (an arm's length body), but fully supports them in their activities. It is classified as a Central Government non-trading Body with Crown status under the Reserve Forces Act 1996 Part XI and Schedule 4. Currently there are 13 Regional RFCAs, whose boundaries are coterminous with those of the previous Regional Development Agencies (RDA) in England and their devolved equivalents.

The CRFCA, which is based in London, acts as the 'co-ordinating Headquarters', through which all funding streams flow and the CE CRFCA is the Accounting Officer (AO). RFCAs are a tri-Service organisation, funded by their customers, who are MOD (RF&C), the single Services and DIO. They carry out specific tasks as agreed in their SLAs. The RFCAs work in close partnership with the RPOCs and single Service equivalents.

The RFCAs have five core tasks: managing the VE, providing infrastructure support (Facilities Management), EE, support to recruiting and Cadets and Youth. They have an overarching task of Community Engagement, which is carried out through their extensive network of volunteer members, who, being based within the community, enable the RFCAs to reach into the community in a way that the Services and Chains of Command are unable to do. The RFCA organisation employs some 850 salaried Crown Servants regionally and 40 centrally. 488 of the regional staff support the ACF across the UK leaving 391 working in the Regional RFCA HQs and at the Council, with the balance providing Schools expansion roles and operating in direct support of the single Services chain of command.

Vision, Characteristics and Values

The Vision

To be an enduring and essential pillar in the delivery of support for the well-being of the Reserves and Cadets and, through our effectiveness and our position in the regions, to be the independent body that represents their interests and promotes understanding between the Armed Forces and civil society.

RFC A CHARACTERISTICS

(What defines us?)

We are a Central Government Body with Crown status, set up by statute.

We are a manifestation of the volunteer ethos.

Our voluntary membership brings with it an unparalleled breadth of expertise and experience.

We are tri-Service.

We are of the regions, operating throughout the United Kingdom.

We are a not-for-profit organisation.

We are demonstrable value for money.

RFC A VALUES

(How we behave)

We promote the interests of the Armed Forces.

We champion the volunteer ethos both within and outside the Services.

We are apolitical.

Through our collegiate behaviour, we have national responsibility, influence and recognition, while being independent (from the MOD and the chains of command) and autonomous (from each other).

We support the work of third sector organisations which also contribute to the well-being of Service personnel and dependents, veterans and youth.

We supplement government funding through our income generation for our dependencies.

⁴ This includes Cadet Expansion Officers, HQ Regional Command augmentees and Cadet training Team AOs.

RFCA USPs

The Volunteer Estate. Stewardship:

The ability to safeguard a fit-for-purpose estate, optimised for ease of use by reserves and cadets, rationalised and progressively modernised to meet future challenges.

The ability to act as an intelligent customer on behalf of the single Services and their R&C dependencies.

The ability to be an informed SME supplier for facilities management on non-complex but widely dispersed properties, drawing on a regional/local supply chain.

The ability to re-invest in maintenance of the VE (using income generated from it) and to rationalise and modernise it with receipts from 'RFCA title' disposals.

The ability to retain effective contacts with R&C constituencies through close RFCA VE management.

Community Engagement. A network of networks:

The ability to engage collaboratively with Lieutenancies, local authorities, veteran, welfare, community, business, employer, education and youth organisations to foster support for Defence, as well as for R&C communities.

The specific ability to provide the beneficial, HR-related interface between employers and Defence requirements for reserves, cadets, veterans, recruiting, transition and other covenant opportunities.

The ability to leverage the Covenants to support the Firm Base and similar Service support frameworks.

The ability to engage on behalf of the Services and MOD, where defence traditionally finds it difficult to do so, drawing on informed analysis and using bespoke MIS.

The ability to develop strong relationships with non-service supporters, keeping them well-informed in order for the strongest to act as third party advocates.

The ability to sustain **enduring** relationships with these organisations, **nationally** and **regionally**.

The ability to call on pro bono support.

Cadets and Youth. End-to-end support:

The ability to provide an integrated administrative and logistic support framework, through the use of RFCA professional cadet staff who are familiar with and capable of working within Service systems.

The ability to off-load most support tasks from the volunteer staff and adults, thereby increasing their ability to concentrate on delivering the cadet experience.

The ability to specialise and reduce risk in key areas of youth activity, such as provision of optimised estate and expertise in safeguarding.

The ability to generate income to fund non-core cadet activities, facilities improvement and volunteer recruiting.

The ability to act as a 'cadet conscience' at national and regional level.

Post Balance Sheet Events

There were no post balance sheet events.

Financial Performance

The total expenditure for the year ended 31 March 2017 was £116.7m, down 21% from the previous FY. Funding income totalled £119.4m which includes RGI of £5.1m which resulted in an excess of income over expenditure of £2.7m.

Of the £116.7m spend, £48.4m was spent on the reserves estate and infrastructure, £24.7m was spent on the cadets estate and infrastructure, £30.57m was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation (WISLA), £3.27m was spent on employer support and engagement, and the remaining £9.76m (8%) was spent on RFCAs' overheads.

Administration, staff costs including recruiting and training saw slight rises in accordance with inflation, however savings were made in IT and transport.

Estate funding was again supplemented in-year by RGI, to the sum of £6m (£4m Revenue and £2m Capital).

RGI was also used in year to supplement recruiting/engagement funding (£0.6m), Reserve and Cadet grants (£0.5m), administration (largely legal fees) (£0.2m) and sub-letting costs (£1m).

Further details of the outputs delivered within this expenditure can be found under FY2016/17 achievements.

Result for the Year

These are fully described under Financial Performance and the annual accounts.

Financial Risks and Uncertainties

During FY2016/17 we continued to manage a formal risk management process with mitigation planning. This was important since we again faced many in-year risks, however the DIO maintenance funding for the year decreased from last FY and the utilities funding was withheld by DIO with the exception of the RAF cadets leading to a commensurate reduction in the Infrastructure budget.

Risk management and management of the mitigation plan were staffed mainly through the quarterly Finance Review Meetings and Executive Board and Board meetings. The Corporate Risk Register continued to provide the basis for discussion with our Stakeholders and the annual Customer Board.

As has become the pattern, the shortage of maintenance funding this year perpetuates future risk arising from a bow wave of repair bills in the years ahead. All of these risks will be closely monitored throughout the year using the processes shown within the Statement of Internal Control. Finally, wider uncertainty lies in the outcomes of FR20 restructuring and the ongoing need for broader Departmental savings.

Corporate Governance

The CRFCA complies with the relevant requirements of HM Treasury guidance relating to corporate governance.

Pension Arrangements

These are covered in the Remuneration Report.

Staff Involvement

Employees are kept informed of all relevant matters through the national and regional Boards (Customer Board, Executive Boards, Finance Review Meetings, and Working Groups), the Pay and Personnel Committee, the Intranet and Defence Internal Briefs. The adoption of SharePoint as our collaborative working environment within PH2 also assists in keeping staff informed at all levels.

Employees are represented by the Trade Unions (membership of which is voluntary), who are involved with negotiations including the Terms and Conditions of employment.

Sickness Absence

During the year the days lost through long term sickness were 4,000 days and short term sickness were 1,750 days being the equivalent of 6 days per employee. In comparison with national average within the public sector, the RFCA sickness absence rate is 3.0% days gained as opposed to 2.8% lost (2014 statistic) nationally.

Personal Data Related Incidents and Other Losses

In common with other government and public bodies, MOD agencies are now required to set out in their accounts a summary of any losses (or unauthorised disclosures, or insecure disposals) of protected personal data. This year the CRFCA can report no such personal data related incidents.

Auditors

The accounts of the RFCAs are individually, externally audited being free from material misstatement, fraud or error. The accounts are consolidated by Clive Owen (CRFCAs external auditors) who are in their second year of appointment.

The consolidation auditors Clive Owen received no remuneration during the year for the provision of non-audit services. As far as I am aware, there is no relevant audit information of which the RFCA's auditors are unaware.

Disclosure of Relevant Audit Information

As AO, I have taken all the steps that ought to have been taken to make myself aware of any relevant audit information and to establish that the auditors are aware of that information.



