

# CRFCA

Council of Reserve Forces'  
and Cadets' Associations

Annual Report and Accounts  
**2019/20**

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ANNUAL REPORT  
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## Background

The Reserve Forces' and Cadets' Association (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 Council RFCA (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 tri-Service organisations, funded by their customers, who are MOD (Reserve Forces & Cadets), the three single Services and Defence Infrastructure Organisation (DIO): they deliver a range of services in line with the 5 Service Level Agreements (SLA) 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 three core tasks: Managing the Volunteer Estate (VE) and providing Infrastructure Support (Facilities Management); Employer Engagement; and support to the Services' Cadets and Youth. Throughout this, all are engaged in Community Engagement, which is carried out through their extensive network of volunteer members, who, being based within the community, enable the RFCAs to reach into the community in a way that the Services and Chains of Command are unable to do. The RFCA organisation employs some 922 full and part time salaried Crown Servants. 489 of the regional staff support the Army Cadet Force (ACF) across the UK leaving 385 working in the Regional RFCA HQs and 48 at the Council. Additional staff are employed through separate funding providing Schools expansion roles and operating in direct support of the single Services chain of command.

Separately, an External Scrutiny Team is found from the RFCAs and is tasked to provide Parliament, through the Secretary of State, an annual report on the state of the Reserve Forces.

## Vision, Characteristics and Values

### The Vision

To be the essential, effective and enduring partner that supports Reserves, Cadets and the wider Armed Forces community.

## 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.

## 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 Reserve and Cadet 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.

## President's Foreword

The latter part of the year has made this a most challenging one for our executive team and staff. I thank them for their resilience in carrying out their work and their attention to detail in complying not only with the letter and spirit of the rules put in place to tackle COVID-19, but also their good sense in acting to minimise risks to themselves and others. I also thank the Board and volunteer members of the Associations for all that they have done and continue to do for Defence, the Reserves and Cadets and who willingly and freely give so much of their time and expertise.

This has been yet another busy year for us all and notwithstanding Covid-19 has been largely dominated by the Review of the RFCAs carried out by the MOD. I am grateful for the considerable effort, acknowledged in the Review, that has been put in by the Chairmen and all staff of the Council and the Associations to help us ensure that the review team understood the contribution and regional importance of the RFCAs. After considerable discussion at the most senior levels of the MOD, and following debate in the House of Lords, the review was endorsed by the Minister of State for the Armed Forces in March 2020 and is now published on the government website.

The report recognises the RFCAs' "passion to deliver" as organisations that provide real value to Defence and to local communities. After over a century as unclassified Arms-Length Bodies (ALB), the main recommendation of the report is that the CRFCA and the thirteen RFCAs should be streamlined into a single executive Non-Departmental Public Body. This will have an impact on our governance structures as it will mean that the Regional RFCAs will no longer be autonomous organisations as they are today. In fact, of course, all our activities are already tightly directed and funded through the Service Level Agreements with the Royal Navy, Army, Royal Air Force, Defence Infrastructure Organisation and MOD.

We are in the midst of working with the MOD to give effect to the many changes that stem from the recommendation to create the RFCA NDPB and are closely involved in structuring the detailed implementation. One of the key strengths of the RFCAs is the passion that comes from you – the members, whether Lord-Lieutenants, Members of Parliament, members of the devolved Assemblies, Councillors, businesspeople or reservists. What I see as absolutely critical, as we implement the Review, is that we retain you – your voice, advice, networks, and influence in your areas. And at heart we remain a volunteer organisation supporting our volunteers. As the regular Armed Forces have shrunk into a smaller number of garrison areas, your regional connections become ever more important so that Defence remains connected, heard and understood in our communities.

Despite the uncertainty that always exists whenever a Review's recommendations are implemented, I look forward to the next chapter in the RFCA's history. We may for example be given additional tasks to those that we already perform. Whatever happens, I know that the enthusiasm and willingness to contribute and provide a high-quality service to the Reserves, Cadets and Defence generally across all RFCAs remains high.



**The Rt. Hon The Lord de Mauley TD FRS**

President

Council of Reserve Forces' and Cadets' Associations





## Chief Executive's Introduction

While I said that last year was one of review, I can report that this has continued into this year.

We reviewed and revised our Schemes of Association, which were forwarded to the MOD in December 2019 and agreed by the Minister for the Armed Forces (Min(AF)). Secondly, Dr Sullivan completed the 'Tailored Review', reporting to the MOD in December 2019. It was published on 24 March 2020 by the new Min (AF). In line with early findings, which I reported on last year, in his foreword, he confirmed his belief *"...in the RFCAs as organisations that provide real value to the sectors they support, to our local communities, and to Defence. Their functions remain relevant and valuable contributing to Defence objectives whilst building and maintaining vital links for the Defence community with the general public."*

The key recommendation for us is that we now should be classified as a Single Executive Non-Departmental Public Body (NDPB), taken forward as part of the Armed Forces Act 2021 (AFA 21). This will mean that the 13 individual RFCAs will no longer be autonomous bodies, but become part of a single organisation and subordinate to the head office Board. We are now in midst of implementing this and the other

recommendations in the Report. What is clear though, is that it will not be taken forward as part of the AFA 21 – something called COVID-19 disrupted this timetable – but, instead, as part of future legislation. This does give us more time to staff through all the complexities and necessary changes required to move from an unclassified ALB with Crown status to an NDPB.

As part of this we will examine our staff structures, and this includes head office, or what is currently the Council of RFCAs. We had intended to do this last year, but it was put off pending the publication of the Review. I am conscious that our structures were last looked at following the Paterson Review, which was published in December 2014.

