

CRFCA

Council of Reserve Forces'
and Cadets' Associations

Annual Report and Accounts
2017/18

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and Cadets' Associations



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ANNUAL REPORT AND ACCOUNTS 2017/18

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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 the 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 on 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.

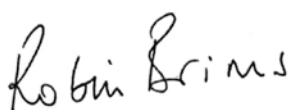
Chairman's Foreword

At the end of 2018 I shall stand down as Chairman of Council after nearly nine most enjoyable years. During my tenure I have met some of the most able and dedicated people trying to create the best possible environment for our constituents: the Reservist and Cadet. With the benefit of hindsight I wish that I had known more about the RFCAs when I was a serving General. I could have made better use of the great networks that reach into all corners of the regions of the United Kingdom.

Our board members, Associations, and supporters have worked so effectively over these last few years that we are now in the strong position of assisting the implementation of Future Reserves 2020 not least through the annual report to Parliament on the state of our Reserve Forces. We also enable the single Services in the Cadet Expansion Programme (CEP) and now report annually to the MOD on the health of the Cadet movement. In taking on these roles we are showing that we are trusted and used by the MOD and single Services to promote the best interests of these two constituencies.

2017/18 has been a challenging year with savings measures imposed by Headquarters Regional Command in July 2017. This had the potential to have a negative impact on RFCA outputs and particularly the support to cadets. However despite the imposition of financial restrictions the RFCAs have worked tirelessly to ensure that a positive cadet experience was maintained where possible. This is demonstrated by an 85% customer satisfaction rate in a survey of RFCA customers. Defence Relationship Management (DRM) continues to grow the network of engaged employers and in December 2017 the 2000th Armed Forces Covenant (AFC) was signed by O₂; signings are increasingly steadily at an average of 20 per week. Employer attitude research has shown that over 90% of employers believe that they benefit from the skills and experience that Reservists bring to the workplace. The high level of support to Reservists is recognised through the Employer Recognition Scheme (ERS) with 78 employers now holding a Gold Award.

There will be challenges ahead and I am sure we shall respond to them with alacrity. My confidence in this prediction is because we are forward looking, relevant, efficient and, above all, effective. I send my sincere thanks to the many people throughout our associations who have given so much of their wisdom and time: all free of charge.



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

Chairman, Council of Reserve Forces'
and Cadets' Associations

Chief Executive's Introduction

It only seems like yesterday that I was writing the introduction to the 2016/17 Annual Report; how quickly time has flown and how much has been achieved as can be seen in this report. So I will be brief, and just highlight one or two issues!

As I indicated last year, the single Services faced some significant financial challenges, which percolated down to the RFCAs. We started the year facing a shortfall of £800k in our Grant-in-Aid budget from the Army, and had £2m less from the Defence Infrastructure Organisation (DIO) in our Soft Facilities Management (FM) budget. The latter had potential for serious consequences as it is from here that we pay for the rents of buildings that we lease – mainly cadet huts. Fortunately, with judicious use of Regionally Generated Income (RGI), our reserves and the DIO managing to find the funding late in-year, we maintained the level of service and activity levels that we would have wished.

Having spent the year balancing budgets, we unexpectedly received late injections of money in January and February 2018 from both Regional Command and the DIO, which we either spent on the Estate, or carried forward into 2018/19. Although Defence still faces the same financial pressures, it has not, as yet, affected the RFCAs, although we are stood by to react to the unexpected in the latter half of this year.

As I reported last year, the RFCAs were out of scope of the first phase of the Future Defence Infrastructure Strategy (FDIS) – we remain responsible for the management of Hard FM for the Volunteer Estate (VE), but it is likely that a Value for Money (VFM) exercise will be conducted to ensure that we do indeed offer VFM. I am confident that we do and this heightens the importance of our internal Project REVIVE to transform our process and improve our efficiency. To this end, we welcome the changes that see the single Services being responsible for managing the resource and capital budgets as this will bring us closer to our customers.

Again, as reported by the Cadet Health Check team, the Cadet Forces continue to deliver a challenging and stimulating cadet experience, and the CEP is set to achieve the target of 500 schools before the end of 2019. Although this is not unexpected, what I believe is more noteworthy is the findings to date from the independent research being carried out by Professor Simon Denny, University of Northampton, into the social impact of cadets. It very much supports what we already think we know about the positive benefits of being a cadet. The autumn 2017 interim report looked mainly at the community cadet forces and we now await the next report, due to be produced in summer 2018, which will place greater emphasis on school cadet units established under the CEP. I expect all of this to reinforce

the findings of the study by Southampton and Portsmouth Universities, commissioned by the CRFCA in 2010, into the Societal Benefits of Cadets, which stated that:

"For cadets, great value is attached to the personal gains that flow from the nature of the cadet experience and from belonging to the 'cadet family'. There is a particular emphasis on the richness of the activity package on offer in the cadets, including opportunities not generally provided to others. For several, the cadets have been a literal lifeline, providing positive direction in unfavourable circumstances. Results suggest that cadets tend to have high levels of respect for authority and others and high levels of self-esteem. They are likely to be committed citizens and have heightened aspirations."

There has been no letup in the number of AFC signings – we have passed well over 2000 – nor the appetite to gain acknowledgement through the ERS. I have been hugely impressed by the number of applicants for Gold awards and the quality of those who achieved this standard – the additional 51 organisations who succeeded in 2018 (from 87 nominations) brings the total to 128. I am also humbled by the support that our employers give to Reserves – 14 days additional paid holiday to facilitate Reserve service being just one example.

I will end by emphasising why it is we not only deliver what is required of us by the our Service Level Agreements (SLAs), but why we do so to our customers' satisfaction – although we are a national organisation, our effect is delivered locally by local people, who know their localities well, for their local communities. As always, it is our people that deliver.



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

Major General G S Smith CB QVRM TD

(Designate 1 January 2018)

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

Colonel A D Duncan BSc MSc CEng FIET

(Designate 21 September 2017)

Chief of Staff

Commander G R Bushell RN

Director Cadets and Youth

Mr S Blissitt MSc

Director Volunteer Estate

Mr S Crookbain

Director Engagement

Mr I Scarfe

Secretary Pension Scheme

Each RFCA 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 RFCA)*

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 reorganise 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 BSc MSc CEng
FIET FHEA RNR**

Chairman of the Board

A former regular officer, he joined the RNR in 1979, spending most of his time working from HMS SHERWOOD in Nottingham. He qualified as a

training manager, a communications officer and a specialist in the guidance and management of merchant shipping. After commanding HMS SHERWOOD from 1991-94, he was appointed to the national staff to head up the embryonic RNR Logistics specialisation. He subsequently took responsibility for all the shore-based specialisations of the Reserve, and was appointed as President of the RNR Rifle Association, a post he held for six years during which he presided over naval reserve small arms training and the annual skill-at-arms meetings.

On promotion to Captain in 2001, he was appointed to the Senior Management Board of the RNR, initially as Director Personnel, then as Director Strategic Planning. Following the establishment of the Maritime Reserves organisation, he took responsibility for introducing a regional command structure for the RNR, and went on to command the Naval Reserve Regions in Scotland, Northern England and Northern Ireland on behalf of Commander Maritime Reserves. He was mobilised and deployed on operations in the Gulf in 2002.

He has held appointments as Vice-Chairman Navy on the National Council of RFCAs from 2003-14, and Chairman of The RFCA for Yorkshire and the Humber from 2009-14 and Council

Board Chairman from January 2015 to December 2017. A member of the Reserves Steering Group supporting the Prime Minister's Commission into the future use of Reserves in 2011-12, he continues as a co-opted member of the Navy's Programme Board for the implementation of Future Reserves 2020. Ian was an ADC to HM the Queen between 2008 and 2009, and was appointed OBE for services to the Maritime Reserves in 2010. He retired from the RNR in 2014.

In his civilian career he has held a number of posts as an academic in the University sector, and although having now retired from full-time employment as an Engineering Professor, Dean and Director of a Graduate School, he continues to have a busy time as a University Governor, as an advisor to the Higher Education Funding Council for Wales, and in a variety of other part-time academic roles.

VICE-CHAIRMEN



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

Vice-Chairman (Army)

Major General Simon Lalor was born in 1956 and attended Royal Military Academy Sandhurst in 1975. He was commissioned in to the 2nd Battalion, The Queen's

Regiment (Queens Own Buffs) in March 1976 and during his Short Service Commission completed tours in Northern Ireland, Belize and Gibraltar. On leaving the Regular Army he commenced a commercial career in the City of London and joined the Honourable Artillery Company (HAC); a Territorial Army Long Range Patrol Unit with an Allied Rapid Reaction Corps assigned role. Having commanded the Patrol Selection Course, a Squadron and the Training Wing he commanded the Regiment from 1993-96. After a period as Colonel Royal Artillery TA in Headquarters Land, he was posted to Army Staff Duties in the Ministry of Defence principally to be the TA representative on the Reserves Working Group of the 1998 Strategic Defence Review. He subsequently completed a four year tour in the General Staff and was responsible for setting up the Army Reserves Policy Branch in the MOD. In 2002 he attended the Royal College of Defence Studies before being appointed Brigadier TA at Headquarters Adjutant General for 3 years. Within HQ AG he was responsible for providing the reserves focus on recruiting, manning, individual training, terms and conditions of service, career management and in particular the initial mobilisation for Operation Telic in Iraq. He was subsequently selected to be Assistant Chief of Defence Staff (Reserves and Cadets) in the rank of Major General from March 2007. During his tenure the MOD conducted a Strategic Review of the Reserves and committed to the

expansion of the cadets. His commercial career has included directorships of major companies in industry and commerce with particular experience gained in strategic management, diversification, marketing and finance. He founded Britam Defence, a medium sized corporate security and risk management consultancy in 1997 and sold the company in late 2016 to a US group. He remains Chairman of Britam Arabia in Saudi Arabia providing contracted firefighting services to industrial sites. He retired from the TA in April 2012 but remains connected as a member of the Master Gunner's Committee. He is also a member of the CRFCA External Scrutiny Team to report to the Secretary of State for Defence and Parliament on the implementation of the Future Reserves 2020 Programme and, under the Defence Reform Act, the ongoing state of the UK's Reserve Forces. He was appointed the Chairman in August 2018. Within the HAC he is a trustee and a member of the Regimental Council. In 2012 he was responsible for negotiating with the MOD the first external sponsorship covering the full costs of a new cadet unit. This was established as an HAC badged CCF in the City of London Academy Islington and was a precursor to the Cadet Expansion Programme.



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

Vice-Chairman (Navy)

Captain Dorman joined the RNR in 1984 at HMS CAMPERDOWN as a Reserve University Midshipman. His first summer was spent at Britannia

Royal Naval College and subsequent leave periods at sea principally on a variety of Ton class MCMVs. After serving three years as First Lieutenant at HMS SCOTIA, where he led the start-up of TAY Division in Dundee, he was appointed in 2001 to the Commodore's Staff as the National Junior Officer Training Officer. This was a newly created post and he had an exciting and rewarding time in the coordination and execution of Junior Officers' training on a national level. He was Officer in Charge of TAY Division prior to taking Command of SCOTIA in April 2006. After three and a half years in Command of SCOTIA, he was promoted Captain in September 2009 and appointed Captain Operational Capability 2 and Captain (Regions) North in November 2011.

VICE-CHAIRMEN



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 3 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.