Remuneration Report

Remuneration Policy

In the absence of a remuneration committee, the salary and pension entitlements of the senior members of the RFCAs are determined by analogy with MOD Civil Service and Senior Civil Service Salaries.

Salary

'Annual Emoluments' include gross salary; 6% NPA; bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument.

Pension

Pension benefits are provided through the RFCA Pension Scheme. This is a defined benefits 'final salary' scheme. Pensions payable are increased annually in line with changes in the Consumer Price Index (CPI) as defined by the Pension (Increase) Act 1971. There is a 13% contribution paid by the employer into the pension scheme on behalf of members as well as employee contributions set at the rate of 5% of pensionable earnings. Benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service; members may opt to give up (commute) pension for a lump sum up to the limits set by scheme rules, currently a maximum of 2.5% of the value of benefits. Employees also benefit from a payment of twice pensionable salary to cover death in service. There is no compensation for early retirement due to ill health; however pension payable from early retirement due to ill health is included within the Pension Scheme's liabilities. The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Normal retirement age for the Scheme is 60. The RFCA Pension Scheme will change on 1 August 2017 to a defined benefits scheme with 5% employer contribution.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which the disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the RFCA pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Salaries and Pension Entitlements

The salary and pension entitlements of the most senior members of the RFCAs are shown below.

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Salary and allowances --- Performance Pay/Bonuses						
AVM P D Luker CB OBE AFC Council of RFCAs Appointed: 05/04/2006 to 16/01/2017	87 - 0-5	0	-	-	-	-	-
Maj Gen (Retd) JH Gordon CB CBE Council of RFCAs Appointed: 01/09/16	58 - 0-5	0.5	-	-	-	-	-
Col Brigadier M P Dodson MBE Highland RFCA Appointed: 11/5/15	60-71 - 0-5	2.5	-	20-25 (at age 65)	13	17	30
Col R D Gibson OBE Lowland RFCA Appointed: 20/09/2004	60-64 - 0-5	2.5	-	25-30	194	16	210
Col JRM Hackett CBE North of England RFCA Appointed: 21/08/2006 to 15/08/2016	28 - 0-5	2.1-	-	20-25 (at age 66)	139	5	144
Brigadier P J A Baker OBE North of England RFCA Appointed: 15/08/2016	34	3.3	-	20-25 (at age 66)	-	-	10
Col (Retd) C E M Snagge Yorkshire & The Humber RFCA Appointed: 30/09/2009 to 25/04/2016	5	-	-	20-25 (at age 64)	149	11	160
Colonel J K Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	55-60	5.5	-	20-25 (at age 66)	-	-	13

Salaries and Pension Entitlements

The salary and pension entitlements of the most senior members of the RFCAs are shown below.

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Salary and allowances --- Performance Pay/Bonuses			Benefits in kind e.g. Company car	FY2016/17 (£'000)	FY2016/17 (£'000)	FY2016/17 (£'000)
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	65-70 - 0-5	4.2	-	10-15	46	19	68
Col N R Beard DL Wales RFCA Appointed: 09/09/2002	65-70 - 0-5	9.0	-	35-40 (at age 63)	217	13	230
Col T F L Weeks OBE West Midland RFCA Appointed: 09/08/2004	55-60 - 0-5	7.6	-	25-30 (at age 64)	177	13	190
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	55-63 - 0-5	4.5	-	20-25	73	19	92
Brig S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	55-66 - 0-5	5.5	-	-	10	18	27
Colonel R K Wilkinson QVRM TD VR East Anglia RFCA Appointed: 01/04/15	53	4.8	-	-	17	18	34
Col H M Purcell OBE DL Greater London RFCA Appointed: 01/09/2009	55-61 - 0-5	-	-	20-25 (at age 63)	131	16	148
Col P T Crowley South East RFCA Appointed: 01/02/2014	51-60 - 0-5	4.6	-	5-10	33	17	50
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	65-72 - 0-5	6.2	-	15-20 (at age 61)	99	7	106

The ratio between the banded remuneration of the highest paid Chief Executive and the median remuneration of the RFCAs staff (£26k) was 1.85. This was due to a large proportion of the work force being of Grade E1 and the Chief Executive being on Senior Civil Service Scale.

Disclosure of exit packages

The following table details the number and cost of exit packages for the RFCAs. This includes payments under the Civil Service Compensation Scheme (CSCS), payments under any other compensation schemes where applicable and any other payments made (special severance payments).

Exit Package Cost Band	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band	
	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16
<£10,000	-	-	-	-	-	-
£10,000 - £25,000	-	-	-	-	-	-
£25,000 - £50,000	-	1	-	-	-	-
£50,000 - £100,000	-	-	-	-	-	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
Total Number of Exit Packages	-	-	-	-	-	-
	£000	44,491	£000	£000	£000	£000
Total Resource Cost	-	44,491	-	-	-	-



Statement of Chief Executive's Responsibilities

Extract from the Financial Framework

6. Responsibilities of the Chief Executive as RFCA Accounting Officer General
- 6.1 CE CRFCA as AO is personally responsible for safeguarding the public funds for which he or she has charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the CRFCA and RFCAs. In addition, he or she should ensure that the CRFCA and RFCAs as a whole are run on the basis of the standards, in terms of governance, decision-making and financial management that are set out in Box 3.1 to Managing Public Money.
- 6.2 General responsibility of the RFCAs' grant-in-aid income rests with, and will be exercised by, the CRFCA Board. Whilst general responsibility for the management of the RFCAs' funds rests with and will be exercised by the CRFCA Board, personal accountability rests with the CE CRFCA, in accordance with his/her letter of appointment and terms of reference. The Chairman CRFCA Board and its members share with Association Boards corporate responsibilities, and in particular ensuring that the RFCAs fulfil the aims and objectives set by the SofS.

Responsibilities for accounting to Parliament

- 6.3 The accountabilities under this financial framework include:

Signing the accounts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Secretary of State;

Signing a Statement of the AO's responsibilities, for inclusion in the annual report and accounts;

Signing a Statement on Internal Control regarding the system of internal control, for inclusion in the annual report and accounts;

Ensuring that effective procedures for handling complaints about the CRFCA and RFCAs are established and made widely known within the CRFCA and RFCAs;

Acting in accordance with the terms of the FF, Managing Public Money and other instructions and guidance issued from time to time by the MOD, the Treasury and the Cabinet Office;

Giving evidence, normally with the AO of the MOD, when summoned before the Public Accounts Committee (PAC) on the CRFCA's and RFCAs' stewardship of public funds.

Responsibilities to the MOD

6.4 Particular responsibilities to MOD (ACDS R&C) as Chairman of the Stakeholders Board and by CS Res LF include:

Establishing, in agreement with MOD, the CRFCA's and RFCAs' corporate and business plans in the light of the MOD's wider strategic aims and current PSA(s), in accordance with Part 3 of the RFCAs' Regulations;

Informing the department of progress in helping to achieve the department's policy objectives and in demonstrating how resources are being used to achieve those objectives; and

Ensuring that timely forecasts and monitoring information on performance and finance are provided to MOD; that MOD is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the department in a timely fashion.

Responsibilities to the CRFCA

6.5 CE CRFCA is responsible, through the CRFCA Board, for:

Advising the CRFCA on the discharge of the RFCAs' responsibilities as set out in this document, in the founding legislation and in any other relevant instructions and guidance that may be issued from time to time;

Advising the CRFCA on the RFCAs' performance compared with its aim(s) and objective(s); Ensuring that financial considerations are taken fully into account by the CRFCA at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed;

Taking action as set out in paragraphs 3.8.5 of Managing Public Money if the CRFCA Board, or its Chairman, is contemplating a course of action involving a transaction which the CE CRFCA considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, questionable feasibility, or is unethical.

Statement of Internal Control

The Scope of Responsibility

As AO, I have responsibility for maintaining a sound system of internal control that supports the achievement of the CRFCA policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

The CRFCA corporate governance arrangements benefit from active involvement with a number of individuals and bodies who have the knowledge and expertise to aid me in properly discharging my role as AO.