The detail of what we have achieved in the past year is in this report, but I would like to highlight the following:

- On the Volunteer Estate, I would like to highlight and commend the efforts of the RFCAs' estate staff to keep buildings open and available for training, as well as 'freshen' them up to be attractive to those who wish to join the Reserve, using limited funding and monies generated from Alternative Venues. We have had to wrestle with the increased costs and scrutiny associated with compliance,



whether for asbestos, gas safety management or fire risk assessments. It has to be done, but does increase the competition for finite funding.

- I would highlight two specific and excellent examples of the sorts of the projects that they deliver:

The new £11m bespoke HMS CAMBRIA in Cardiff Bay was handed over to the Royal Navy in February, on time and on budget, and replaces a 40-year-old facility at Sully near Barry, which has been CAMBRIA's hometown for nearly 75 years. The project was delivered by the RFCA for Wales in partnership with the Royal Navy and Associated British Ports (ABP), who have offered the Navy a long-term lease on the waterfront site in Cardiff Bay. The complex will be used by Wales's Naval Reserve unit, HMS CAMBRIA, Royal Marines Reserves Cardiff and personnel from Wales' University Royal Naval Unit. Reservists will have access to state-of-the-art classroom suites, shared accommodation facilities, administrative services, as well as social and fitness centres all under one roof.

A £1.8m refurbishment and remodelling of The National RAF Air Cadet Adventurous Training Centre, doubling the number of bed spaces, also was delivered on time and budget. The centre, operating 24/7, providing 7-day residential adventurous training and leadership courses for over 40,000 RAFAC adult staff and cadets was in a poor state of repair due to much use and age. The number of bedspaces have been doubled there are now three break out/training areas; before there was no training space other than the main canteen, which affected the output of the centre.

- 2019 was again a very successful year for the Defence Employer Recognition Scheme (ERS) with a record 127 Gold Award winners proving the ERS is becoming increasingly embedded in the employer psyche with growing evidence that it is helping to influence employer attitudes and behaviours in the Defence People space. The winners consisted of 23 Local Authorities, 13 NHS Hospitals and Trusts and 29 Small & Medium Enterprises along with FTSE100 companies. Included are Flintshire County Council, Northumbria NHS Foundation Trust, IED Training Solutions and Rolls Royce.
- This support was again demonstrated in the mobilisation of some 2,400 reservists from all three Services for Operation RESCRIPT as part of Defence's support to the COVID-19 pandemic. As you will see in the main body of the report, in their Employer Support role, the Defence Relationship Management (DRM) team played a pivotal part in ensuring that employers were fully engaged and reacted to the accelerated mobilisation process required by Defence.

- During lockdown, the RFCA employed Army Cadet Force Professional Support Staff who have been busy ensuring that the cadet estate remained compliant, in statutory and mandatory terms, as well as supporting the security measures surrounding the management of arms and ammunition. More recently supporting the requirement to augment the cadet facilities with enhanced cleaning materials in order to provide a 'Covid secure' place to train. Despite the pause imposed on face-to-face training, the Cadet Health Check team have been able to witness excellent, imaginative and innovative 'virtual' activities across all of the cadet forces made by the continued dedication of their adult volunteers.

In conclusion, the coming year will see considerable change, but, although requiring much work, is to be looked forward to. We may well be given additional tasks, as highlighted in the Tailored Review; so, exciting times ahead. We will still be a nationally coordinated and directed organisation, whose effect is delivered by local people, who know their localities well, for their local communities.



**Maj Gen (Retd) J H Gordon CB CBE**

Chief Executive Council of Reserve Forces' and Cadets' Associations

# FY2019/20 Key Achievements

## Engagement

### Assistance to Community Engagement

#### Employer Engagement and Support – National and Regional Delivery

The RFCAs continue to develop and strengthen positive relationships with local communities and employers from across every region in the UK.

RFCAs aim to serve the Armed Forces Community, supporting recruitment, developing networks with Lieutenancies, local authorities, veteran, welfare, community, employer, education & youth organisations to foster support for Defence, and contribute to the UK's Defence operational capability.

Regional communication teams have continued working hard to deliver innovative and creative campaigns to support engagement and the wider Defence communication objectives.

Campaigns including Armed Forces Week (AFW) and Reserves Day saw a significant rise in employer interaction with Defence's major engagement activities. DRM and the wider RFCAs social media activity provided an opportunity for audiences to demonstrate their appreciation and support to the Armed Forces. AFW 2019 saw 39,532 engagements across DRM and the RFCAs social media accounts.

- 46.7% growth in followers
- Being Forces Friendly podcast, averaging 110 listens per month
- 11 million Twitter impressions

### Employer Engagement

The numbers of signatories to the Armed Forces Covenant (AFC) FC continues to grow at pace and it is predicted that this will surpass 6,000 by the end of 2020. The number of signatories as at the 31st March 2020 was 5,147 compared to 3,458 for the same period last year demonstrating an increase of 49% compared to 2018/19. The current average rate of signings is 29 per week.

We continue to see a healthy mix of organisations and employers from different employment sectors signing the AFC with a variety of company sizes represented and with micro and small companies in particular becoming more prominent. Key signings this year included Facebook, Sky and SSE plc and

every University from across the East Midlands coming together to sign their own Covenant at the same time. Employer Engagement teams have also worked hard to encourage organisations to add value to their AFC pledges and re-sign their AFC at the appropriate time. Mitie is a great example of this who reaffirmed their commitment in January 2020 at their London Offices with Air Marshal Richard Knighton, the Deputy Chief of the Defence Staff for Military Capabilities, leading as the senior Defence representative.