BOARD MEMBERS



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. He lives with his wife Susie in the Peak District of Derbyshire and has three children.



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

BOARD MEMBERS

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. There he lives with his wife Mary.



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 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 is the son of Baroness Seccombe DBE and is married to Izzi, the Leader of Warwickshire County Council.

BOARD MEMBERS



Brigadier M A J M Overton TD VR
(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.



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 Northern 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 objectives out to four years. Individual Stakeholder direction and outputs are set out 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 for RFCA HQ staff as business accommodation. However, additional resources are created through RFCA 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 increasingly to inflationary pressures through the negotiation of MOD contracts to deliver the reserve estate, CIS Support 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 our WMI which advertises as '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 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

Due to the financial climate, 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 RFCA 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 two weeks operating expenses at month end, as endorsed in the Financial Framework.
- 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 Control Totals (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 CTs) 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.

Equality Act 2010 and MOD Policy

RFCAs comply with the requirements of the Equality Act 2010 and follow the MOD policy in that any form of unfair discrimination or harassment on the grounds of an individual's gender, race, disability, sexual orientation, religion or belief, marital status, age, pregnancy, non-standard working pattern or any other difference, is totally unacceptable and is not to be tolerated in the workplace. Further information can be found in Defence Instructions and Notice (DIN) DIN 2010DIN01-194: Equality Act 2010 – Disability Discrimination.

FY2017/18 Key Achievements

Output One Alpha

Advice and Support to the Defence Council

The CRFCA is 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). 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. They are 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.

The EST delivers an annual report to the Secretary of State for Defence, and also provides assurance to parliament. The team visited a cross section of units across all three Services providing observations and advice through direct feedback. The summary of this work with specific recommendations was captured in their third report that went to Ministers in June 2017 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. DRM is recognised as the single face of Defence to strategic employers at the 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 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* single service command boards.

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. The continued support of our Association Presidents and Vice-Presidents – the Lord-Lieutenants – has been pivotal to our links to our communities.

Key Successes:

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

Third 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.



General Mayall presenting the Ulysses Trust award for the best overseas Army Reserve expedition to 3 Royal Welsh. The expedition was a 165km trek along the Arctic Circle Trail in Greenland

Defence Studies Dining Club (DSDC), Cardiff, 5 October 2017.

RFCA for Wales organised and ran the DSDC sponsored dinner for the Military Education Committee for Wales when 135 guests from across South Wales received a fascinating address by Lieutenant General Sir Simon Mayall, a former advisor to Prime Minister David Cameron on the Middle East.



Scott Waddington Chairman of the Cardiff Business Club, Lord West, Capt Brian Thorne Chairman of RFCA for Wales, Nick Beard CE RFCA for Wales

Address by Admiral The Lord West to the Cardiff Business Club 12 March 2018.

RFCA for Wales sponsored an address by Admiral The Lord West to the Cardiff Business Club when 200 guests from the professions, academia and business across SE Wales gathered.

On 21 November 2017 Highland and Lowland RFCAs held a reception at the Scottish Parliament.

The event, hosted by Deputy Presiding Officer Linda Fabiani MSP, was aimed at raising awareness of the work of the RFCAs, as well as the value to society of service in both the Reserves and Service Cadets. At the event members of the RFCAs, reservists, cadets and senior military figures were given the opportunity to meet MSPs, who also had the chance to hear from reservist Colonel Helen Singh, Commanding Officer of 205 Field Hospital and Cadet Colour Sergeant Naomi Evans.



Orkney MSP Liam McArthur speaks to Army Cadets

Output One Bravo

Provide Support to Operations – ‘Home and Away’

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.

Whilst the operational tempo might have reduced from previous years the routine work of supporting veterans has continued. RFCAs have maintained close links to Service welfare charities, particularly through their continued role in adapting the homes of injured servicemen with single Service direct grant funding with increasing single Service projects being delivered locally. 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 RFCA links with the Army Recovery Capability (ARC) 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.

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:

East Anglia RFCA derived supplementary income from claiming non-domestic rate rebates from local authorities. The work carried out by the team secured 45% relief from the gross liability resulted in £450k being reinvested back into the Estate.

Yorkshire and the Humber RFCA completed three projects focused on adapting the accommodation of injured service personnel during the year to a total cost of £662k; a further six have been started to be completed in the FY18/19. Similar projects have been completed by other RFCAs.

Delivery of enhancements to Army Reserve Centres 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. This is a substantial additional support task facilitating UK-based competitions and overseas training opportunities for tri-Service reserves to enhance retention; this is outside of a formal SLA.

£6M of RGI invested into the VE and Cadet Estate.

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

HMS DASHER – a P2000 Archer Class patrol and training vessel – conducted a round-Britain deployment with University Royal Navy Unit (URNU) cadets, including undergraduates from Bath and Bristol universities studying a wide range of subjects. Arranged by Highland RFCA, John MacLachlan of the John MacLachlan Group Oban Ltd embarked with the Royal Navy for a sea passage from Oban to Corpach. The trip also included negotiating Neptune's Staircase, Telford's famous eight-lock system accessing the Caledonian Canal. This gave the URNU cadets plenty of opportunities to practice their seamanship and mooring skills.



John MacLachlan and son Fergus aboard HMS Dasher with the ship's CO, Lt Andy Osbourne (standing).

East Anglia RFCA took groups of employers to Croatia and Cyprus to witness some Reservists on training exercises. These unique visits give employers an insight into Reservist life so they can better understand their employees' skill sets and comprehend why it's essential to offer flexibility and additional support to them so they can fulfil their Reservist commitments.



East Anglia RFCA continues to deliver home adaptations for wounded soldiers. Soldier F said of his new drive and handrails: "Before it was too dangerous for me to get in and out of the house. Now I'm not isolated or trapped inside the house. I can safely get in and out, even at night or in bad weather. I appreciate the time and effort of all involved in making access to life easier."



Lieutenant Colonel Rachel Hawes – 201 (Northern) Field Hospital RAMC.

Lt Col Rachel Hawes is an Army Reservist of 16 years and is employed as a Consultant Anaesthetist with the Great North Air Ambulance Service. For her work in developing a 'Blood on Board' capability for Great North Air Ambulance Service helicopters, enabling lifesaving blood transfusions to be delivered at the roadside within one hour, she was awarded the OBE in the 2018 New Year's Honour List. The concept was based on her experiences gained from previous operational deployments to Afghanistan.



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. The Utilities budget (for the Army and Navy Estate) was withdrawn by DIO resulting in a significant reduction in utilities expenditure – primarily standalone Air Training Corps (ATC) sites. The consumption that is monitored by the RFCAs has consequently followed suit resulting in the reduced Greenhouse Gas Emissions reported below.

The vehicle fleet for use by the Cadet Community, and our staff, benefits from local administration and maintenance, supporting the positive Cadet experience.

Changes to the Multi-Activity Contracts run at Brigade into the new HESTIA soft FM contract are ongoing and our Associations stand ready to assist DIO in its roll out.

Sustainability Reporting was introduced in FY12/13 in order to meet the public sector requirements for the Governments Financial Reporting Manual (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 Aquatraine Service Providers. The figures in the Sustainability Report are used to monitor RFCA performance only.

RFCA Sustainability Report for the Year ended 31 March 2018

Sustainable Procurement and Construction.

RFCAs are required to meet the Building Research Establishment Environmental Assessment Method (BREEAM) Excellent (Defence DREEAM 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 the Next Generation Estates Contract (NGEC) the EMS is only applicable to the estate occupied by RFCA 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 Reserve Estate 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

FY14/15

FY15/16

FY16/17

FY17/18

Emissions Graph

Non-Financial
Indicators
(1000 tCO₂e)

Total gross emissions

48

48

48

45

Total net emissions

–

–

–

–

Gross emissions Scope 1 direct

1.4

1.5

1.4

1.4

Gross emissions Scope 2 & 3

–

–

–

–

Related Energy
Consumption
(million kWh)

Electricity: Non-renewable

42.8

43.5

43.5

2.6

Electricity: Renewable

–

–

–

–

Gas

131.9

130.7

130.7

1.9

LPG

–

–

–

–

Other

–

–

–

–

Financial
Indicators
(£million)

Expenditure on energy

12.3

12.1

12.1

0.8

CRC Licence expenditure

–

–

–

–

Expenditure on accredited offset

–

–

–

–

Expenditure on official
business travel

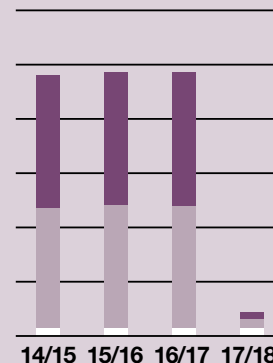
0.8

0.8

0.8

0.5

Emissions



14/15 15/16 16/17 17/18

Travel
Electric
Gas

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 – although most of those savings (Gas) now sit with DIO.

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 funded 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. The increasing use of video conferencing capabilities will have similar benefits.

Overview of Influenced Impacts

FR20R 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 ARCs under MOD contract.

Controllable Impacts Commentary

A standard methodology for measuring and reporting waste is ongoing.

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

This year's report focuses on three of the specific areas where the support provided by the RFCAs is making a significant contribution to the MOD; the Cadet Health Check Team, the CEP and the results of the Army Cadet Force customer satisfaction survey. Outside of these areas the provision of support ranges from the delivery and management of facilities for the Army Cadets, RAF Air Cadets and to a lesser extent the Sea Cadets, to the overall provision and event management of Lord-Lieutenant Award ceremonies where both cadets and adult volunteers, representing all of the cadet forces, receive recognition for their contribution and achievements within their MOD sponsored youth organisations.



Cadet Health Check Team

The Health Check Team delivered their second report to the Chief of Defence People (CDP) in January and it was then subsequently presented to the three star Youth and Cadet Steering Group in May. The Team provides 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 2025 programme.

The first annual report in 2016 set a baseline against which future reports would compare progress. The second report set out to examine five areas: the causes and effects of Cadet Force Adult Volunteer (CFAV) 'churn', safety and safeguarding, the CEP, implementation of the Cadet Forces Commission and measures to reduce bureaucracy.

An Executive Summary of the report was issued for dissemination to the wider cadet forces and other interested parties and details of the key points are provided below.

The report found that the MOD-sponsored cadet forces continue to deliver a challenging and stimulating cadet experience within a well-controlled environment. They deliver the MOD-endorsed outcomes in accordance with the current strategic intent for the cadet forces. The report highlights two specific areas of concern in terms of future well-being and sustainability: the overall decline in the number of cadets and the impact of constraints on school funding on the sustainability of cadet units opened under the CEP.

The decline in total cadet numbers in recent years is broadly in line with the falling UK population of young people of cadet age, often referred to as the 'demographic trough'. The MOD are alive to the fact that, in a society where young people have a wide choice of activities, it is important to keep the 'cadet experience' relevant and engaging to attract and retain cadets. Modernisation of the cadet forces' syllabus to meet the expectations of young people is therefore a key element of the Cadet Forces' Strategy and is being actively addressed by each cadet force.

The report is positive about the progress being made towards the Government's targets for CEP and the provision and outcomes of training for the new CFAVs. It also comments on the risk to the sustainability of new cadet units in schools which may come from funding constraints, the ability to find enough volunteers to become trained CFAVs and the lack of Ofsted recognition of the benefits that a cadet unit brings to a school.