The ARAC supported by the DIA.

Strategic and in-year guidance and support through Board meetings, P&P Directives, Executive Board meetings and Stakeholders.

The CRFCA Board, Annual Plan, Customer Board, and Stakeholders offer me direction and assistance and advice, as follows: Governance, Transparency of Spending, Financial and Requirement Scrutiny, Best Practice Guidance.

The CRFCA auditors Clive Owen provide support on audit matters, work plans and financial and risk items and Geldards LLP provide employment legal advice. Clive Owen have conducted a comprehensive audit of the CRFCA and completed the consolidation process that allowed them to provide opinion across all RFCAs which is contained in the audited accounts.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The CRFCA system of internal control is based on a process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the CRFCA during the financial year and up to the date of approval of the RFCA's accounts, and accords with Treasury guidance.

Capacity to Handle Risk

Risk management has been built into the corporate planning and programme management systems. The CRFCA fully recognises the principles for public risk management. Executive Directors within the CRFCA undertake development and maintenance of the system. In particular it includes:

Comprehensive budgeting systems with an annual budget which is agreed as part of CRFCA's resource allocation process;

Regular reviews by the CRFCA Board of periodic and annual financial reports which indicate financial performance against the forecasts;

Setting targets to measure financial and other performance;

Clearly defined capital investment control guidelines;

Formal project management disciplines;

Regular reviews of the CRFCA key risks and actions being taken to minimise the effects of these risks.

Additionally, CRFCA ensures RFCAs are kept up to date of risk and that RFCAs risk is reported to CRFCA by:

Regular Finance Review Meetings, Estates Meetings, Executive Board Meetings.

Training direction – Information Risk Awareness Training, Fraud Awareness.

The Risk and Control Framework

The following governance processes continued to exist during FY2016/17:

The CRFCA has in place a management risk register which is reviewed quarterly by the CRFCA Board. This provides the CRFCA with the ability to identify new or emerging risks and, where possible, agree and put in place risk mitigation actions. The Risk Management process was adjusted to take account of minor observations from the relevant DIA audit report which had reported Substantial Assurance. The enhanced risk register template is now standard across all RFCAs.

The biggest challenge for the CRFCA is managing efficiency measures and reducing budgets. Mitigation planning is therefore difficult and risk can often only be passed back to the Stakeholders.

CRFCA risk is promulgated up the Chain of Command to the relevant Stakeholders via regular in-year meetings, ABC screenings and half yearly Army HQ Performance and Risk returns. Key to this process is the engagement of our TLB customers in order to understand the potential impacts of risks as they emerge.

Audit Risk and Assurance Committee Report on Governance and Structural Issues

The ARAC have reviewed each individual Association's Management Letter and the responses to such letters.

They have adopted DIA as the RFCA internal auditor and DIA are members of that Board. The ARAC manages the Internal Audit process and reports to the CRFCA Board on progress to deliver agreed management actions against a formal plan.

Three Internal Audits were conducted covering Year End Closure, HR and Legal Support and CIS Governance. All three received Limited Assurance and were then subject to comprehensive Management Action Plans (MAP) to address the non-conformities.

The ARAC do not believe that during the financial year 2016/2017 there were any governance or control issues that needed to be addressed by the Board. The ARAC Chairman reported to the Board that "A number of DIA audits have taken place mainly concentrating on the areas that are of greatest risk to the reputation and workings of the RFCAs. Whilst some issues need remedial attention, generally there is a high standard of governance within the RFCAs."

Issues Raised During Audits

The MAPs developed as a result of the Internal Audits are managed by COS CRFCA who is in turn accountable to the ARAC for the delivery of mitigation measures. The ARAC have the authority to direct a follow-up audit on completion of those actions and will task DIA accordingly.

The CRFCA has developed as part of its Quality Management Systems work an audit database which allows a closed loop of MAP actions across all 13 Associations and provides positive confirmation that identified or potential non-conformities have been reviewed and, where necessary rectified.

Related Parties Disclosure

During the year the RFCAs had a significant number of various material transactions with related parties directly, or indirectly through the CRFCAs and/or Chain of Command. These related parties were:

- MOD
- HQ Army
- HQ Home Command
- HQ Regional Command
- RF&C
- HQ AC
- Defence Infrastructure Organisation
- RAF/RAuxAF
- HQ Navy Command
- Regional Point of Contact Brigades
- RFCA Pension Scheme
- Department for Education
- Youth United
- ARTD
- Various service charities

In addition, the RFCAs had a small number of transactions with other government departments and other central government bodies. Most of these transactions have been with the HMRC in respect of income tax, NIC and CIS tax, local authorities in respect of non-domestic rates, the Department of Environment for NI, Department of Valuation and Lands, the Land Registry, the SPVA and CVQO.

Assurance Documents

The CRFCA and RFCAs comply with the following general guidance documents and instructions:

MOD Documents

RFCAs Regulations 2014;
The Financial Framework;
Appropriate adaptations of Sections of Corporate Governance in Central Government Departments:
Code of Good Practice available on the Treasury website;
Joint Service Publications, specific instructions and guidance issued by the MOD. In particular:
JSP 462 Financial Management Policy Manual
JSP 472 Resource Accounting Policy Manual
JSP 525 Corporate Governance;
Commercial Ways of Working;
Spec 024;
DE Spec 005;
Service Specification;
SLAs;
CE CRFCA Letter of Delegation;
Other relevant instructions and guidance issued by the central Departments (e.g. Selling into Wider Markets (the MOD guide to Income Generation).

Government/Treasury Documents

Reserve Forces Act 1996 (RFA#96);
Managing Public Money;
Relevant Dear Accounting Officer letters;
Government Internal Audit Standards;
Management of Risk – Principles and Concepts;
Managing the Risk of Fraud;
Government Financial Reporting Manual (FRoM);
Government Resource and Accounts Act 2000;
Regularity, Propriety and Value for Money;
The Parliamentary Ombudsman's Principles of Good Administration;
Relevant guidance and instructions issued by the Department of Constitutional Affairs on the Freedom of Information Act;
Model Code for Staff of Executive Non-departmental Public Bodies;
Other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts;
Recommendations made by the PAC, or by other Parliamentary authority, that have been accepted by the Government and relevant to the NDPB.

Internal

Internal Letters of Delegation;
The RFCA H&S Safety Management System (SMS) incorporating: the CRFCA H&S Policy, the RFCA H&S Policy and the RFCA H&S Manual;
Environmental Management System Ch1 and Ch2;
Register of H&S legislation;
Induction and Awareness Training;
RFCA Standing Administration Instructions;
RFCA Finance Standing Instructions;
RFCA Fraud and Loss Policy;
CRFCA Privacy of Information Policy and Register;
WMI Guidance;
SYMPHONY SOP, Instructions and Permission and Access Matrix.

Review of Effectiveness

As AO, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the Directors within the CRFCA who have responsibility for the development and maintenance of the internal control framework and comments made by the ARAC, external auditors Clive Owen, National Audit Office, Defence Internal Auditors and DIO Compliance Auditors, in their management letters and other reports.

I have received signed Statements of Internal Controls from all individual accounts that make up the consolidated account for FY2016/17.

A plan is in force to continually review the effectiveness of the system of internal control and as a result address weaknesses and ensure continuous improvement of the system. This includes the recommendations arising from the work of the CRFCA ARAC, external audit comments and observations, risk management training, a training needs analysis and direction from the Army HQ Performance and Risk Management Committee.