To further advance the number of employers supporting the Armed Forces community, the Minister for Defence People and Veterans wrote to 100 employers encouraging them to sign the AFC. The response has been an additional 50 signatories from both large (500+ employees) to Small and Medium Enterprises (ranging from 1 to 50 employees). The MOD also played its part with the Cabinet Secretary agreeing to continue the Civil Service Challenge out to 2022. This builds on the success of the project to date with 0.7% of Civil Servants now Reservists, and 5% of Reservists now being Civil Servants.

DRM organised a very successful Defence Insight Briefing in Lancaster House on the 23rd January 2020 which was hosted by the Secretary of State for Defence, Ben Wallace MP and the Chief of the Defence Staff, General Sir Nick Carter. The event was targeted at CEOs and other senior figures within the ERS Gold Award holding organisations to give them an insight on the current state of Defence. This was then followed by the annual Partnering with Defence Conference on Thursday 12th March 2020 with a theme of Whole Force by Design. COVID-19 caused a number of organisations and companies to cancel, but 192 delegates attended to engage and debate with senior Defence, Academic and Business leaders. The Conference closing address was delivered by Baroness Karren Brady.

During 2019, DRM launched the Opportunities function on its Salesforce CRM system. This has allowed it to record activities that organisations and employers conduct that benefit, or remove disadvantage for, the Armed Forces community. The number and quality of records collated in the last year are very positive and highlight which types of Employer Engagement activity employers are more responsive to, and they enable DRM to reinforce success in these areas, as well as to understand and develop weaker areas.

The annual Employer Attitudes Research monitor (EAR) was released in March 2020, showing that Employer

attitudes towards Reserve Forces and Defence people continue to remain positive. Of note, the proportion of Reservist employers with a policy related to either joining or being a member of the Reserves has increased to almost half of those who have signed the AFC.

DRM has played a key part in supporting defence's requirement to call-up quickly some 2,400 reserves in support of COVID-19 and other global operations, and enabled defence to communicate directly with employers, which has taken defence and employers to new and enhanced levels of understanding and collaborative working.

There has also been great success across the footprint of the regions and a snapshot is shown below.

## Highlights

**East Anglia:** Building and developing key relationships with news outlets and regional publications has helped East Anglia to secure an online and print equivalent to a £382K advertising spend. Employer Engagement team delivered 30 successful events in 2019. Bringing together the Defence community and employers.

**Highlands:** Scotland's Minister for Parliamentary Business and Veterans visited Highland Reserve Forces' and Cadets' Association in Dundee on 17 January 2020. Graeme Dey was in the city to hear about the Association's ChamberFORCE initiative. ChamberFORCE was launched in November 2018 with the aim of bringing Chambers of Commerce and Armed Forces Reserve units closer together.

**Lowlands:** Lowland RFCA board grant supported adventurous training of 102 Battalion REME (Royal Electrical and Mechanical Engineers).

Army Reservists from across the Scottish Lowlands demonstrated the skills and experience they bring to their civilian careers in front of NHS bosses during a NATO-led major medical exercise in Bavaria.

An Employer Engagement lunch was held for Scottish football clubs who support Armed Forces personnel and their families. Representatives from eight teams, including ERS Gold Award winners Rangers FC, gathered to share best practice and experiences of working with the Forces community through sport.



**North of England:** Durham Cathedral sign Armed Forces Covenant over Remembrance Weekend. The signing of the covenant signifies the Cathedral's support and respect for service personnel and their families, as well as a commitment to the fair treatment of those who serve or have served in the armed forces in the workplace and the community.

**North West:** ERS Bronze Award recipients aboard the HMS PRINCE OF WALES Op RESCRIPT

**South East:** SERFCA organised a number of Armed Forces Briefings at military units throughout the South East, including Southwick Park in Hampshire, the location of the Operations Centre for D-Day which coincided with the 75th anniversary of the landings.

**West Midlands:** The signing of the Academy Transformation Trust saw 24 organisations sign at a single event.



## Estates

### Provide Facilities Management Services

The RFCA staff are to be commended for their dedication and fortitude in continuing to deliver excellent support to the Reserve and Cadets throughout the year, pandemic or not. To enhance this delivery, we now have a fully functioning helpdesk providing a common user experience and a comprehensive series of planned tasks for Statutory/Mandatory tasks to ensure legal compliance across the estate, and our reports demonstrate the breadth and depth of work carried out for Defence.

The RFCA Estates teams remain committed to providing a fit-for-purpose Estate within the constraints imposed by limited funding ensuring value for money. Late injections of money at year end did much to help to reduce the backlog of smaller maintenance tasks that usually are carried forward.

Safety compliance is at the forefront of the work done. Asbestos has been one of the main areas this year, along with Gas and Fire Safety, the latter especially where there is sleeping accommodation.

At the national level, Project Aintree is a major undertaking for the provision of Modular Secure Facilities across the UK, designed to enhance the security of Arms and Ammunition storage. The proof of concept Phase was completed in 2019, installing 21 compliant facilities. Phase 2, started in June 2019, is making excellent progress and is on target to deliver a minimum of 193 compliant facilities across 11 RFCA estates by March 2021. Work is underway to commence Phase 3 from April 2021. The early part of 2020 had been a period of adjustment for the project, with numerous logistical and supply chain issues addressed and resolved. 2021 will see a much smoother delivery, with all parties totally committed to providing the maximum number of Modular Secure Facilities possible within year, whilst ensuring value for money.

More locally, outlined below is a snapshot of just some of what the RFCAs have achieved in the year.