The report recommends that MOD should work with the Department for Education (DfE) to seek formal recognition by Ofsted of the benefits of cadet units in schools.

The report also recommends that schools should be clear about their commitment to resourcing their cadet unit for the long term, and that MOD should seek to gather evidence of the improvement in performance at school that the cadet experience brings to students from specific groups, such as those with special educational needs and disabilities.

A key recommendation made by the report is that the MOD Cadet Safeguarding Working Group should meet regularly to provide timely advice to the Youth and

Cadet Steering Group. This has been agreed by MOD who have reinvigorated this important Working Group, and expanded its membership to include subject matter expertise from MOD's lead safeguarding body.

The priorities for the 2018 report will be focused on Safety (safety management systems and communications (both up and down the chain)).

Cadet Expansion into Schools

The RFCAs employ a total of 47 LIBOR funded staff who are key to the CEP delivery. From the MOD representative on the Joint MOD/DfE team to the provision of support to the Army's Cadet Training Teams (CTT), these staff provide a level of support without which the expansion targets could not be achieved. Pivotal to the engagement, with perspective schools, are the School Cadet Expansion Officers (SCEOs). In the normal course of events the following sequence occurs: an Expression of Interest (EOI) is received by the Joint Team and the RFCA employed member on the Team acts as the tasking authority that assigns the school to the appropriate SCEO. The SCEO will then visit the school to explain the options available in respect to the type of cadet force that could operate within the school. The SCEO also plays a key role in terms of expectation management, what might be provided by the MOD but most importantly what the school is expected to contribute. The SCEO will continue to provide the schools with expert advice carefully guiding them through the acceptance process with the final approval coming from the Cadet Expansion Steering Group (CESG) which is jointly chaired by the MOD and DfE representatives. The extremely positive contribution delivered to the programme by the SCEOs is regularly commented upon by the CESG chairs.

The Linked Detachment programme is the product of a strategic partnership between the Cadet Organisations (Army, Sea and Air Cadets) and Education Scotland, designed to help young people gain the skills, experience, qualifications and confidence they need to succeed in life. There are currently nine Linked Detachments, affiliated to the three Cadet Organisations – Army (7), Sea (1) and Air (1) – in state secondary schools across Scotland. The most striking recent achievement has been the very high success rate by Linked Detachment cadets in the SQA Level 4 National Uniform and Emergency Services Award and the aim is to mirror this success rate in the Level 4 ACF Achievement, Teamwork and Citizenship Award and the Level 5 Leadership Award.

Satisfaction Survey

The most significant area of support provided by the RFCAs, in the cadet and youth arena, is centred on the delivery of Professional Support Staff (PSS) to the Army Cadet Force (ACF). The requirement is detailed within the SLA with the Army. Not only does the SLA require the RFCA employed staff to carry out specific functions, in support of the ACF, it also makes provision for a satisfaction survey to be undertaken with the customer base to assess how well the delivery is being performed. The survey was formally undertaken this year by the CRFCA. The questions, within the survey, were detailed in four specific areas:

Overall, how do you rate your local RFCA in delivering its support function?

How do you rate the performance of your local RFCA employed ACF PSS in providing 'G1 and administrative support' to the ACF in your area? (This includes JPA support/admin of Adult Volunteers/processing of Disclosure & Barring Service (DBS) or Protection of Vulnerable Groups (PVG)/support to Annual Camps).

Overall, how do you rate the performance of your local RFCA employed ACF PSS in ordering, maintaining and issuing Unit level equipment scales and consumables?

Overall, how do you rate the performance of your local RFCA in providing a suitable fleet of vehicles?

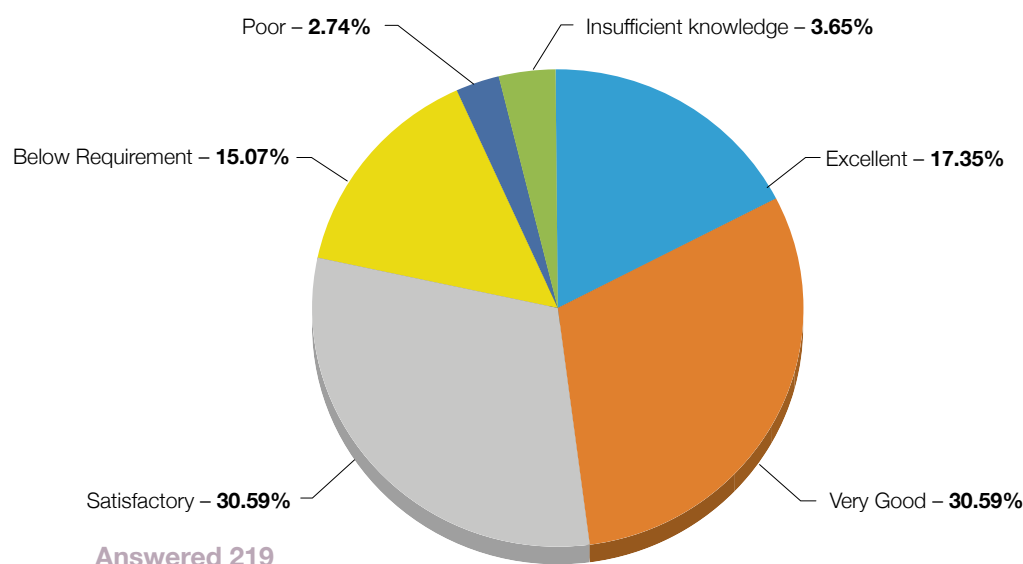
The invitation to complete the survey was sent to c.400 potential participants made up from the following cohorts:

- Brigade Commanders /Regional Points of Command
- Deputy Brigade Commanders/Deputy Regional Points of Command
- Colonel Cadets
- County Commandants
- Deputy Commandants
- County Training Officers
- Company Commanders

With 220 responses, the survey has achieved in statistical terms a more than satisfactory completion rate.

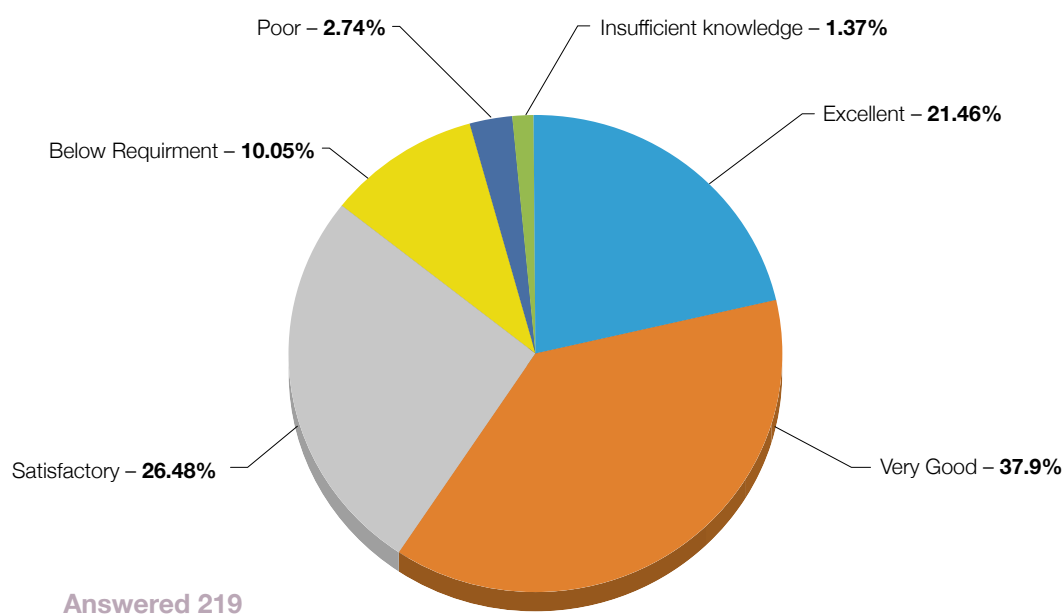
The responses to the key questions are detailed below:

Q1. Overall how do you rate your local RFCA in the delivery of its support function?



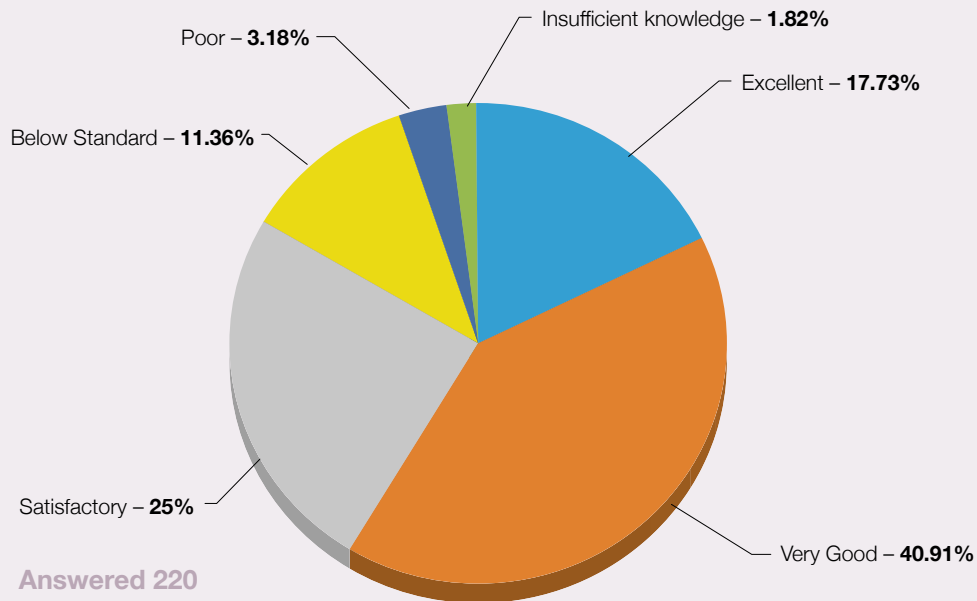
79% of respondents felt that the RFCAs were meeting or exceeding the support requirements placed upon them.

Q2. Overall how do you rate the performance of your local RFCA employed ACF PSS in providing G1 and administrative support to the ACF in your area?



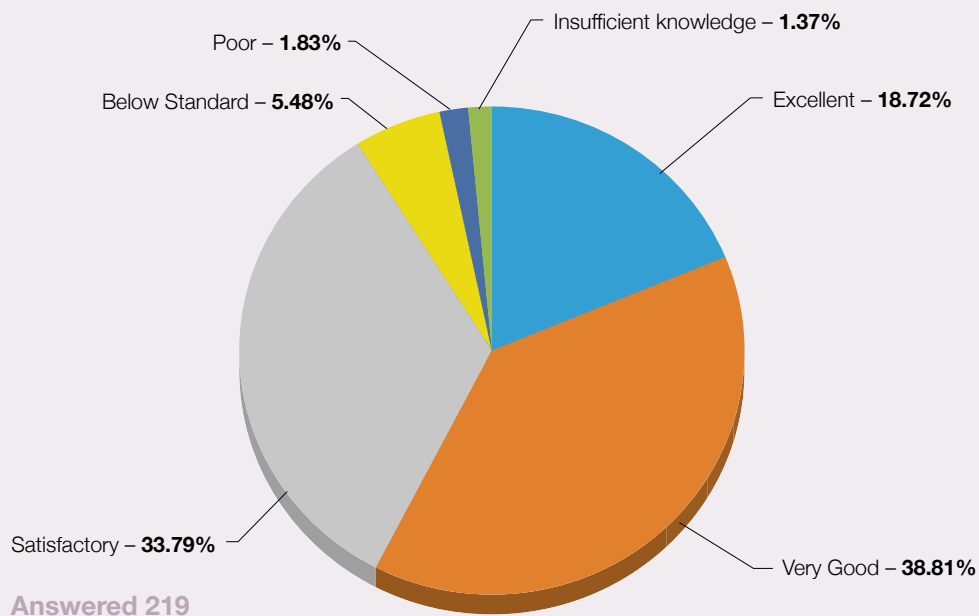
86% of respondents felt that the RFCAs were meeting or exceeding the delivery of administrative functions placed upon them.