Maj Gen JH Gordon CB CBE

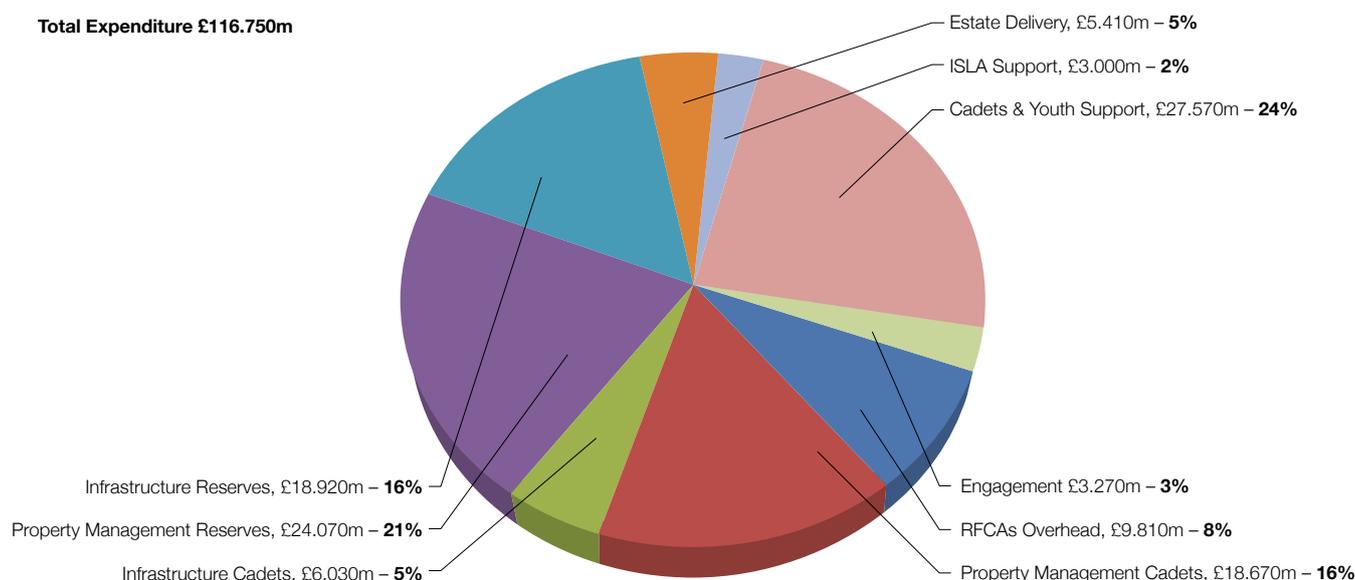
Chief Executive and Accounting Officer



FY2016/17 Accounts Consolidated Expenditure of RFCAs

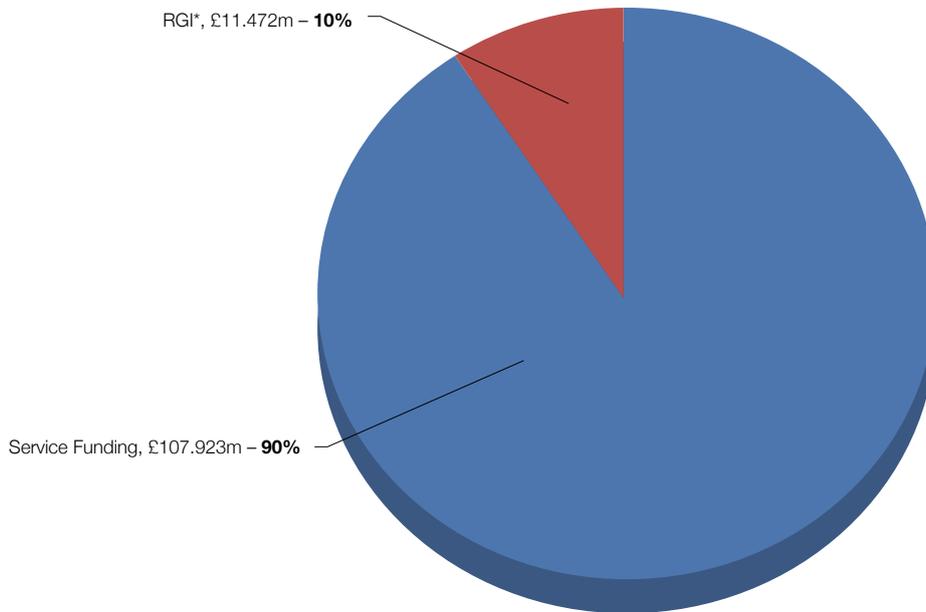
2016/2017 Consolidated Expenditure of RFCAs for Year Ended 31 March 2017
(including Funded Outputs and expenditure from RGI)

Total Expenditure £116.750m

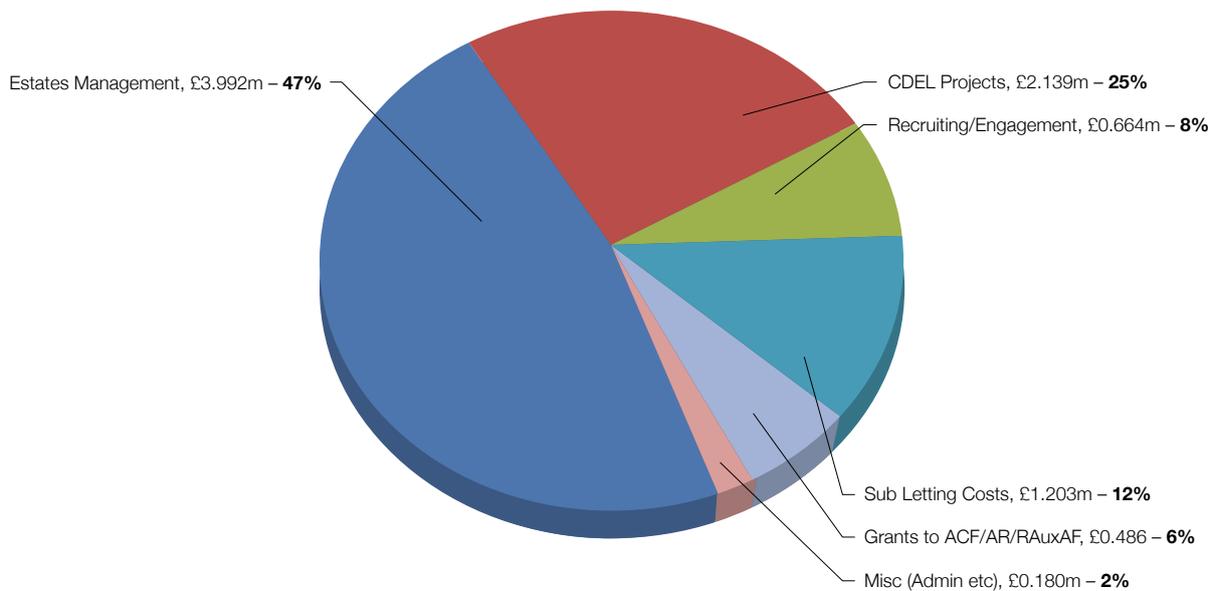


Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves Volunteer Estate.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves Volunteer Estate.
Property Management Cadets	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Cadets Volunteer Estate.
Infrastructure Cadets	The Infrastructure costs (Soft FM) attributed to the Cadets Volunteer Estate.
WIS Support	The project costs of works on Wounded and Injured Serviceperson's living accommodation (detailed in the account as Payments to Welfare Association).
Estates Delivery	The Staff, Administration, IT and Comms, Transport and Movement, and HR Support costs related to the delivery of the above five Estates related delivery areas.
Cadets & Youth	The Staff, Administration, IT and Comms, and Transport and Movement costs of ACF support staff along with the ACF Consolidated and Travel grant, Band grant, RAuxAF Admin and PR grant and Recruiting Support expenditure.
Engagement	The Staff, Administration, IT and Comms, Transport and Movement, and HR Support costs related to the delivery of Employer Engagement activities along with the costs of these Employer Engagement (DRM) activities.
RFCAs Overhead	The Staff, Administration, IT and Comms, Transport and Movement, and HR Support costs related to the delivery of RFCAs outputs (including the admin costs of CRFCA - CRFCA Payment) along with the Hard and Soft FM costs of RFCAs offices/buildings.