### East Anglia RFCA

Cadet facility refurbishments have been delivered at Leighton Buzzard, Amphill, Newmarket, Harleston and Southend. In addition, regionally generated income has funded roof replacements and re-decorations at Woodbridge and Loddon cadet sites.



### East Midlands RFCA

Many projects have been delivered throughout the year including: a new roof to the ARC, Bath Street, Mansfield; a new pitched roof at Bolsover ACF; and a refurbishment of the first floor at Foresters House for the Royal Naval Reserve and the installation of new security gates.



In addition, boiler replacements have been made at Loughborough ARC, Sobraon Barracks ARC and Foresters House ARC and CTC.

New CCTV has been installed to improve security at Gibraltar Barracks ACF Centre; St Marks Road ARC; Phoenix Street ACF HQ; Glen Parva ACF HQ and Wigman Road ARC.

### Highland RFCA

The Cadet hut refurbishment programme is entering the final year of its three-year plan to refurbish, replace and update all the cadet properties in poor conditions across Highlands.



### Kinross Joint Cadet Centre

A new modular building installed in Newport with Bo'ness to follow in summer 2020, then Banff in the 20/21 financial year. This project involves replacing infrastructure that is past economical repair with modern energy efficient buildings.



### Lowlands RFCA

This year major works have been undertaken at Drumchapel ACF and Duns ACF detachments, and we have refurbished some 25 Cadet Detachment premises across the region.

Refurbishment of Cadet premises will continue through 2020/21. We are really grateful to our 15 local authorities, and their councillors who are members of the Association, for their active support.

### Northern Ireland RFCA

A new c.£5m accommodation block at Ballykinler Training Estate, providing around 300 bed spaces for the site was handed over to the Army. The project was delivered on time and within budget by the RFCA on behalf of DIO Scotland & Northern Ireland Training Estate team.



### North of England RFCA

Cleveland ACF – Normanby Detachment, was a four-month building project to provide Cadets with first class amenities fit for the future. Below are some before, in progress and after pictures.



## North West RFCA



### National Royal Air Force Air Cadet Adventurous Training Centre

The Centre at Windermere was completely transformed following a £1.3 million refurbishment project, it operates throughout the year, providing 7-day residential, adventurous training and leadership courses for over 40,000 Royal Air Force Air Cadets (RAFAC) adult staff and cadets and was in a poor state of repair due to excessive use and age. Major structural works have been carried out to maximise accommodation and training space. The Centre has 68 bed spaces compared to the original 43 plus three brand-new break out/training areas where previously there were none. Works involved a new roof, full refurbishment and remodelling of the existing building and adjacent ATC squadron building.



Both buildings have been connected via a link-way corridor, much welcome in one of the rainiest parts of the country! This additional 'Annexe Building' consists of the centre manager's office, three dormitories with en-suite facilities, kitchen and open plan conference training area. The cadets and adult staff will now be greeted with a fresh, bright and efficient training and accommodation environment with the added bonus of extra space.

The range of improvements has been widespread and encompasses the entire fabric of the building. Old and leaking roof lights have been replaced with electronically operated Velux windows while failed window units and doors have been replaced with new aluminium framed units. A naturally intelligent ventilation system has been installed to the main cadet dormitories which provides

passive ventilation, heat recovery and system intelligence to supply up to 200 litres of fresh air every second. It adapts to real-time conditions to deliver an optimal balance of ventilation and comfortable temperatures, whatever the weather.

Externally, the old felt roof to the main building has been removed and replaced with a modern Redland Cambrian roof slate, in keeping with the surrounding Windermere area. The uneven vehicle access to both the front and rear of the site has been grubbed up and a new tarmacadam finish provided.



The majority of the work of the Infrastructure Department is focused on a huge number of smaller-scale tasks. To this end, over 4,500 separate, routine tasks ranging in value from £15 to £180,000 were completed last year.

These projects make all the difference to the reserves, cadets and other people who use the estate. In all, £7m – £9m is spent annually on this aspect of work.

## South East RFCA

There have been some notable completions of builds and redevelopments over the last 12 months including the Chichester Keep Joint Cadet Centre (JCC) (below), National Cadet Training Centre Frimley (Phase 1) and Bicester ATC. Moreover, a new JCC will be opened in Worthing in April 2020. The identification of potential JCCs is a priority but cannot be considered in isolation; Chain of Command (COC) direction for longer term viability of units is vital.





Projects and refurbishments related to Army Reserve Centres (ARCs) are progressing with a similar view of working with the COC to address longer term viability. Major works have been completed or are in progress at: Denison Barracks (Thatcham), Brock Barracks (Reading), Leros Barracks (Canterbury), Quebec Barracks (Brighton) and RAF Brize Norton.

Manage Wounded, Injured & Sick Service Personnel (WISSP) adaptation projects continue to be delivered by the Estates team working closely with DIO and the individuals affected. During 2019, the Estates Officers completed 18 adaptations and there remain 25 in the design, construction or defect phase.

### Wales RFCA

HMS CAMBRIA, a brand new £11m state of the art facility has been delivered on time and on budget.

The hugely successful project delivered by RFCA for Wales in partnership with the Royal Navy and Associated British Ports (ABP) has enabled HMS CAMBRIA, Wales' only RNR unit, to return to its original maritime home in Cardiff.

The new complex will be home to the Ship's company from HMS CAMBRIA; personnel from Wales's University Royal Naval Unit (URNU) and the Royal Marine Reserves (RMR). Reservists will have access to state-of-the-art classroom suites, shared accommodation facilities, administrative services, as well as social and fitness centres all under one roof in the new facility.

The keys of the building were passed to the RN on 31 July by RFCA for Wales, who will continue to provide the estate management responsibilities for the new building going forward.