Q3. Overall how do you rate the performance of your RFCA employed ACF PSS in ordering, maintaining and issuing Unit level equipment scales and consumables.



84% of respondents felt that the RFCAs were meeting or exceeding their remit in the delivery of Unit level equipment scales and consumables to the ACF.

Q4. Overall how do you rate your local RFCA in providing a suitable fleet vehicles?



91% of respondents felt that the RFCAs were meeting or exceeding their remit in providing a suitable fleet of vehicles.



Although the results speak for themselves the RFCAs will not rest on their laurels and they will seek to improve their standing and enter into dialogue with their 'customers' to address areas of concern.

Support to the ACF by Numbers

486 RFCA employed Professional Support Staff

Supporting **47,200** Army Cadets and Adult Volunteers

In over **1,500** Locations

Across **54** Counties/Sectors/Battalions

Achieving an average customer satisfaction assessment of **85%**



Significant Achievements

The Cadet Health Check team delivered their 2nd Report to CDP.

Provision of manpower support to the CEP.

Delivery of the ACF Satisfaction Survey.



Output Three

Support to Recruiting

The RFCA deliver a range of services in line with five SLAs established with each of our primary funders. Support to Recruiting is a stated deliverable within the single Service SLAs, however 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. In addition the prudent use of RGI to provide discrete elements of betterment in Army Reserve Centres 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 130 Reservists with funded overseas training activity ranging from military skills training in Lombardia (Italy), shooting competitions in Canada and (Snajper) Poland and Junior Officer leadership development seminars in France. Whilst not specifically recruiting activities, participation in these exercises by all ranks from across the three services has a considerable retention benefit.

Examples of successes:

Behind the wire event at Chetwynd Barracks which exposed regional employers to a specialist Army training facility arranged by East Midlands RFCA.

Army Intelligence Challenge run by East Anglia RFCA.

Executive Stretch Exercise designed to offer managers a taste of military life while helping to develop leadership and team-working skills and run by Highlands RFCA.



Officer cadets from Cambridge University OTC on the summit of Mount Toubkal, Morocco (4167m).

East Anglia RFCA funded adventure training and sports competition entries to aid the units in their recruiting and retention efforts. Our contributions made it possible for five units to receive funding for six activities including for a climbing challenge in Morocco and 34 Reservists took part in skiing activities.



East Anglia RFCA's Employer Engagement (EE) team reached out to companies in the Cambridge area to find the best candidates to take part in a one-of-a-kind competition hosted by 3 Military Intelligence Battalion (3MI). Aiming to boost recruitment in the local area, 3MI pitched teams of ambitious budding analysts from seven Cambridgeshire companies against each other in the Army Intelligence Challenge 2018. A total of 37 people put themselves to the test as they attempted to determine whether a (fictitious) military operation had been compromised and posed a risk to a second (equally fictitious) operation.

Behind the wire at Chetwynd Barracks

More than 50 representatives from local employers experienced a unique visit to a specialist Army training facility, normally out of reach to members of the public. The event at the Mission Training and Mobilisation Centre (MTMC), Chetwynd Barracks, Chilwell, Nottingham saw employers from both public and private sector organisations learn more about the Army's operational training and have a go at a range of 'hands-on' activities.

A number of employers also had a go in the RODET (Roll Over Dismount Egress Trainer) which is used to teach personnel how to escape from vehicles that are turned over on difficult terrain. It can simulate a vehicle rolling over and coming to rest upside down or on its side, allowing soldiers to practise escape procedures.

Exercise Executive Stretch.

The Exercise was designed to offer managers a taste of military life while helping to develop leadership and team-working skills. Seventy-five participants were gathered by Highland and Lowlands RFCAs from a range of organisations, including Fife College, Standard Life, West Dunbartonshire Council, Thorntons Law, Dundee City Council and the Golden Jubilee Foundation. The action took place over three days at Redford Barracks, Castlelaw Training Area and Dregghorn Barracks. Stands included a gun run, obstacle crossing, minefield vehicle extraction and sea survival drills.

East Anglia RFCA championed a new digital advertising strategy with the Army Cadet Force to improve CFAV Recruitment. Using data on under-recruited detachments, the campaign geo-targeted key demographics at key times of year, for example those looking for an exciting and rewarding challenge at the start of the New Year. Emphasising the benefits of joining as a volunteer instructor, adverts appeared across YouTube, Facebook and Google over 400,000 times to our target audience. The campaign achieved up to 270% uplift in applications at a fraction of the cost of other recruiting campaigns, with a total spend of only £5,400.





Output Four

Assistance to Community Engagement and Representation

Community Engagement is a well-established activity across all RFCAs with the regional commands utilising the RFCA's extensive 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 Community Engagement priorities. It continues to provide the envelope within which the demands of the recruiting challenge have operated. There is currently no Defence policy for UK Community Engagement however the issue of the Army Engagement Order 2017/18 provides a useful framework for the RFCAs to plan engagement activity. There continues to be a very close relationship between RFCAs and their Regional Point of Contact (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 key messages.

A report by the Institute for Social Innovation and Impact at University of Northampton, found that joining the cadets offers a range of benefits to the individuals involved, and the wider community. According to the report's lead author, these include increasing social mobility and helping kids from disadvantaged backgrounds. Among its key findings were: the social impact of Cadet Forces is vastly greater than the annual cost of the cadet programme to the defence budget; children excluded from school who join the Cadets are more likely to have improved attendance and behaviour on their return to school and Cadet Forces help make communities more inclusive by helping people to overcome disadvantages in the way school does not. The report also found that Cadet Forces help to develop an individual's communication, confidence and leadership skills, as well as increasing their awareness of the Armed Forces and improves respect for veterans.

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 COBSEO.

Examples of success:

Use of social media for reaching a wider market: a Facebook post on the CE Highland RFCA's visit to the Arbroath JCC build in September 2017 reached 3,173 people with 31 post likes; and two Twitter Top Tweets, one from October 2017 of the Scottish Water AFC signing which earned 5,643 impressions, and the other from February 18 flagging up the poster for Executive Stretch, which earned 7,868 impressions.

Dunbartonshire Chamber of Commerce became the first Chamber in the UK to sign the AFC along with all members of its Board and their companies.



University of Derby signs Armed Forces Covenant

The University of Derby has signed the AFC pledging to support members of the Armed Forces community. Tying in with Armistice Day, a public signing event was held at the University's Kedleston Road Campus on Wednesday 8 November, when the University's Vice-Chancellor, Professor Kathryn Mitchell, and Lieutenant Colonel Duncan Jenkins from the Army Reserve's 162 Regiment Royal Logistic Corps, signed the Covenant on behalf of the University and the Ministry of Defence (MOD) respectively. The signing event took place ahead of a lecture on the welfare of military Veterans given by Dr Paula Holt, Pro Vice-Chancellor Dean of the College of Health and Social Care; herself an Army Veteran. The University of Derby received £18,824 from the Ministry of Defence's AFC grant to run a free short course for

veterans and their dependents who want a career in the health and social care sector. The course, which started in February 2018, included workshops and activities run by specialists in their field, giving an insight into areas including nursing, social care, therapies and radiography.



Professor Simon Denny, Executive Dean of Research, Impact and Enterprise from the University of Northampton attended The Annual General Meeting of East Anglia RFCA in March 2018 to share the findings of a 4-year study with a packed audience of 100 regional influencers. His research on

the positive societal impact of cadets is highly significant and supports East Anglia RFCA's work in championing the importance of the Cadet Forces across the region.



A member of East Anglia RFCA has been appointed to Professor of Veterans & Families Studies at the Veterans & Families Research Hub, part of the Veterans and Families Institute for Military Social Research at Anglia Ruskin University.

Wing Commander Mike Almond QVRM AE MRAeS DM FRCP VR

was invited to apply for the post based on his clinical research background, his experience as a Reservist and his involvement with the Veterans Advisory Pensions Committee. Mike also sits on the Essex County Council Civilian Military Partnership Board and the steering committee of the Colchester TiLS service which eases the transition of regular serving personnel with mental health problems into the community and the NHS. Mike has also been a Reservist since 1977. His most recent deployment was in 2018 to South Sudan.

On 17 January 2018 Dunbartonshire Chamber of Commerce became the first Chamber in the UK to sign the AFC along with all members of its Board and their companies. The signing by CE Damon Scott and Board members James Stewart Rennie (Rennie McInnes LLP); Russell Sim (Sim Property Management Ltd); Nick Allan (Nick Allan and Associates Ltd); Erik Archer (Archer Associates) and Philip Briscoe (European Circuits Ltd), took place at the Chamber's HQ in Clydebank.

The document was co-signed on behalf of the MOD by Lieutenant Colonel Matt Sheldrick, CO of 7 SCOTS. The Chamber has also offered to take a prominent role in an Highland RFCA-led pilot project aimed at maximizing the mutual business benefits to Chambers by reviewing their relationship with reservists and cadets.



The Chief Executive and Board of Dunbartonshire Chamber of Commerce with their Covenants, together with CO 7 SCOTS, Lieutenant Colonel Matt Sheldrick.

On 12 December 2017 Blackhouse Bakery became the first private sector business in the Outer Hebrides to sign the Covenant.

Director Becca Engebretsen was keen to show support for the first Reservist on their workforce, James Morgan. "James has been working for us for six years now. He is a great employee and we will always back him in whatever he chooses to do outside of the bakery," said Becca. "Having been in the Cadets myself I understand a bit about what the Army has to offer and we are really pleased that James wants to give up his spare time to pursue a career in the Army Reserve. Signing the AFC is our way of showing our support." The Covenant was co-signed on behalf of the MOD by Capt Malcolm Dalzel-Job, OC C Company of 7 SCOTS, with the signing organised by Highland RFCA Regional Employer Engagement Director (REED), Michelle McKearnon.



Becca Engebretsen of Blackhouse Bakery with Captain Dalzel-Job, co-signing on behalf of the MOD.

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 SLAs are due to be fully reviewed in 2018/19 following the transfer of infrastructure funding from DIO to the single Services by April 2019.

The 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 CIS Governance, Information Legislation Compliance and Cyber Security and Network Penetration. Three to four Internal Audits per year are carried out by Defence Internal Audit (DIA) across a spectrum of internal functions identified by the ARAC.

In July 2017 CRFCA attained ISO9001:2015 quality management certification for the management of the VE, provision of support to the ACF and for EE. Surveillance visits have taken place in year and we are now in a mode of continuous business improvement.

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 2019-2020 as part of a Tailored Review to be carried out by (MOD) RF&C.