2016/17 Income Breakdown



2016/17 RGI Spend Breakdown





FY2016/17 Accounts

Consolidated Financial Statements for the year ended March 2017

Reserve Forces' and Cadet's Association
Consolidated Financial Statements
For the Year Ended 31 March 2017

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Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Information

Association Headquarters

Council of RFCA
Holderness House
51-61 Clifton Street
London
EC2A 4EY

Bankers

Lloyds Bank TSB
Cox's & King's
PO Box 1190
7 Pall Mall
London
SW1Y 5NA

Auditors

Chartered Accountants & Statutory Auditors
Clive Owen LLP
Kepier House
Belmont Business Park
Durham
DH1 1TW

Senior Statutory Auditor

Simon Hook FCCA

Top Level Budget Holders

HQ Support Command
Steele's Road
Aldershot
Hants
GU11 2DP

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Independent Auditors Report

We have audited the financial statements of Reserve Forces and Cadets Association for the year ended 31 March 2017 on pages 4 to 14 in accordance with the RFCA Financial Framework. These financial statements comprise the Balance Sheet, the Income and Expenditure Account and the related notes and have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the Council of RFCAs, as a body. Our audit work has been undertaken so that we might state to the Council of RFCAs those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Council of RFCAs as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Chairman, Chief Executive and Auditors

The Chairman and Chief Executive are responsible for the preparation of the financial statements and the regularity and propriety of the public finances in accordance with applicable law and the requirements of the Financial Framework.

Our responsibility is to audit and express an opinion on the financial statements in accordance with International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the requirements of the Financial Framework. We also report to you if, in our opinion, the Association has not kept proper accounting records or if we have not received all the information and explanations we require for our audit.

We read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises only the Chairman and Chief Executive's report. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures included in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Association's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Chairman and Chief Executive; and the overall presentation of the financial statements.

**Reserve Forces' and Cadet's Association
Consolidated Financial Statements
For the Year Ended 31 March 2017**

Independent Auditors Report (Continued)

Basis of Audit Opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error and that, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions are in conformity with the authorities which govern them.

In forming our opinion we also evaluated the overall adequacy of the presentation of information in the

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of affairs of the Association as at 31 March 2017 and of its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with the Financial Framework; and
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Clive Owen CP

Simon Hook FCCA
Chartered Accountants & Statutory Auditors
Clive Owen LLP
Kepier House
Belmont Business Park
Durham
DH1 1TW

Date *27/7/17*

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Consolidated Income and Expenditure Account

		2017		2016	
	Note	£	£	£	£
<u>Income</u>					
Funding via Council of RFCAs	2	107,923,260		138,658,007	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCA	2	11,471,856		10,534,555	
Total income			119,395,116		149,192,562
<u>Expenditure</u>					
Estates Management					
Statutory & Mandatory		8,042,109		7,572,079	
Planned Maintenance		1,568,834		3,185,267	
Reactive Maintenance		9,135,923		9,895,052	
Incidental Work		302,646		163,202	
Life Cycle Replacement		15,704		219,702	
Condition Grade Improvement		997,720		1,552,968	
Injections / Projects RDEL and MNW		9,170,633		19,375,569	
Works in Aid of Disposal		-		1,770	
Prof Fees / Ext Assistance		217,030		446,165	
Sub total			29,450,599		42,411,774
Capital Expenditure					
Land & Buildings		8,782,500		5,101,188	
Purchase of vehicles		1,636		31,755	
Assets in the Course of Construction		5,357,764		14,570,679	
Sub total			14,141,900		19,703,622
Staff Costs					
	3				
LE NI Civ Staff Pay		23,419,847		22,692,810	
UK NI Civ ERNIC		2,310,227		1,678,623	
LE Civ Ind Staff Pay		982,646		944,581	
UK Ind Civ ERNIC		64,808		45,394	
Non PCSPS Pens Payments		2,802,697		2,693,142	
Redundancy Payment		-		44,491	
Sub total			29,580,225		28,099,041

Reserve Forces' and Cadet's Association
Consolidated Financial Statements
For the Year Ended 31 March 2017

Consolidated Income and Expenditure Account (Continued)

	Note	2017		2016	
		£	£	£	£
Infrastructure					
Heating Oil		13,285		233,813	
Gas		212,932		4,582,457	
Electricity		294,112		6,704,815	
Water & Sewage		61,460		56,262	
Estate & FMS Accom Stores		1,324,847		1,399,194	
Energy Cons & Env Chge		3,189,194		3,644,444	
Rates / NDR		16,298,513		16,221,174	
Sub-Letting Costs		1,220,159		1,157,589	
Rents / Leases / Alarms / Lettings		2,821,679		3,323,799	
Sub total			25,436,181		37,323,547
IT & Comms					
IT Minor Equipment HW / SW		267,017		431,954	
IT Maintenance Services & Contracts		2,319,438		2,810,267	
Line & Tel Rental		475,781		420,129	
Sub total			3,062,236		3,662,350
Transport & Movement					
Lease of Vehicles		132,325		146,028	
Vehicle Maint		197,372		206,746	
Fuel (Non Utilities)		96,311		82,757	
Depreciation		1,976,689		2,023,603	
Loss on sale of vehicles		61,148		93,751	
Sub total			2,463,845		2,552,885
Recruiting Support					
Employer Support (SaBRE)		834,303		755,693	
Recruiting Support		833,778		1,018,649	
Sub total			1,668,081		1,774,342
Grants					
CRFCA Payment		1,023,655		989,422	
Payments to welfare association		2,999,317		3,990,442	
ACF Travel & Consolidated Grants		3,161,829		3,256,407	
TA Establishment & Band Grant		292,566		497,444	
FAuxAF Admin & PR		52,434		44,611	
Sub total			7,529,801		8,778,326

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Consolidated Income and Expenditure Account (Continued)

		2017		2016	
	Note	£	£	£	£
Administration					
Office / General Administration		1,475,710		1,445,544	
Education / Training		111,828		75,942	
Professional Fees		758,478		544,437	
Legal Costs		79,403		30,610	
Insurance		102,349		73,066	
Travel & Subsistence		639,718		603,937	
Entertainment		-		-	
Sub total			3,167,486		2,773,536
HR Support					
HR & Recruiting - Civilian Assoc Staff		245,084		132,360	
Sub total			245,084		132,360
Total Expenditure					
			116,745,438		147,211,783
Excess income for the year					
			2,649,678		1,980,779

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Consolidated Balance Sheet

	Note	2017		2016	
		£	£	£	£
Non Current Assets					
Investments		1,511,963		1,500,000	
Motor Vehicles	5	8,779,916		8,461,052	
			10,291,879		9,961,052
Current Assets					
Bank	6	31,864,559		46,764,292	
Petty Cash		9,891		9,148	
Sundry Debtors	7	5,880,039		1,247,444	
Prepayments & Accrued Income	7	1,855,089		1,413,208	
			39,609,578		49,434,092
Current Liabilities					
Sundry Creditors	8	3,485,794		5,057,936	
Accruals / Deferred Income	8	3,730,632		7,978,492	
Advance Receipts	8	20,784,587		27,177,639	
			28,001,013		40,214,067
Total Assets Less Total Liabilities			<u>21,900,444</u>		<u>19,181,077</u>
Financed By					
General Reserves	10		<u>21,900,444</u>		<u>19,181,077</u>

The financial statements were approved by the CRFCA Board on...27/07/2017... and signed on its behalf by:

Chairman



Chief Executive



Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Notes to the Consolidated Accounts

1 Accounting Policies

1.1 Accounting convention

The financial statements have been prepared in accordance with the Financial Memorandum and instructions from the Council of RFCAs. The following accounting policies set out the framework within which the RFCA conducts financial reporting and have been applied consistently in dealing with items considered material to the financial statements.

The financial statements are prepared on an accruals basis under the historical cost convention.

1.2 Basis of preparation

These financial statements comprise a consolidation of Stakeholder Accounts (list detailed at 2.1).

1.3 Vehicle Fixed Assets

Vehicles are accounted for at cost less accumulated depreciation. Depreciation is provided on a straight line basis over the estimated useful economic lives of the assets. Depreciation rates vary between the different associations depending on the estimated useful economic lives of the assets but typically fall within the range 10% to 25%.