The move back to Cardiff for the RNR will be complete after 40 years at the Sully site and marks a major step for the RN who will have modern 21st century accommodation for their personnel and a presence near the centre of Government for Wales.

### Wessex RFCA

Army Cadets in Cornwall are soon to have a new County Training Centre (CTC), 10 years after the closure of Penhale Camp left them without a centre for their major training activities. With nearly £1m in public funds invested in repurposing and modernising the self-contained former MOD site next to RAF St Mawgan, the centre will provide overnight accommodation for over 100 cadets and adult volunteers.

As well as multi-purpose rooms, offices, stores, a fully equipped kitchen and a dining room that doubles as a large classroom, the buildings include a wet room and other easy-access facilities for any youngsters or cadet instructors with disabilities.





## West Midland RFCA



### 632 (Ternhill) Volunteer Glider School (VGS)

Work has started to design and deliver transit accommodation and mess facilities (Phase1) for 632 Sqn VGS on the RAF site at Ternhill. The total project which includes the hangar rebuild (existing hangar above) is £2.2m. Once complete, this project will deliver significantly enhanced facilities and aid a return to RAF AC gliding.



### Bramcote Cadet Training Centre – Warwickshire & West Midlands (S) ACF – Female Extension

This £306K project was completed in June 2019. It has delivered 48 additional bed spaces to accommodate female cadets along with additional work to upgrade the ablution facilities.

## Yorks & Humber



### Keighley Historic Drill Hall

A £250,000 project to repair Keighley's historic drill hall completed. The scheme (pictured above, with site manager James Allan) involved work on the roof and window lights and is primarily designed to ensure the

property is weather proof. It is the biggest single project the RFCA's estates team completed this year.

Other projects include work to create new storage space at York Worsley Barracks, a new roof at Strensall's Cadet Unit in York and new shower blocks at Londesborough Barracks in Hull and at the Army Reserve Centres in Huddersfield and Wakefield.



### Official opening of Stokesley Cadet Centre

Her Majesty's Lord-Lieutenant of North Yorkshire, Johanna Ropner, was joined by the head teacher of Stokesley School, Hannah Millett, at the official opening of the town's new Cadet Centre.

With them were cadets and representatives of the region's Army Cadet Force whose cadets now use the building.

The centre in the grounds of Stokesley School replaced the cadets' previous base, a nearby temporary building that had become old and dilapidated.



### Work under way to restore Harrogate's historic drill hall

The drill hall, lost to military use for a generation, will see the return of ceremonial parades when it opens its doors to cadets.

Harrogate Drill Hall in Strawberry Dale was built in 1894 and carries the crest of the now disbanded Duke of Wellington's Regiment.

While its adjoining buildings have been home to both Harrogate Detachment of Yorkshire (North and West) Army Cadet Force and 58 (Harrogate) Squadron Air Cadets for years, the drill hall itself was converted into a military garage and then a furniture warehouse and has always been out of bounds to cadets.

## Cadets and Youth

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

The Cadet Health Check (CHC) Team, under the stewardship of Baroness Garden of Frognal, the Chair, submitted their latest Report to the Chief of Defence People in January 2020. As with each of the previous years, MOD then provides a summary of the Report for general circulation. In the 2019 Report, the CHC concentrated on Communication, Safety and the Cadet Expansion Programme. The Team also reported on: the use of CCF vehicles, owned by the parent school on the Defence Estate; concerns regarding the booking procedure for the Cadet Forces to access the Defence Estate; as well as highlighting the initiatives in place by all of the individual Cadet Headquarters to support inclusivity and diversity.

Overall, the Team were delighted to once again confirm their confidence that the MOD-sponsored Cadet Forces continue to deliver a challenging and stimulating cadet experience within a well-controlled environment, in line with the MOD-endorsed outcomes.

The Team had intended to look at the following areas for the 2020 Report; assessing the level of support provided to adult volunteers, the recruitment and retention of adult volunteers and to review the observations made since the first Report submitted in 2016 and what has changed as a result. With the pause imposed on face-to-face training, because of the impact of the COVID-19 pandemic, the Team may not have been able to engage with the cadet and adult volunteers as much as in previous years but they have still been able to witness 'virtual' activities across all of the cadet forces and the impact made by the continued dedication of their adult volunteers.

### Cadet Expansion Programme

The RFCAs have been key to the successful delivery of the Cadet Expansion Programme (CEP). The RFCA staff (School Cadet Expansion Officers (SCEOs)) have been instrumental in bringing schools from their initial enquiry to the position where they have gained approval to 'parade' from the Cadet Expansion Steering Group which is jointly chaired by MOD and Department for Education (England). The RFCA, Army and RAF CCF Expansion staff officers were recognised by the Chief of Defence People in December 2019 when they received a commendation for their work in support of the CEP.

Now that the target of 100 additional CCFs in schools has been reached, staff employed by the RFCAs, in support of the CEP, were transferred to full-time contracts with either the Army, as Civil Servants, or to the RFCAs as Crown Servants. These personnel will continue to support the ongoing development of the schools within the CEP and those legacy schools that predated the Programme but form part of the 500+ schools that now have a Combined Cadet Force.

RFCAs, however, will continue to provide the SCEOs as well as other key support staff to assist in the development and sustainment of the CEP. It is already clear that many schools will require additional help and support in maintaining and developing their CCFs under the precautions and limitations imposed in the Covid environment and as they emerge from it in due course. The SCEOs will remain fundamental to the overall support mechanism and the sustainability of the CCF schools as they move forward.