We continued to deliver project work including direct project funding and injured serviceman's living accommodation (ISLA) projects which received an overall funding income of £3M. Despite the continued difficult commercial market, RGI added a further £6M.

Significant Achievement:

In July 2017 CRFCA were awarded the ISO9001:2015 Quality Management Certification.

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. Implementation of the CRFCA-led internal structures review has largely been completed now which sees 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.

Output Six

Context

The RFCA managed Estate is an ever-changing landscape. The infrastructure itself changes very slowly and although it is Statutory and Mandatory compliant, it is generally declining in condition. However, the management process for the funding and oversight of the Estate is changing rather faster. The Defence Infrastructure Management Review promised considerable changes including the move of funding from DIO for the VE to the single Services. That happened for the remainder of the Defence Estate in 2017 and 2018 but not for the VE. We are still working to the assumption that funding will be transferred over the next few months as the single Services and DIO develop a greater understanding of the estate and its resource requirement. The current state of flux though demonstrates how unique our delivery model is and how ideally suited the RFCAs are to the delivery of maintenance on a quite unique part of the Defence Estate.

Late Funding Injections

The RFCA Estates teams are characteristically committed to providing a fit for purpose Estate at minimum cost, maximum value and within the constraints imposed by limited funding. One impact of that is the requirement to act quickly to capitalise upon late funding injects for 'oven ready' projects.

In January 2018 we gratefully received a £3.3m inject from DIO to clear up an in-year backlog of routine maintenance tasks and a considerable number of none core items. Most of those Additional Works were Priority Base Funding tasks but there were also a few larger projects that were of high priority but had failed to attract investment over a number of years.

The team at West Midlands RFCA relished the challenge of a late in year injection and put it to great effect. Cannock Chase Cadet Training Centre is situated 15 miles North of Birmingham in rural Staffordshire and has served the Army Cadet Force counties of West Midlands and Staffordshire since 1959 – it was well in need of a facelift.

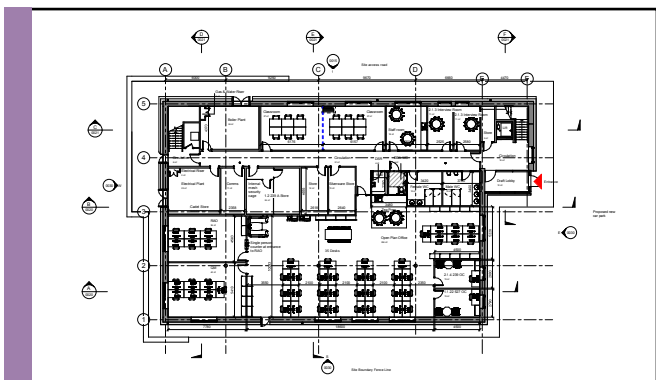


At a cost of only £370,000, West Midland RFCA refurbished the antiquated ablutions areas to a more user friendly individual cubical-based design to meet with the current expected standards for use. They also upgraded the Kitchen and provide new equipment, replaced lighting with LED, replaced boilers, installed new LPG tanks, installed Wi-Fi, upgraded the IT and carried out internal and external redecoration to all three accommodation blocks.



Future Reserves 2020

Since 2013 the RFCAs have been fully engaged with developing the Reserve and Cadet infrastructure affected by the Future Reserves 2020 announcements. One of the latest projects has been the demolition and new build at Bruce House in Dunfermline.



The new accommodation will provide suitable scaled accommodation in Dunfermline for Regimental Headquarters 154 (Scottish) Regiment Royal Logistic Corps (RLC), 527 (Headquarters) Squadron, 239 (Fife) Transport Squadron, Cadets, and Caretaker facilities/accommodation.

The Army 2020 study directed that RHQ 154 Regt RLC and 527 (HQ) Sqn were to remain in Dunfermline with an additional Task Squadron also to be raised there. It directed that the RHQ and 527 Sqn would consolidate

on the Bothwell House site in order to enable rebuild on the Bruce House site. The new/rebuilt facility on the Bruce House site would then house RHQ, 527 Sqn and the newly raised Task Squadron, therefore releasing the Bothwell House site for disposal.

The additional task force, 239 (Fife) Transport Squadron, has been raised with no uplift in infrastructure resulting that the current infrastructure does not provide suitable accommodation. It is in poor material conditions with subsidence throughout the Bruce House site. There has been some reinforcement works carried out to stabilise the worst affected areas but some areas in the Bruce House site remain out of bounds due to health and safety concerns.

The project is currently in the Development of the Preferred Option stage with an allocated budget of £219k.

Mind the Gap

Defence budgets have a perennial lack of Resource (RDEL) funding and that is equally true for the VE. There are, though, new innovations which are leading to the further exploitation of Irreducible Spare Capacity through RGI. The encouragement of the MOD to use spare capacity for RGI is a longstanding policy, on the Reserve and Cadet Estate we're becoming more engaged in particular with the sustainable energy markets, to realise a previously untapped resource for the benefit of Defence.

Since 2015 North West RFCA has embraced the concept of renewable energy generation through solar panel installations at a number of Army Reserve Centre sites financed by underspend in the utilities funding stream and via the 1.1 MW solar array on a 5 acre site at Altcar Training Camp.

The Altcar scheme was funded by industry, our input was the land on which it is sited and for which we receive a facility fee based on the amount of electricity that the array generates. So far we have received just shy of £60k. The benefit to Defence is that we receive electricity entirely from renewables when the array is energised and the electricity is provided at a discounted rate tied only to an annual RPI increase rather than the vagaries of the international gas and oil markets and their impact on domestic prices.

The next step is for a small piece of land at Altcar (former double tennis court site) which will house a 'gas peaking' containerised system. This facility will generate electricity through small, gas engine generators which respond to supply or demand in the system to smooth out the capacity shortfall. These systems typically start up in about 15 seconds and deliver full power within 2 minutes.

North West RFCA have taken an arms-length approach to his initiative and have treated it as a simple land lease for which we receive a generous annual rent of £50k. We are not tied to the success or failure of the project and this sensible approach to de-risk our exposure will see approximately £1.85M income generated over the 25-year life of the project.

We continue to be receptive to proposals from industry for two main reasons: the first being income generation the second is that this is a good and right thing to do. The latest concept which is being explored is electricity generation via the innovative Hover wind turbine arrays. These highly efficient systems are installed in arrays to multiply the effect of the airflow through the installation and are a more efficient option for rooftop generation than solar even in areas of the world where the sun shines with more consistency than the NW of England!



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 December 2017 O₂ became the 2000th organisation to sign the AFC and UK Plc's support for the Covenant continues to grow with an increase in signings by organisations of all types and sizes, across the UK.



Since its launch in 2014, the ERS has presented 78 Gold and 829 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 scheme is becoming increasingly embedded in the employer psyche. 2017 saw a number of well-known organisations being recognised with Gold and Silver ERS awards. These included businesses such as: Airbus (Gold), Network Rail (Gold), Transport for London (Gold) and Siemens Plc (Silver). Many of the achievements were a direct result of initiatives proposed and work undertaken alongside businesses by DRM National Account Managers (NAMs) or REEDs.

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 in a high level of resource in their EE activities.

At national level within DRM, the Relationship Management (RM) team has continued its efforts to work with the larger employers and trade 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 EE and Recruiting Events have taken place at the premises of DRM and RFCA accounts.

REEDs and CEs continue to be represented at regional level in the Regional Employer Engagement Boards (REEBs) where many RFCAs continue to provide the Secretariat and where DRM is represented. 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 (IoD, 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.

To recognise the contributions made by employers engaging with the ERS, 2018 also saw the announcement of the Menu of Benefits with discounts being negotiated for corporate hospitality venues and world-renowned military leadership courses provided by the UK Defence Academy and RAF Cranwell. In addition, plans were set in train to strengthen and evolve the Gold Alumni Association to ensure that it is both resilient and fit for purpose as the number of Gold award holders continue to grow.

Employer Attitudes

The Employer Awareness and Attitudes Monitor is an independent research series which has been conducted annually since 2014 (and previously between 2004 and 2010). It was originally conceived as a source of evidence to inform the policy on Reserves, but has since broadened out to embrace other Defence People policy areas.

The Monitor, which has been commissioned by DRM on behalf of Defence, is conducted by a private research

company (IFF Research). It 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 were to:

- a. Support the evaluation of Defence's Employer Engagement (EE) activities by providing robust data on employer attitudes to Reserves and some other 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.

Overall, the 2018 results show that employer attitudes remain consistently positive and a number of measures have improved. The following points are highlighted:

- Employer attitudes to Reserves are consistent with last year's very high levels.
 - 92% of employers believe Reserves are a necessary element of the UK's Armed Forces (91% in 2017 and 2016, 85% in 2015).
 - 90% of employers believe Reservists are an asset to the UK's workforce (87% in 2017, 89% in 2016, 87% in 2015).
 - 89% of employers believe Reserves should be supported by their employers as a matter of principle (86% in 2017, 89% in 2016, 82% in 2015).
 - 91% believe employers can benefit from the skills and experience that Reservists bring to the organisation (89% in 2017, 86% in 2016).
- 64% of employers are satisfied with their relationship with Defence (64% in 2017, 67% in 2016).
- 49% of employers are aware of the AFC (42% in 2017, 37% in 2016).
- Lack of knowledge continues to be the key barrier to employers signing the AFC.
- 30% of employers are aware of the Employer Recognition Scheme (25% in 2017, 21% in 2016).
- Awareness of employers' rights and financial assistance related to mobilisation of Reservists remains relatively low.
- Recruiting and retaining staff with the right skills remains a key issue for employers.

On the whole, these results remain very positive, and demonstrate the continuing forward momentum of EE. Interestingly, the attitudes of non-Reservist employers, which historically have been less positive than those of employers with Reservist staff, show signs of converging. However, it is also clear that in addition to working to maintain the positive attitudes towards Reserve service, more effort is needed to improve awareness of the AFC, the ERS, and the financial assistance package for mobilisation.

DRM are working with RF&C to prioritise and take forward improvement action in these areas.



Employer Support (ES)

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 being primarily 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 Gov.uk site continues to be a useful source of information and advice for both reservists and employers.



NAMs and REEDs 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. NAMs and REEDs are an integral part of an account's ability to increase and support the reservist community within industry.

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 2018, the fourth Partnering with Defence Conference was held at the QE2 Centre. The conference attracted an audience of over 250 employers and representatives from Defence, an increase of around 40% 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 addresses from the Secretary of State for Defence, Rt Hon Gavin Williamson and Stephen Martin, the Director General of the Institute of Directors, and included presentations introducing new Defence policies and initiatives.

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 42,000 active Employer accounts and over 47,000 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 data quality and data cleansing, to ensure better data consistency and quality;
- Enhancements to ERS reporting fields and functionality (including ERS renewals);
- Developments to enable the capture of key data required to enable Measure of Effectiveness (MoE) reporting, and development of MoE User Guide to outline Salesforce requirements;
- Ongoing delivery of training and refresher training for both DRM and Regional staff.

Looking Ahead

Building on the findings of a major DRM project (Project PORRIMA) that looked at how to deliver an intelligence led EE operation most efficiently, DRM has subsequently created a model for measuring the effect of its employer engagement activity and deliverables. This model empirically and credibly reports the effect of EE activity and thereby enables the evaluation of good and bad actions. This was explored because DRM wanted to tangibly demonstrate a link between engagement 'activity' and Account (the employer) progression presented by metrics over time in order to deliver value for money to Defence. Importantly the outcomes demanded from the model are directly mapped to CDP's Defence People Strategy & Defence People Plan. The first set of analysed data will be presented as part of the AFC Report to the House of Commons in December 2018.