1.4 Net operating costs

Costs and expenses, including capital expenditure are charged to the Income and Expenditure Account in the period in which they are incurred and matched to any related recoveries. Recoveries are determined generally by the reference to the cost of goods supplied and services rendered during the period, including attributable overhead costs.

1.5 Investments

Investments may either be equity investments, held in the name of an RFCA, or medium or long term loans made with the intention of providing working capital or commercial support. Investments classified as fixed asset investments are stated at cost. However, for the year under review investments consisted of bank deposits.

1.6 Provisions for liabilities

Environmental Liabilities

Measurement of liabilities is based on current legal requirements and related extant technical knowledge. The provision for liabilities is regularly reviewed and adjusted, as appropriate, for changes in law or technical knowledge.

Reserve Forces' and Cadet's Association
 Consolidated Financial Statements
 For the Year Ended 31 March 2017

Notes to the Consolidated Accounts (Continued)

Restructuring Provisions

These provisions are only to be recognised when the entity has detailed plans for, and is inextricably committed to reorganisation.

Provisions only include expenditure which is both necessarily entailed by a reorganisation and not associated with ongoing or new activities. Examples include redundancy and relocation costs.

1.7 Operating Leases

Operating leases are charged to the income and expenditure account on a straight line basis over the period of the lease.

1.8 Reserves

Reserves comprise a general reserve.

2 Income

2.1 Funding via Council of RFCAs

	2017 £	2016 £
CRF - Grant in Aid (CRFCA Payment)	40,477,535	44,718,338
CRF - Grants to RF and Cadets (RDEL)	148,469	246,717
CRF - Vehicles	2,107,033	1,857,476
Defence Infrastructure Organisation - Maintenance	17,362,703	16,958,456
Defence Infrastructure Organisation Projects RDEL	6,082,485	13,362,741
Defence Infrastructure Organisation Projects CDEL	9,511,173	14,284,565
RF&C (DRM)	3,489,034	3,527,541
Fleet	443,622	903,336
Funding Sundry	1,091,569	1,631,943
RAF RDEL	218,000	201,945
RAF CDEL	133,000	-
RAuxAF	175,993	199,808
ATC (Input)	2,325,119	3,098,410
ATC RDEL/CDEL	101,174	568,849
DIO Infrastructure	21,269,868	32,986,417
DInfra - RDEL	2,952,932	3,893,064
DInfra - CDEL	33,551	218,401
	<u>107,923,260</u>	<u>138,658,007</u>

2.2 Funding Received direct from funders

	2017 £	2016 £
Funding Received direct from funders	<u>-</u>	<u>-</u>

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Notes to the Consolidated Accounts (Continued)

2.3 Funding generated by the RFCA	2017	2016
	£	£
Sale of land and buildings	1,979,103	1,950,001
(Losses) / Gains on sale of Other Equip	6,996	496
Gains on sale of vehicles	214,134	231,209
Employer Support Events	-	14,850
Rent Receipts - Land	1,131,099	1,167,678
Rent Receipts - Buildings	2,994,443	2,660,736
Bank Interest	120,219	113,774
Receipts - Misc (inclusive of NDR relief / rebates)	5,025,862	4,395,811
	<u>11,471,856</u>	<u>10,534,555</u>

3 Staff numbers and costs

3.1 The average number of persons employed during the year was as follows

	2017	2016
Civilian	892	876

3.2 The aggregate payroll costs of these persons were as follows

	2017	2016
	£	£
Salaries - Civilian	24,402,493	23,637,391
Social Security Costs	2,375,035	1,724,017
Other Pension Costs	2,802,697	2,693,142
Redundancy Payment	-	44,491
	<u>29,580,225</u>	<u>28,099,041</u>

3.3 Salaries include, where appropriate, reserved rights to London Weighting or London Allowances, Recruitment and Retention Allowances and Private Office Allowances. Bonuses paid in respect of the year are also included.

4 Pensions

Present and past employees are mainly covered by the Council of RFCA Pension Scheme which received contributions from employers and employees. For 2016/17 the employer contributions were 13% of pensionable payroll (2015/16 : 13%) and employee contributions were 5% of pensionable salary (2015/16 : 5%).

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Notes to the Consolidated Accounts (Continued)

5	Motor vehicles	2017 £	
	<u>Cost</u>		
	At 1 April 2016	14,182,121	
	MHCA	126,544	
	Additions	2,827,119	
	Disposals	(2,454,416)	
	At 31 March 2017	14,681,368	
	<u>Depreciation</u>		
	At 1 April 2016	5,721,069	
	MHCA	51,046	
	Charge for the year	1,972,889	
	On disposals	(1,843,556)	
	At 31 March 2017	5,901,452	
	<u>Net Book Value</u>		
	At 31 March 2017	8,779,916	
	At 31 March 2016	8,461,052	
6	Cash at bank	2017 £	2016 £
	Net current account	15,641,183	25,801,257
	Deposit account	16,223,376	20,963,035
		31,864,559	46,764,292
7	Debtors	2017 £	2016 £
	Sundry debtors (note 7.1)	5,880,039	1,247,444
	Prepayments and accrued income (note 7.2)	1,855,089	1,413,208
		7,735,128	2,660,652

There are no debtors falling due after more than one year

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Notes to the Consolidated Accounts (Continued)

7.1 Sundry debtors		2017	2016
		£	£
Due from MOD		3,150,171	136,281
Sundry debtors		2,174,869	593,603
Employees pension and AVC contributions		380,350	345,617
Sub letting rent receivable		174,649	171,943
		<u>5,880,039</u>	<u>1,247,444</u>
7.2 Prepayments and accrued income		2017	2016
		£	£
IT		248,870	113,103
Pension contributions		861,264	855,686
Rent		287,896	246,022
Other prepayments		457,059	198,397
		<u>1,855,089</u>	<u>1,413,208</u>
8 Creditors (due within one year)		2017	2016
		£	£
Sundry creditors	(note 8.1)	3,485,794	5,057,936
Accruals and deferred income	(note 8.2)	3,730,632	7,978,492
Advance receipts	(note 8.3)	20,784,587	27,177,639
		<u>28,001,013</u>	<u>40,214,067</u>
8.1 Sundry creditors		2017	2016
		£	£
CIS Tax		12,375	71,956
Due to MOD		104,700	159,777
Lettings due		348,769	288,507
HMRC		131,071	237,368
Sundry creditors		2,888,879	4,300,328
		<u>3,485,794</u>	<u>5,057,936</u>
8.2 Accruals and deferred income		2017	2016
		£	£
Utilities		438,793	1,688,766
Estate Management		1,334,403	1,260,888
Legal and professional		170,177	83,567
Other accruals		1,787,259	4,945,272
		<u>3,730,632</u>	<u>7,978,493</u>

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Notes to the Consolidated Accounts (Continued)

8.3 Advance receipts	2017 £	2016 £
AP01 Funding received in advance	1,324,519	9,297,680
In-year project balances authorised to carry forward	18,774,856	16,277,218
RGI / Other deferred income	685,212	1,602,741
	<u>20,784,587</u>	<u>27,177,639</u>

9 Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows

	2017 £	2016 £
Land and buildings		
Within 1 year	1,534,259	1,467,981
Between 2 and 5 years	3,494,130	2,775,219
Over 5 years	12,463,428	9,706,410
	<u>17,491,817</u>	<u>13,949,610</u>
Other		
Within 1 year	26,784	27,610
Between 2 and 5 years	43,805	54,501
Over 5 years	-	-
	<u>70,589</u>	<u>82,111</u>

Reserve Forces' and Cadet's Association

Consolidated Financial Statements

For the Year Ended 31 March 2017

Notes to the Consolidated Accounts (Continued)

10	General reserve	2017	2016
		£	£
	Balance at 1 April 2016	19,181,077	17,200,300
	Prior Year Adjustment to vehicle fixed assets	69,689	-
	Excess income / (expenditure) for the year	2,649,678	1,980,777
	Balance at 31 March 2017	<u>21,900,444</u>	<u>19,181,077</u>