Although the headline figure, in terms of the provision of support to cadets and youth, is the c.500 members of the Professional Staff employed to support the Army



Cadet Force, the RFCAs continue to assist in the provision of wider support across the cadet forces. A snap shot of their activities is outlined below:

**East Anglia:** East Anglia RFCA workshops for cadet force volunteers, running four workshops on topics ranging from Adult Recruiting to Open Days.

**East Midlands:** This year's Lord-Lieutenant's Cadet for Leicestershire, Cadet Warrant Officer Samuel Page, was honoured to meet Their Royal Highnesses Prince Charles and The Duchess of Cornwall on a recent visit.

**Highlands:** The Black Watch Battalion Army Cadet Force Band and Pipes and Drums have made history by being the first Cadets to play in China. The band was invited to perform at the 6th Nanchang International Military Tattoo in Jiangxi Province, China from the 2nd to the 6th Nov 2019 as the UK representatives. This included a street parade through the city and an outdoor performance at the Prince Jeng Pavilion.

**Lowlands:** Lowland RFCA has been working with education partners including the Scottish Qualifications Authority (SQA) to evidence the tangible developmental impact of the Cadet Experience to education and employers. The training gained through involvement in all three Cadet organisations has been mapped to SQA qualifications at SCQF levels 4, 5 and 6 – the same level of learning as National 4, 5 and Highers

**North of England:** Cadets from Berwick Detachment, Northumbria ACF received a visit from Anne-Marie Trevelyan, MP for Hexham and Minister of State for Defence Procurement. She was so impressed by the Det's 'Weeping Willow' poppy display, she presented Cadet Eldessouky, leader of the group, with a special Minister's coin for their commitment and dedication.

**South East:** Tunbridge Wells Girls Grammar School. As one of the original CEP Schools, this 'All Girls' CCF have won the Cambrian Patrol twice in a row and have been invited to put in two teams for the 2020 competition. They have commenced Bronze DofE and Gold DofE – their first candidate has already achieved Gold Award; they have also produced two Lord-Lieutenant's Cadets.

**Wales:** The Royal College of Nursing Prince of Wales Nursing Cadet Scheme was launched in Wales last year in partnership with the Army Cadet Force and gives young members an introduction to potential careers in nursing. As part of the pilot, cadets are offered the guarantee of an interview as a healthcare support worker

**West Midlands:** WM Cadet Welfare Fund continues to support cadet activities across the region and over the year has provided over £70K worth of funding to a variety of activities. These included adventure training both at annual camp and overseas, skiing trips, battlefield study tours to the Somme, STEM kits and a STEM Day.





## Chief Executive's Report

### Post Balance Sheet Events

There were no post balance sheet events.

### Financial Performance

The total expenditure for the year ended 31 March 2020 was £141.8m, up 18% from the previous FY. Funding income totalled £132.3m and RGI totalled £16.2m which resulted in an excess of income over expenditure of £6.7m.

Of the £141.8m spend, £57.9m was spent on the reserves estate and infrastructure, £33.2m was spent on the cadets estate and infrastructure, £29.2m was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation, £4.8m was spent on employer support and engagement, £6.1m was spent on estate delivery and the remaining £10.6m (7%) was spent on RFCAs' overheads.

Administration, 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 £9.1m (£6.0m Revenue and £3.1m Capital).

RGI was also used in-year to supplement recruiting/engagement funding (£0.4m), Reserve and Cadet grants (£0.8m), administration (largely legal fees) (£0.2m) and sub-letting costs (£1.0m).

Further details of the outputs delivered within this expenditure can be found under FY2019/20 achievements.

### Result for the Year

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

### Financial Risks and Uncertainties

During FY2019/20 we continued to operate a formal risk management process with mitigation planning. This was important since we again faced many in-year risks, in spite of the fact that the Regional Command funding returned to 'normal' after a £2.5m saving measure in FY 2018/19 and DIO funding for the year increased from the previous FY when there had been a net savings measure imposed against DIO Infrastructure budgets.

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 4,332 days and short-term sickness were 1,805 days being the equivalent of 6 days per employee.

In comparison with national average within the public sector, the RFCA sickness absence rate is 2.9% 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.