Following extensive engagement with the three single Service Personnel & Operational leads, DRM has taken ownership of the facilitation of the MOD's External Professional Placements Programme (EP3). This is an exciting new scheme that will allow serving members of the Armed Forces to gain relevant experience in the commercial sector. The aim of these short-term placements is to help shape and inform an individual's next career move within their Service, enabling new perspectives to be deployed when addressing the Armed Forces' everyday business challenges. The benefit to employers is also substantial and further assists with Defence's commercial sector advocacy agenda.

DRM's budget was rigorously reviewed by independent auditors with no observations or comments highlighted. This a mark of the success of the ongoing work to ensure that delivery of EE effect is targeted, measured and therefore adequately resourced. Forecasting is reviewed monthly against actuals and Regions are now part of a Quarterly review process that ensures both under and over-spend is identified and either re-allocated to reinforce successful EE initiatives or is handed back to Defence for re-allocation within the Department.

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 REETs in the RFCA regions, and with the Joint Employer Engagement Coordination Cell and Employer Liaison Officers at the national level, there have been numerous successful events across the country. The REEGs provide essential ongoing feedback from employers, and the Regional Employer Engagement Boards 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 continue to bear 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 2,750 organisations have signed. The rate of signings is ever-increasing, and currently growing at an average rate of around 25 new signatories a week. 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.





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. RFCAs are a tri-Service organisation, funded by their customers, who are MOD (RF&C), the FLCs and DIO: they deliver a range of services in line with the five SLAs as agreed with their primary customers. The RFCAs work in close partnership with the Regional Point of Contact Brigades (RPOC) and other single Service equivalents.

The RFCAs have five core tasks: Managing the VE, Providing Infrastructure Support (FM), EE, Support to Recruiting and Cadets and Youth. They have an overarching task of CE, 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 regionally³ and 40 centrally. 488 of the regional staff support the ACF across the UK leaving 376 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.

RFCA 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.

RFCA 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.

³This 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 offload 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 2018 was £114.7M, down 2% from the previous FY. Funding income totalled £105.4M and RGI totalled £11.4M which resulted in an excess of income over expenditure of £2.1M.

Of the £114.7M spend, £35.6M was spent on the reserves estate and infrastructure, £31.9M was spent on the cadets estate and infrastructure, £28.2M was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation, £4.4M was spent on employer support and engagement, £5.3M was spent on estate delivery and the remaining £9.32M (8%) was spent on RFCAs' overheads.

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

Estate funding was again supplemented in-year by RGI, to the sum of £5.67M (£3.82M Revenue and £1.85M Capital).

RGI was also used in year to supplement recruiting/engagement funding (£0.4M), Reserve and Cadet grants (£0.4M), administration (largely legal fees) (£0.2M) and sub-letting costs (£1M).

Further details of the outputs delivered within this expenditure can be found under FY2017/18 achievements.

Result for the Year

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

Financial Risks and Uncertainties

During FY2017/18 we continued to operate 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 again from the previous FY and there was a net savings measure imposed against DIO 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, 4,035 days and short term sickness were 1,681 days being the equivalent of 6 days per employee. In comparison with national average within the public sector, the RFCA sickness absence rate is 2.7% days lost as opposed to 1.9% (Labour Force Survey – Office for National Statistics for 2016) 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 Accounting Officer, 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 (where applicable); 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 & Customs as a taxable emolument.

Pension

Pension benefits are provided through the Council of RFCA Pension Scheme. This is a defined benefits 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. 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.

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.

	Annual Emoluments: Salary and allowances --- Performance Pay/Bonuses	Non-cash benefits: Benefits in kind e.g. Company car	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:
Chief Executives:	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)
Maj Gen (Retd) JH Gordon CB CBE Council of RFCAs Appointed: 01/09/16	100-105 - 10-15	4.9	-	-	-	-	-
Col (Retd) Brigadier M P Dodson MBE Highland RFCA Appointed: 11/5/15	65-70 - 0-5	3.9	-	10-15	30	19	49
Col R D Gibson MBE Lowland RFCA Appointed: 20/09/2004	60-65 - 0-5	4.1	-	35-40 (at age 63)	210	16	226
Brigadier (Retd) P Baker OBE North of England RFCA Appointed: 15/08/2016	50-55 - 0-5	6.7	-	5-10	10	17	27
Colonel (Retd) J Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	50-55 - 0-5	6.3	-	50-55	13	14	26
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	65-70 - 0-5	4.0	-	15-20	66	20	86
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	65-70 - 0-5	6.1	-	40-45 (at age 66)	230	14	244
Col T F L Weeks OBE West Midland RFCA Appointed: 09/08/2004 to 30/11/17	40-45 - 0-5	4.8	-	35-40 (at age 67)	190	13	203

Salaries and Pension Entitlements

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

	Annual Emoluments: Salary and allowances --- Performance Pay/Bonuses	Non-cash benefits: Benefits in kind e.g. Company car	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:
Chief Executives:	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)	FY17/18 (£'000)
Col R Maybery West Midland RFCA Appointed: 13/12/17	15-20 - 0-5	1.3	-	40-45	N/A	N/A	4
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	55-60 - 0-5	4.7	-	20-25	92	22	114
Brig S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	65-70 - 0-5	6.0	-	5-10	27	19	46
Colonel R K Wilkinson QVRM TD East Anglia RFCA Appointed: 01/04/15	50-55 - 0-5	5.3	-	5-10	34	18	52
Col H M Purcell OBE DL Greater London RFCA Appointed: 01/09/2009	65-70 - 0-5	-	-	30-35 (at age 66)	148	15	163
Col P T Crowley South East RFCA Appointed: 01/02/2014	60-65 - 0-5	4.6	-	15-20	50	19	69
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	70-75 - 0-5	6.2	-	20-25	106	25	131

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	0-	44,491	0-	0-	0-	0-



Statement of Chief Executive's Responsibilities

Extract from the Financial Framework

6. Responsibilities of the Chief Executive as RFCA Accounting Officer General
- 6.1 The Chief Executive (CE CRFCA) as Accounting Officer (AO) is personally responsible for safeguarding the public funds for which he 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 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 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 Accounting Officer'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 Financial Framework, 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 Accounting Officer 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 Accounting Officer, 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 Accounting Officer.

The Audit Risk and Assurance Committee supported by the Defence Internal Audit.

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 FY2017/18:

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 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 Audit Risk and Assurance Committee (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 CIS Governance, Information Legislation Compliance and Cyber Risk and Network Penetration. All three received Limited Assurance and were subject to comprehensive Management Action Plans (MAP) to address the non-conformities.

The ARAC do not believe that during the financial year 2017/18 there were any governance or control issues that needed to be addressed by the Board.

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 Council of RFCAs 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

RFCA 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;
Service Level Agreements;
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 (FReM);
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;
Quality Management System;
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 Accounting Officer, 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 FY2017/18.

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 Audit Risk and Assurance Committee, 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

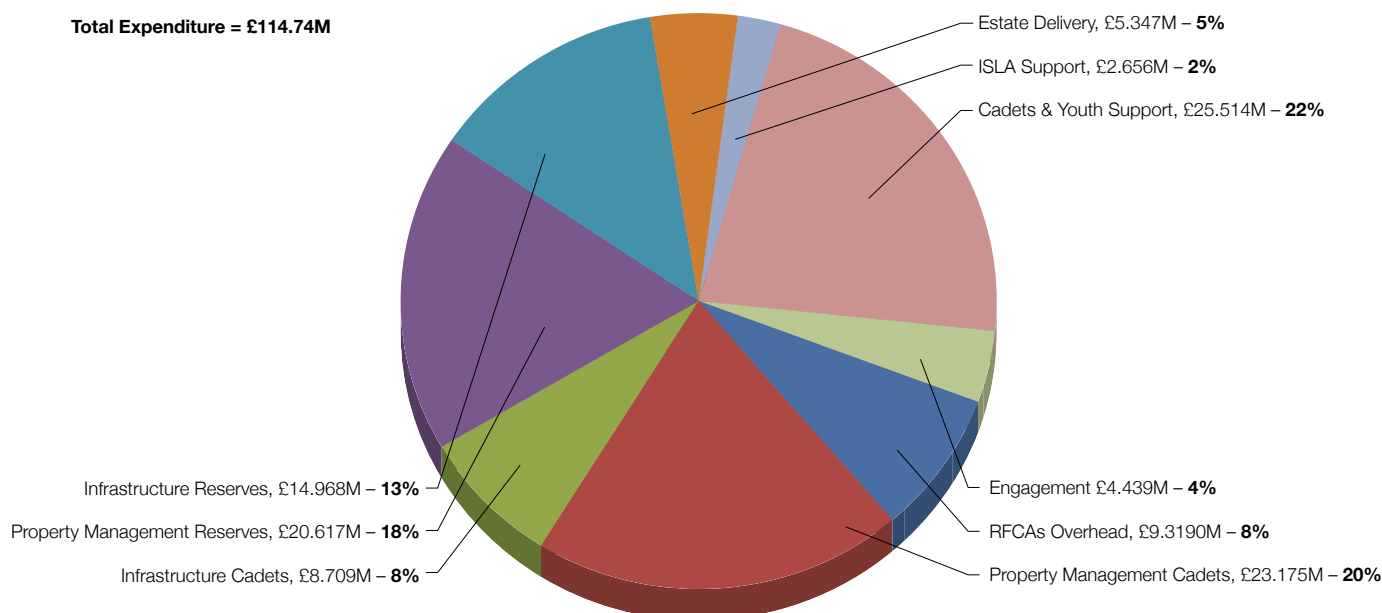
Chief Executive and Accounting Officer



FY17/18 Accounts Consolidated Expenditure of RFCAs

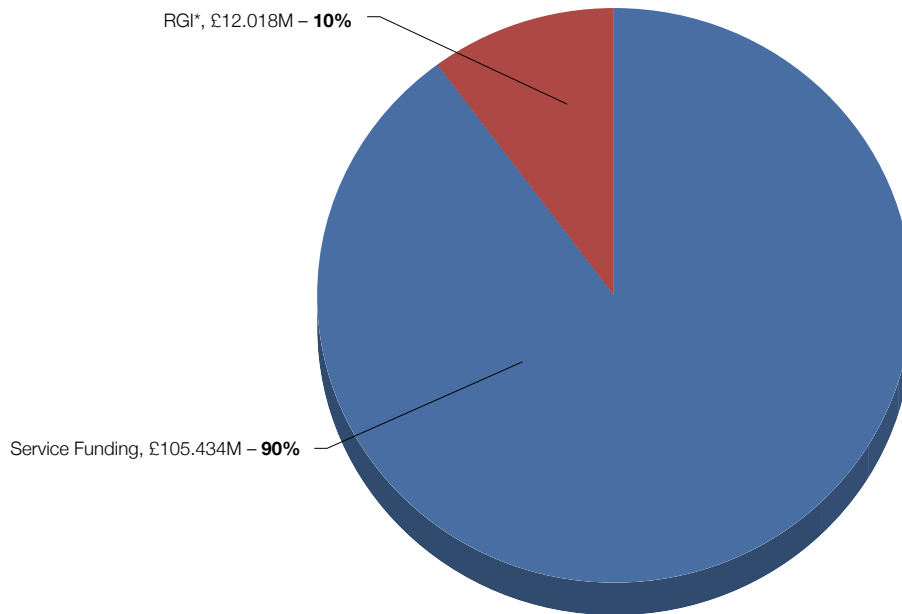
2017/2018 Consolidated Expenditure of RFCAs for Year Ended 31 March 2018
(including Funded Outputs and expenditure from RGI)