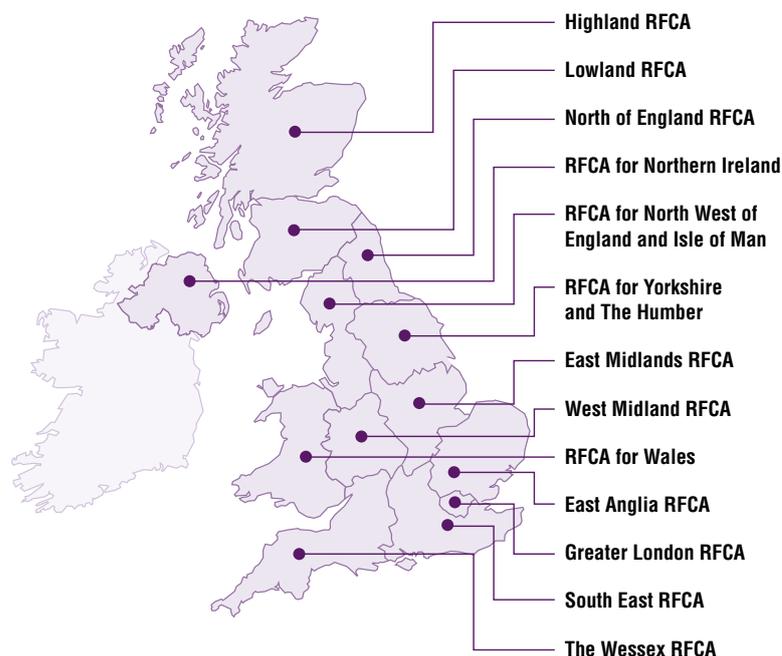
10.1 Reserve Memorandum

	Reserves carried forward	Current year's grant	Maximum permitted balance (3% of grant)
	£	£	£
CRF RFCA Grant in Aid	<u>1,255,409</u>	<u>42,584,568</u>	<u>1,277,537</u>
ATC (Input)	<u>62,715</u>		
ATC CDEL	<u>-</u>		
RF&C (DRM)	<u>11,625</u>		
Funding Sundry	<u>-</u>		
RAuxAF	<u>-</u>		
HQNC	<u>-</u>		
DIO Infrastructure	<u>411,142</u>		
DIO Maintenance	<u>188</u>		
DIO Projects CDEL	<u>-</u>		
DIO Projects RDEL	<u>-</u>		
DInfra CDEL	<u>-</u>		
DInfra RDEL	<u>-</u>		
Fixed assets	<u>8,824,229</u>		
RAF RGI Capital reserve	<u>11,335,136</u>		
Total Reserves Balance	<u>21,900,444</u>		

In both the current and preceding year, the reserves for CRF RFCA Grant in Aid are within the maximum permitted balance of 3%. All other funding sources are not currently subject to this limit on reserves. The RGI reserve relates specifically to RFCA Board approved projects that lapse financial years.



RFCA Governance



1. HIGHLAND ASSOCIATION (HIGHLAND RFCA)

President: Rear Admiral A M Gregory OBE
Chairman: Captain N R V Dorman RD ADC RNR
Chief Executive: Brigadier M P Dodson MBE
Deputy Chief Executive: Lieutenant Colonel A Macnaughton

The Lieutenancies of Aberdeenshire, Argyll and Bute (less the Island of Bute), Angus, Banffshire, Caithness, City of Aberdeen, City of Dundee, Clackmannanshire, Dunbartonshire, Fife, Inverness-shire, Kincardineshire, Larnarkshire (northern part less the former Monklands and Motherwell Districts), Moray, Nairnshire, Orkney Islands, Perth & Kinross, Ross & Cromarty, Shetlands Islands, Stirling and Falkirk, Sutherland and The Western Isles.

Association address: Seathwood,
 365 Perth Road, Dundee DD2 1LX.
Tel: 01382 668283 **Fax:** 01382 566442
E-mail: hi-offadmin@rfca.mod.uk
Web: www.hrfca.co.uk

2. LOWLAND ASSOCIATION (LOWLAND RFCA)

President: Mr Guy W N H Clark FCSI JP
Chairman: Colonel A C C Lapsley QVRM TD DL
Chief Executive: Colonel R D Gibson OBE
Deputy Chief Executive: Colonel T C Mathew

Councils forming the Association: The Scottish Borders, Dumfries and Galloway, East Lothian, City of Edinburgh, Midlothian, West Lothian, South Lanarkshire, that part of North Lanarkshire that formerly comprised Monklands and Motherwell Districts, East Ayrshire, North Ayrshire, South Ayrshire, Inverclyde, Renfrewshire, East Renfrewshire, City of Glasgow and that part of Argyll and Bute Council comprising the Island of Bute.

Association address: Lowland House,
 60 Avenuepark Street, Glasgow G20 8LW.
Tel: 0141 945 4951 **DFTS:** 94535 2014
Fax: 0141 945 4869
E-mail: lo-offman@rfca.mod.uk
Web: www.lowlandrfca.org.uk

3. NORTH OF ENGLAND ASSOCIATION (NORTH OF ENGLAND RFCA)

President: Mrs S Snowdon
Chairman: Lieutenant General R V Brims CB CBE DSO DL
Chief Executive: Brigadier P J A Baker OBE
Deputy Chief Executive: Lieutenant Colonel I Clyde

Counties forming the Association: The counties of Durham and Northumberland. The metropolitan districts of Gateshead, Newcastle upon Tyne, North Tyneside, South Tyneside and Sunderland. The Unitary Authorities of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees.

Association address: 53 Old Elvet,
 Durham DH1 3JJ.
Tel: 0191 384 7202 **DFTS:** 94721 6250
Fax: 0191 384 0918
E-mail: ne-info@rfca.mod.uk
Web: www.rfca-ne.org.uk

4. YORKSHIRE AND THE HUMBER ASSOCIATION (Y&H RFCA)

President: Andrew J Coombe HM Lord-Lieutenant for the South Yorkshire

Chairman: Brigadier D A Hargreaves

Chief Executive: Colonel J K Wright

Deputy Chief Executive: Lieutenant Colonel J D Bleasdale

Counties forming the Association:

The county of North Yorkshire. The metropolitan districts of Barnsley, Bradford, Calderdale, Doncaster, Kirklees, Leeds, Rotherham, Sheffield and Wakefield. The Unitary Authorities of the East Riding of Yorkshire, Kingston upon Hull, North East Lincolnshire, North Lincolnshire and York.

Association address: 20 St George's Place, York YO24 1DS.

Tel: 01904 623081 **DFTS:** 94777 2568

Fax: 01904 622245

E-mail: yh-info@rfca.mod.uk

Web: www.rfca-yorkshire.org.uk

5. NORTH WEST OF ENGLAND AND ISLE OF MAN ASSOCIATION (NW RFCA)

President: Mr W Smith JP

Chairman: Colonel N D O Williams TD JP DL

Chief Executive: Colonel M C H Underhill OBE

Deputy Chief Executive: Colonel A F Barnes

Counties forming the Association:

The counties of Cheshire, Cumbria and Lancashire. The metropolitan districts of Bolton, Bury, Knowsley, Liverpool, Manchester, Oldham, Rochdale, St. Helens, Salford, Sefton, Stockport, Tameside, Trafford, Wigan and Wirral. The Unitary Authorities of Blackburn with Darwen, Blackpool, Halton and Warrington and the Isle of Man.

Association address: Alexandra Court, 28 Alexandra Drive, Liverpool L17 8YE.

Tel: 0151 727 4552 **DFTS:** 94552 8164

Fax: 0151 727 8133 **DFTS Fax:** 94552 8133

E-mail: nw-info@rfca.mod.uk

Web: www.nwrfca.org.uk

6. WALES ASSOCIATION (RFCA FOR WALES)

President: Dame Shan Legge-Bourke DCVO
HM Lord-Lieutenant for Powys

Chairman: Colonel B J Thorne RD DL RNR

Chief Executive: Colonel N R Beard TD DL

Deputy Chief Executive: Lieutenant Colonel S M M Hughes

Counties forming the Association:

The Counties of Wales:

Association address:

Centre Block, Maindy Barracks, Cardiff CF14 3YE.