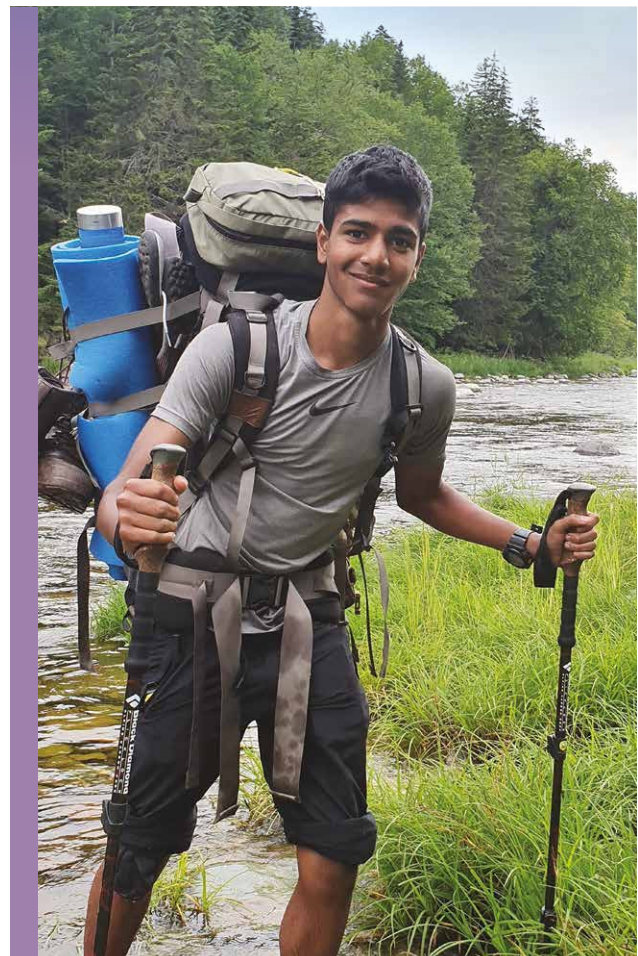
## Auditors

The accounts of the RFCAs are individually, externally audited being free from material misstatement, fraud or error. The accounts are consolidated by Clive Owen (CRFCA's external auditors) who are in their third 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 RFCAs' 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 benefit scheme. 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 the Scheme rules, currently a maximum of 25% of the total 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. Members can also pay Additional Voluntary Contributions into the AVC Scheme which is invested with Standard Life.

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. Pensions payable are increased annually in line with changes in the Consumer Price Index (CPI) as defined by the Pension (Increase) Act 1971.

## 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.

## 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 RFCAs and funder. This provides the basis for each AP drawdown financial instruction which instructs RFCAs to drawdown their actual requirement for the upcoming month. The consolidated drawdown is then submitted to funders by CRFCA. The main cash flow risk lies in late payment by funders, however to combat this RFCAs and CRFCA take the following actions:

Confirm control totals throughout the year to ensure drawdown submissions are within budget.

Profile Non-Domestic Rates (NDR) payments on the NDR module within SYMPHONY to provide an accurate cash flow requirement.

Forecast all requirements using past trends and current data/situations.

Maintain a safeguard of 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 Chief Executives four monthly 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 Chief Executives, 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.

## RFCA Sustainability Report for the Year ended 31 March 2020

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

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

**Environmental Management System (EMS).** Under NGEN 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		FY16/17	FY17/18	FY18/19	FY19/20	Emissions Graph
Non-Financial Indicators (1000 tCO2e)	Total gross emissions	48	3	5	2	<p><b>Emissions</b></p> <p>16/17 17/18 18/19 19/20</p> <p>■ Travel ■ Electric ■ Gas</p>
	Total net emissions	–	–	–	–	
	Gross emissions Scope 1 direct	1.4	1.4	1.4	1.4	
	Gross emissions Scope 2 & 3	–	–	–	–	
Related Energy Consumption (million kWh)	Electricity: Non-renewable	43.5	2.6	5.6	1.4	
	Electricity: Renewable	–	–	–	–	
	Gas	130.7	1.9	1.9	0.3	
	LPG	–	–	–	–	
	Other	–	–	–	–	
Financial Indicators (£million)	Expenditure on energy	12.1	0.8	0.8	0.5	
	CRC Licence expenditure	–	–	–	–	
	Expenditure on accredited offset	–	–	–	–	
	Expenditure on official business travel	0.8	0.5	0.6	0.7	

### 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 460,000m<sup>3</sup>/yr. Along with MOD, targets for a 34% reduction by 2020 have already been met.

### Controllable Impacts Commentary

Early reporting and repairing of leaks help 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.

## Salaries and Pension Entitlements

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

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Salary and allowances --- Performance Pay/Bonuses						
Maj Gen (Retd) JH Gordon CB CBE Council of RFCAs Appointed: 01/09/16	100-105 - 5-10	6.3	-	-	-	-	-
Brigadier (Retd) M P Dodson MBE Highland RFCA Appointed: 11/5/15	65-70 - 0-5	5.7	-	15-20 (at age 61)	68	22	90
Col R D Gibson MBE Lowland RFCA Appointed: 20/09/2004 to 31/07/19	65-70 - 0-5	5.3	-	40-45 (at DOL)	241	7	248
Brigadier (Retd) P Baker OBE North of England RFCA Appointed: 15/08/2016	55-60 - 0-5	8.2	-	10-15	46	21	67
Colonel (Retd) J Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	60-65 - 0-5	6.7	-	50-55	44	18	62
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	70-75 - 0-5	7.6	-	20-25 (at age 62)	105	21	126
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	70-75 - 0-5	6.1	-	50-55 (at age 68)	256	15	271
Col R Maybery West Midland RFCA Appointed: 13/12/17	55-60 - 0-5	7.4	-	40-45	19	17	36

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	Salary and allowances --- Performance Pay/Bonuses						
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	60-65 - 0-5	4.9	-	25-30	136	26	162
Brig S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	65-70 - 0-5	10.2	-	10-15 (at age 62)	64	20	84
Colonel R K Wilkinson QVRM TD East Anglia RFCA Appointed: 01/04/15	55-60 - 0-5	6.5	-	15-20 (at age 63)	69	20	89
Col H M Purcell OBE DL Greater London RFCA Appointed: 01/09/2009 to 31/05/2019	5-10 - 0-5	-	-	30-35 (at DOL)	179	3	182
Col P Germain Greater London RFCA Appointed: 01/05/2019	65-70 - 0-5	3.6	-	15-20	-	-	16
Col P T Crowley South East RFCA Appointed: 01/02/2014	60-65 - 0-5	6.9	-	15-20	90	26	116
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	70-75 - 0-5	5.0	-	30-35 (at age 66)	146	18	164

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	
	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19
<£10,000	1	1	-	-	1	1
£10,000 - £25,000	1	1	-	-	1	1
£25,000 - £50,000	2	3	-	-	2	3
£50,000 - £100,000	-	-	-	-	-	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
<b>Total Number of Exit Packages</b>	<b>4</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>5</b>
	£000	£000	£000	£000	£000	£000
Total Resource Cost	85	101	0	0	85	101





## 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 RFCAs 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 report risk 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 FY2019/20:

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 2019/20 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
- 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 (RFA96);
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 Public Accounts Committee, 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 Audit Risk and Assurance Committee, 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 FY2019/20.