Total Expenditure = £114.74M

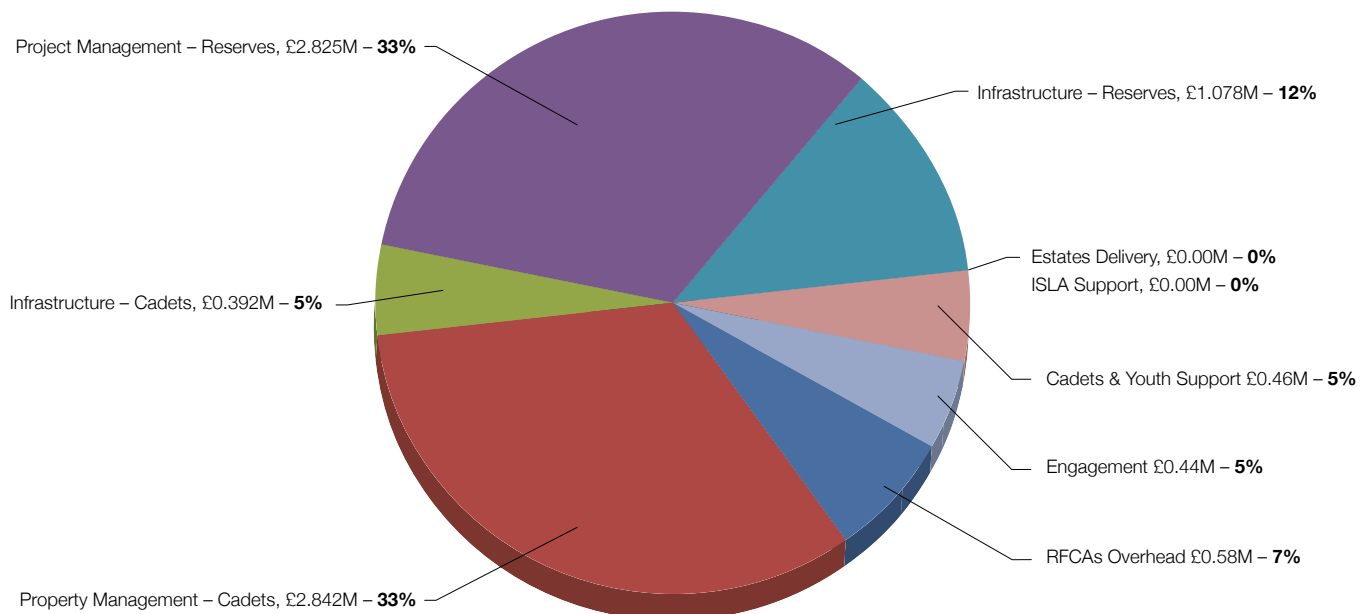


Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves VE.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves VE.
Property Management Cadets	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Cadets VE.
Infrastructure Cadets	The Infrastructure costs (Soft FM) attributed to the Cadets Volunteer Estate.
ISLA Support	The project costs of works on Injured Servicemens' 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 EE (DRM) activities.
RFCAs Overhead	The Staff, Administration, IT and Comms, Transport and Movement, and HR Support costs related to the delivery of RFCA outputs (including the admin costs of CRFCA - CRFCA Payment) along with the Hard and Soft FM costs of RFCA offices/buildings.

2017/18 Income Breakdown



2017/18 RGI Spend Breakdown





FY17/18 Accounts

Consolidated Financial Statements for the year ended March 2018

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

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**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

Independent Auditors Report

We have audited the financial statements of Reserve Forces and Cadets Association for the year ended 31 March 2018 on pages 4 to 16 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 Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

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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 Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

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, expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform with the authorities which govern them.

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

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 2018 and 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 LLP

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

Date *2nd August 2018*

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

Consolidated Income & Expenditure Account

		2018		2017	
	Note	£	£	£	£
<u>Income</u>					
Funding via Council of RFCAs	2	105,433,769		107,923,260	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCA	2	11,422,651		11,471,856	
Total income			116,856,420		119,395,116
<u>Expenditure</u>					
Estates Management					
Statutory & Mandatory		8,727,206		8,042,109	
Planned Maintenance		2,526,835		1,568,834	
Reactive Maintenance		11,146,762		9,135,923	
Incidental Work		295,692		302,646	
Life Cycle Replacement		45,837		15,704	
Condition Grade Improvement		1,157,731		997,720	
Injections / Projects RDEL and MNW		7,856,295		9,170,633	
Works in Aid of Disposal		4,581		-	
Prof Fees / Ext Assistance		268,741		217,030	
Sub total			32,029,680		29,450,599
Capital Expenditure					
Land & Buildings		4,823,092		8,782,500	
Purchase of Vehicles		(34,754)		1,636	
Assets in the Course of Construction		7,099,064		5,357,764	
Sub total			11,887,402		14,141,900
Staff Costs					
	3				
LE NI Civ Staff Pay		24,288,767		23,419,847	
UK NI Civ ERNIC		2,382,363		2,310,227	
LE Civ Ind Staff Pay		967,990		982,646	
UK Ind Civ ERNIC		64,714		64,808	
Non PCSPS Pens Payments		2,862,173		2,802,697	
Redundancy Payments		50,915		-	
Sub total			30,616,922		29,580,225

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Consolidated Income & Expenditure Account (Continued)

		2018		2017	
	Note	£	£	£	£
Infrastructure					
Heating Oil		9,849		13,285	
Gas		69,571		212,932	
Electricity		690,261		294,112	
Water & Sewage		50,847		61,460	
Estate & FMS Accom Stores		921,293		1,324,847	
Energy Cons & Env Chge		2,221,538		3,189,194	
Rates / NDR		15,858,075		16,298,513	
Sub-Letting Costs		1,470,257		1,220,159	
Rents / Leases / Alarms / Lettings		2,955,678		2,821,679	
Sub total			24,247,369		25,436,181
IT & Comms					
IT Minor Equipment HW / SW		244,945		267,017	
IT Maintenance Services & Contracts		2,113,030		2,319,438	
Line & Tel Rental		493,573		475,781	
Sub total			2,851,548		3,062,236
Transport & Movement					
Lease of Vehicles		139,762		132,325	
Vehicle Maint		240,088		197,372	
Fuel (Non Utilities)		90,231		96,311	
Depreciation		1,962,197		1,976,689	
Loss on Sale of Vehicles		86,944		61,148	
Sub total			2,519,222		2,463,845
Recruiting Support					
Employer Support (DRM)		663,598		834,303	
Recruiting Support		550,339		833,778	
Sub total			1,213,937		1,668,081
Grants					
CRFCA Payment		997,296		1,023,655	
Payments to Welfare Association		2,655,798		2,999,317	
ACT Travel & Consolidated Grants		2,323,727		3,161,829	
TA Establishment & Band Grant		252,869		292,566	
FAuxAF Admin & PR		53,309		52,434	
Sub total			6,282,999		7,529,801

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Consolidated Income & Expenditure Account (Continued)

	Note	2018		2017	
		£	£	£	£
Administration					
Office / General Administration		1,402,249		1,475,710	
Education / Training		122,686		111,828	
Professional Fees		652,774		758,478	
Legal Costs		155,861		79,403	
Insurance		59,024		102,349	
Travel & Subsistence		569,204		639,718	
Entertainment		-		-	
Sub total			2,961,798		3,167,486
HR Support					
HR & Recruiting - Civilian Assoc Staff		132,539		245,084	
Sub total			132,539		245,084
Total Expenditure			114,743,416		116,745,438
Excess income / (expenditure) for the year			2,113,004		2,649,678

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

Consolidated Balance Sheet

		2018		2017	
	Note	£	£	£	£
Non Current Assets					
Motor Vehicles	5	9,000,780		8,779,916	
			9,000,780		8,779,916
Current Assets					
Bank	6	49,468,136		34,046,862	
Petty Cash		9,798		9,893	
Sundry Debtors	7.1	3,187,660		6,214,379	
Prepayments & Accrued Income	7.2	2,350,930		1,855,089	
			55,016,524		42,126,223
Current Liabilities					
Sundry Creditors	8.1	5,571,318		3,789,750	
Accruals / Deferred Income	8.2	4,505,127		3,730,632	
Advance Receipts	8.3	29,843,427		21,486,351	
			39,919,872		29,006,733
Total Assets Less Total Liabilities			<u>24,097,432</u>		<u>21,899,406</u>
Financed By					
General Reserves	10	15,096,652		13,119,490	
Capital Reserves	10	9,000,780		8,779,916	
			<u>24,097,432</u>		<u>21,899,406</u>

The financial statements were approved by the CRFCA Board on 2nd August 2018 and signed on its behalf by:



Chairman



Chief Executive

**Reserve Forces' and Cadets' Association
Concolidated Financial Statements
For the Year Ended 31 March 2018**

Notes to the Consolidated Account

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 modified to include the MoD indexation revaluation by applying Modified Historical Cost Accountings (MHCA). MHCA ceased for FY 13/14 onwards but was re-applied from FY 16/17. Depreciation is provided on a straight line basis to write off the cost less estimated residual value over the expected useful economic life. Depreciation rates vary between vehicles 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.

Notes to the Consolidated Account (Continued)

1.5 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.

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.

1.6 Operating Leases

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

1.7 Reserves

Reserves comprise a general reserve and a capital reserve.

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Notes to the Consolidated Account (Continued)

2 Income

2.1 Funding via Council of RFCAs	2018	2017
	£	£
CRF - Grant in Aid (CRFCA Payment)	38,552,777	40,477,535
CRF - Grants to RF and Cadets (RDEL)	90,815	148,469
CRF - Vehicles	1,638,265	2,107,033
Defence Infrastructure Organisation - Maintenance	17,265,116	17,362,703
Defence Infrastructure Organisation - Projects RDEL	8,652,942	6,082,485
Defence Infrastructure Organisation - Projects CDEL	7,852,402	9,511,173
RF&C (DRM)	3,503,606	3,489,034
Fleet	570,198	443,622
Funding Sundry	1,027,741	1,091,569
RAF RDEL	200,000	218,000
RAF CDEL	-	133,000
RAuxAF	197,220	175,993
ATC (Input)	2,598,497	2,325,119
DIO RDEL/CDEL	276,162	101,174
DIO Infrastructure	20,429,256	21,269,868
Dinfra - RDEL	2,578,772	2,952,932
Dinfra - CDEL	-	33,551
	105,433,769	107,923,260
2.2 Funding Received direct from funders	2018	2017
	£	£
Funding Received direct from funders	-	-
2.3 Funding generated by the RFCA	2018	2017
	£	£
Sale of land and buildings	1,330,017	1,979,103
Gains on sale of Other Equip	605	6,996
Gains on sales of vehicles	86,276	214,134
Employer Support Events	-	-
Rent Receipts - Land	1,367,144	1,131,099
Rent Receipts - Buildings	3,103,430	2,994,443
Bank Interest	81,840	120,219
Receipts - Misc (inclusive of NDR relief / rebates)	5,453,339	5,025,862
	11,422,651	11,471,856

Notes to the Consolidated Account (Continued)

3 Staff numbers and costs

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

	2018	2017
Civilian	<u>935</u>	<u>892</u>

3.2 The aggregate payroll costs of these persons were as follows:

	2018 £	2017 £
Salaries - Civilian	25,256,757	24,402,493
Social Security Costs	2,447,077	2,375,035
Other Pension Costs	2,862,173	2,802,697
Redundancy Payments	50,915	-
	<u>30,616,922</u>	<u>29,580,225</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 2017/18 the employer contributions were 13% of pensionable payroll (2016/17 : 13%) and employee contributions were 5% of pensionable salary (2016/17 : 5%).