Tel: 02920 220251 **DFTS:** 94355 8205

Fax: 02920 224828 **DFTS Fax:** 94355 8313

E-mail: wa-offyandc@rfca.mod.uk

Web: www.wales-rfca.org

7. WEST MIDLAND ASSOCIATION (WM RFCA)

President: Mr I J Dudson CBE CStJ

Chairman: Colonel The Honourable P S Seccombe TD

Chief Executive: Colonel T F L Weeks OBE

Deputy Chief Executive: Major M Young

Counties forming the Association:

The counties of Shropshire, Staffordshire, Warwickshire and Worcestershire. The metropolitan districts of Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton. The Unitary Authorities of Herefordshire, Stoke-on-Trent and Telford and Wrekin.

Association address: Tennal Grange, Tennal Road, Harborne, Birmingham B32 2HX.

Tel: 0121 427 5221 **Fax:** 0121 427 8380

E-mail: wm-info@rfca.mod.uk

Web: www.wmrfca.org

8. EAST MIDLANDS ASSOCIATION (EM RFCA)

President: Lady Jennifer Gretton JP

HM Lord-Lieutenant Leicestershire

Chairman: Colonel R M L Colville TD DL

Chief Executive: Group Captain N D Sharpe

Deputy Chief Executive: Lieutenant Colonel P S P Worsley RA

Counties forming the Association: The counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire. The Unitary Authorities of Derby, Leicester, Nottingham and Rutland.

Association address: Army Reserve Centre, Triumph Road, Lenton, Nottingham NG7 2GG.

Tel: 0115 924 8610 **DFTS:** 94451 5610

Fax: 0115 924 8629

E-mail: em-enquiries@rfca.mod.uk

Web: www.eastmidlandsrfa.co.uk

9. WESSEX ASSOCIATION (WESSEX RFCA)

President: Mr Angus Campbell HM Lord-Lieutenant of Dorset

Chairman: Group Captain M R Trace OBE DL MA FRAeS RAF

Chief Executive: Brigadier S P Hodder (Late RE)

Deputy Chief Executive: Lieutenant Colonel P G Adams AFC BSc (Hons) MSc

Counties forming the Association: The City and County of Bristol and the counties of Cornwall, Devon, Dorset, Gloucestershire, Somerset, Wiltshire and The Channel Islands. The Unitary Authorities of Bath and North East Somerset, Bournemouth, North Somerset, Plymouth, Poole, South Gloucestershire, Swindon and Torbay.

Association address: Mount House, Mount Street, Taunton, Somerset TA1 3QE.

Tel: 01823 254571 **Fax:** 01823 259935

E-mail: wx-offman@rfca.mod.uk

Web: www.wessex-rfca.org.uk

10. EAST ANGLIA ASSOCIATION (EA RFCA)

President: Helen Nellis BA (Hons) MA Barrister, HM Lord-Lieutenant of Bedford

Chairman: Major General G S Smith CB QVRM TD

Chief Executive: Colonel R K Wilkinson QVRM TD VR

Deputy Chief Executive: Lieutenant Colonel J A Allan QVRM TD VR

Counties forming the Association: The counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. The Unitary Authorities of Luton, Peterborough, Southend-on-Sea and Thurrock.

Association address: Springfield Tyrells, 250 Springfield Road, Chelmsford, Essex CM2 6BU.

Tel: 01245 244800/801 **DFTS:** 94660 4800/4801

Fax: 01245 492398 **DFTS Fax:** 94660 4823

E-mail: ea-info@rfca.mod.uk

Web: www.earfca.org.uk

11. GREATER LONDON ASSOCIATION (GL RFCA)

President: Kenneth Olisa OBE

Chairman: Colonel M A J M Overton TD VR (Marc)

Chairman City RFCA: Captain P Hill RD RNR (Paul)

Chief Executive: Colonel H M Purcell OBE DL (Hugh)

Head of Youth & Cadets and Chief of Staff:

Lieutenant Commander A Pringle MRAeS MCMI MCGI (Tony)

Head of Engagement: Mr N Ahern BSc MA (RAuxAF) (Niall)

Head of Estates & Commercial Lettings:

Mr N Summers BSc FRICS FB Eng (Nick)

Area forming the Association: Greater London

Association address: Fulham House, 87 Fulham High Street, London SW6 3JS.

Tel: 020 7384 4640 **DFTS:** 94624 4640

Fax: 020 7384 4660 **DFTS Fax:** 94624 4660

E-mail: gl-offman@rfca.mod.uk

Web: www.glrfa.org

12. SOUTH EAST ASSOCIATION (SE RFCA)

President: Mr N J B Atkinson HM Lord-Lieutenant of Hampshire

Chairman: Colonel W M J Partridge TD DL

Chief Executive: Colonel P T Crowley

Head of Engagement/COS:

Group Captain K Lane

Head of Cadets & Youth:

Lieutenant Colonel P G B Ellis QGM*

Counties forming the Association: The Royal County of Berkshire and the Counties of Buckinghamshire, East Sussex, Hampshire, Isle of Wight, Kent, Oxfordshire, Surrey and West Sussex. The Unitary Authorities of Bracknell Forest, Brighton and Hove, the Medway Towns, Milton Keynes, Portsmouth, Reading, Slough, Southampton, West Berkshire, Windsor and Maidenhead and Wokingham.

Association address: Seely House, Shoe Lane, Aldershot, Hants GU11 2HJ.

Tel: 01252 357604

Fax: 01252 357620

E-mail: se-offman@rfca.mod.uk

Web: www.serfca.org

13. NORTHERN IRELAND ASSOCIATION (NI RFCA)

President: Colonel D Desmond CBE

HM Lord-Lieutenant for the County of Londonderry

Chairman: Colonel H K McAllister OBE TD DL

Chief Executive: Colonel J W Rollins MBE

Deputy Chief Executive: Lieutenant Colonel A D Sykes MBE QGM BEM

Counties forming the Association: The six counties of Ulster.

Association address: 25 Windsor Park, Belfast BT9 6FR.

Tel: 02890 665024 **Fax:** 02890 662809

E-mail: ni-offman@rfca.mod.uk

Web: www.reservesandcadetsni.org.uk

Glossary

ABC	Annual Business Cycle	FLC	Front Line Command
ACDS(R&C)	Assistant Chief of Defence Staff (Reserve & Cadets)	FReM	Financial Reporting Manual
ACF	Army Cadet Force	FY	Financial Year
AMR	Automatic Meter Readers	IFRS	International Financial Reporting Standards
AO	Accounting Officer	JPA	Joint Personnel Administration
ATC	Air Training Corps	MOD	Ministry of Defence
BTEC	Business and Technician Education Council	MOU	Memorandum of Understanding
CCF	Combined Cadet Force	NAO	National Audit Office
CE	Chief Executive	P&P	Pay and Personnel
CESO	Chief Environment and Safety Officer	PAC	Public Accounts Committee
COBSEO	The Confederation of Service Charities	RAuxAF	Royal Auxiliary Air Force
CRG	Commander Recruiting Group	RMR	Royal Marines Reserve
CS	Res LF Command Secretary Resources Land Forces	RNR	Royal Naval Reserve
CVQO	Cadet Vocational Qualification Organisation	WISLA	Wounded and Injured Serviceperson's Accommodation
DCSF	Department of Children, Schools and Families		
DE	Defence Estates		
DIA	Defence Internal Audit		
DII(F)	Defence Information Infrastructure (Future)		
DG Res LF	Director General Resources Land Forces		
DIO	Defence Infrastructure Organisation		
DRM	Defence Relationship Management		
EE	Employer Engagement		
EMS	Environmental Management System		
ERS	Employer Recognition Scheme		
ES	Employer Support		
ESG	External Scrutiny Group		
FF	Financial Framework		



HMS ROYALIST



Council of Reserve Forces'
and Cadets' Associations

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