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Notes to the Consolidated Account (Continued)

5	Motor Vehicles	2018	
		£	
	Cost		
	At 1 April 2017	14,681,368	
	Prior Year Adjustments	(2,690)	
	MHCA	846,133	
	Additions	2,344,263	
	Disposals	<u>(2,317,016)</u>	
	At 31 March 2018	15,552,058	
	Depreciation		
	At 1 April 2017	5,901,452	
	Prior Year Adjustments	3,117	
	MHCA	340,183	
	Charge for the year	1,962,197	
	Eliminated on disposal	<u>(1,655,671)</u>	
	At 31 March 2018	6,551,278	
	Net Book Value		
	At 31 March 2018	<u>9,000,780</u>	
	At 31 March 2017	8,779,916	
6	Cash at bank	2018	2017
		£	£
	Net Current Account	20,022,016	16,311,523
	Deposit Account	<u>29,446,120</u>	<u>17,735,339</u>
		<u>49,468,136</u>	<u>34,046,862</u>
7	Debtors	2018	2017
		£	£
	Sundry Debtors (note 7.1)	3,187,660	6,214,379
	Prepayments & Accrued Income (note 7.2)	<u>2,350,930</u>	<u>1,855,089</u>
		<u>5,538,590</u>	<u>8,069,468</u>

There are no debtors falling due after more than one year.

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Notes to the Consolidated Account (Continued)

7.1	Sundry Debtors		2018	2017
			£	£
	Due from MOD		2,035,514	3,484,511
	Sundry Debtors		454,446	2,174,869
	Employees Pensions and AVC Contributions		472,489	380,350
	Sub Letting Rent Receivable		225,211	174,649
			<u>3,187,660</u>	<u>6,214,379</u>
7.2	Prepayments & Accrued Income		2018	2017
			£	£
	IT		231,925	248,870
	Pension Contributions		1,003,896	861,264
	Rent		294,623	287,896
	Other Prepayments		820,486	457,059
			<u>2,350,930</u>	<u>1,855,089</u>
8	Creditors (due within one year)		2018	2017
			£	£
	Sundry Creditors	(note 8.1)	5,571,318	3,789,750
	Accruals & Deferred Income	(note 8.2)	4,505,127	3,730,632
	Advance Receipts	(note 8.3)	29,843,427	21,486,351
			<u>39,919,872</u>	<u>29,006,733</u>
8.1	Sundry Creditors		2018	2017
			£	£
	Bank Overdraft		671,933	-
	CIS Tax		35,721	12,375
	Due to MOD		484,025	385,059
	Lettings Due		2,587,446	348,769
	HMRC		251,264	131,071
	Sundry Creditors		<u>1,540,929</u>	<u>2,912,476</u>
			<u>5,571,318</u>	<u>3,789,750</u>

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Notes to the Consolidated Account (Continued)

8.2	Accruals & Deferred Income	2018	2017
		£	£
	Utilities	372,051	438,793
	Estate Management	1,809,146	1,334,403
	Legal & Professional	151,101	170,177
	Other Accruals	2,172,829	1,787,259
		<u>4,505,127</u>	<u>3,730,632</u>
8.3	Advance Receipts	2018	2017
		£	£
	Funding Received in Advance	-	1,324,519
	In-Year Project Balances Authorised to Carry Forward	24,743,551	19,476,620
	RGI / Other Deferred Income	5,099,876	685,212
		<u>29,843,427</u>	<u>21,486,351</u>
9	Commitments under operating leases		
	Total future minimum lease payments under non-cancellable operating leases are as follows:		
	Land & Buildings	2018	2017
		£	£
	Within 1 year	1,535,339	1,536,204
	Between 2 and 5 years	3,454,342	3,501,901
	Over 5 years	15,187,836	13,898,400
		<u>20,177,517</u>	<u>18,936,505</u>
	Other	2018	2017
		£	£
	Within 1 year	105,746	26,784
	Between 2 and 5 years	117,750	43,805
	Over 5 years	1,791	-
		<u>225,287</u>	<u>70,589</u>

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018

Notes to the Consolidated Account (Continued)

10	Reserves	2018		2017	
		General £	Capital £	General £	Capital £
	Balance at 1 April 2017	13,119,490	8,779,916	10,718,987	8,461,052
	Prior Year Adjustment (note 11.1)	(426,735)	-	-	-
	Prior Year Adjustment (note 11.2)	-	5,807	-	-
	MHCA	-	505,950	-	69,689
	Excess income / (expenditure) for the year	2,403,897	(290,893)	2,400,503	249,175
	Balance at 31 March 2018 (note 10.1)	<u>15,096,652</u>	<u>9,000,780</u>	<u>13,119,490</u>	<u>8,779,916</u>

10.1	General Reserve	Reserves Carried Forward £	Current Year's Grant £	Maximum Permitted Balance £
	CRF - Grant in Aid (CRFCA Payment)	998,723	38,552,777	1,156,583
	ATC (Input)	(5)	2,598,497	77,955
	RC Grants to RF and Cadets (RDEL)	(3)		
	RF&C (DRM)	(4)		
	Funding Sundry	7,222		
	RAuxAF	104,370		
	DIO Infrastructure	497,449		
	DIO Maintenance	179		
	DIO Projects CDEL	(11,403)		
	DIO Projects RDEL	4,031		
	Dinfra RDEL	(5,370)		
	RAF RDEL	430		
	RC Vehicles	53,958		
	Regionally Generated Income	<u>13,447,075</u>		
	Total General Reserves	<u>15,096,652</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.

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2018**

Notes to the Consolidated Account (Continued)

11 Prior Year Adjustments

11.1 General Reserve - year ended 31 March 2016

Following the finalisation of the consolidated financial statements to 31 March 2016, a late adjustment was made to reduce income and increase advance receipts by £426,735 in the DRM Account. This was not reflected in the consolidated financial statements to 31 March 2017 as no reconciliation was provided. The adjustment has therefore been made to the reserves brought forward as at 1 April 2017.

11.2 Capital Reserve - year ended 31 March 2017

During the preparation of the financial statements for East Midlands RFCA the year ended 31 March 2018, it was noted that the audited accounts to 31 March 2017 included an adjustment which reduced the net book value of motor vehicles by £5,807, which had not been disclosed in the audit documentation. As a result, the opening balances as at 1 April 2017 did not agree to the financial statements. Upon further investigation it was deemed that the audit adjustment was not appropriate. The adjustment was therefore reversed in the year ended 31 March 2018.

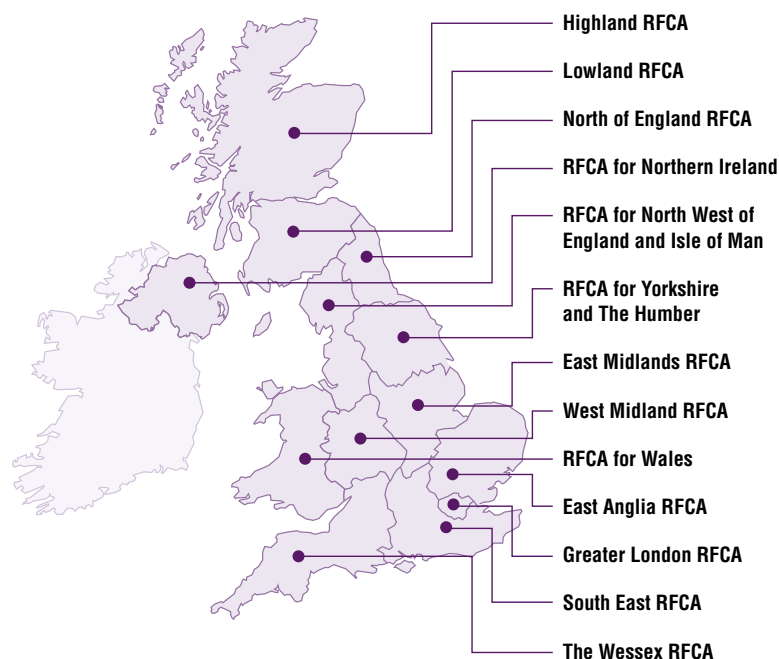
12 Misappropriation of funds

During financial year 2010/11 fraud was committed by an employee at Hereford and Worcester ACT and West Midlands RFCA funds estimated at a maximum £15,000 were misappropriated. These funds were included in the 2010/11 ACT Consolidated and Travel Grants line of £353,640. The employee agreed to reimburse West Midlands RFCA from monies due to him on dismissal and funds, which were held by solicitors until the conclusion of the due legal process and were received by West Midlands RFCA during 2013/14.

£8,069 of these funds were used in 2017/18 to offset expenditure by Hereford and Worcester ACR following an in-year savings measure which reduced the ACT Consolidated and Travel budget by a third. The remaining funds of £8,597 were specifically to cover legal costs and require further consideration before releasing in 2018/19.



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 (Retd) J K Wright

Deputy Chief Executive: Lieutenant Colonel (Retd) 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 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 HM Lord-Lieutenant of Bedfordshire

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	FReM	Financial Reporting Manual
ACDS(R&C)	Assistant Chief of Defence Staff (Reserve & Cadets)	FY	Financial Year
ACF	Army Cadet Force	IFRS	International Financial Reporting Standards
AMR	Automatic Meter Readers	ISLA	Injured Serviceman Living Accommodation
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	RDA	Regional Development Agencies
CS	Res LF Command Secretary Resources Land Forces	REEB	Reserves Employer Engagement Board
CVQO	Cadet Vocational Qualification Organisation	REED	Reserves Employer Engagement Director
DCSF	Department of Children, Schools and Families	RF&C	Reserve Forces and Cadets
DE	Defence Estates	RGI	Regionally Generated Income
DIA	Defence Internal Audit	RMR	Royal Marines Reserve
DII(F)	Defence Information Infrastructure (Future)	RNR	Royal Naval Reserve
DG Res LF	Director General Resources Land Forces	RPP	Recruit Partnership Project
DIO	Defence Infrastructure Organisation	SDSR	Strategic Defence and Security Review
DRM	Defence Relationship Management	SLA	Service Level Agreement
EMS	Environmental Management System	SPVA	Service Personnel and Veterans Agency
ERS	Employer Recognition Scheme	UOTC	University Officer Training Corps
ES	Employer Support	VE	Volunteer Estate
ESG	External Scrutiny Group	VEMT	Volunteer Estate Modernisation Team
FF	Financial Framework	VRF	Volunteer Reserve Force
FLC	Front Line Command		





CRFCA

Council of Reserve Forces'
and Cadets' Associations

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