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**

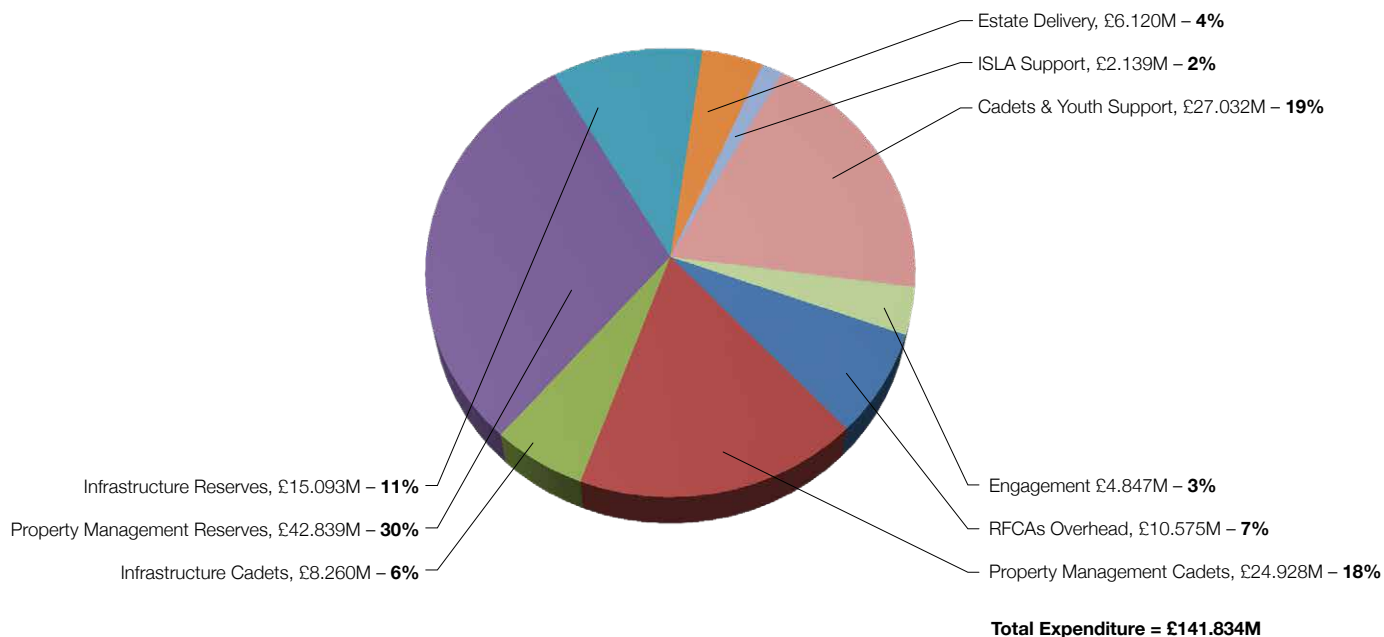
Chief Executive and Accounting Officer





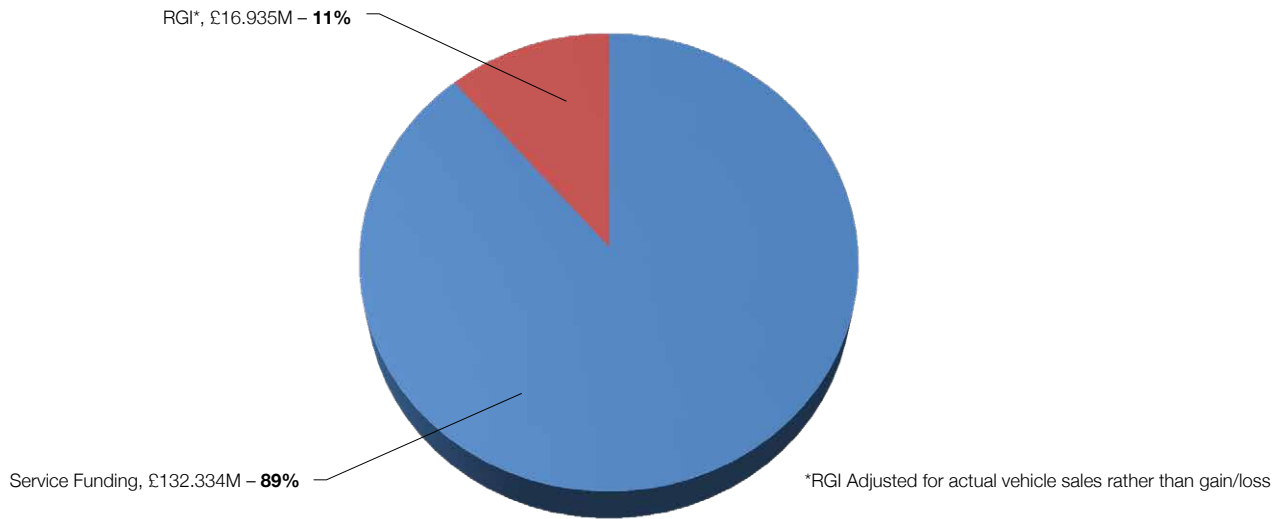
## FY19/20 Accounts Consolidated Expenditure of RFCAs

2019/20 Consolidated Expenditure of RFCAs for Year Ended 31 March 2020  
(including Funded Outputs and expenditure from RGI)

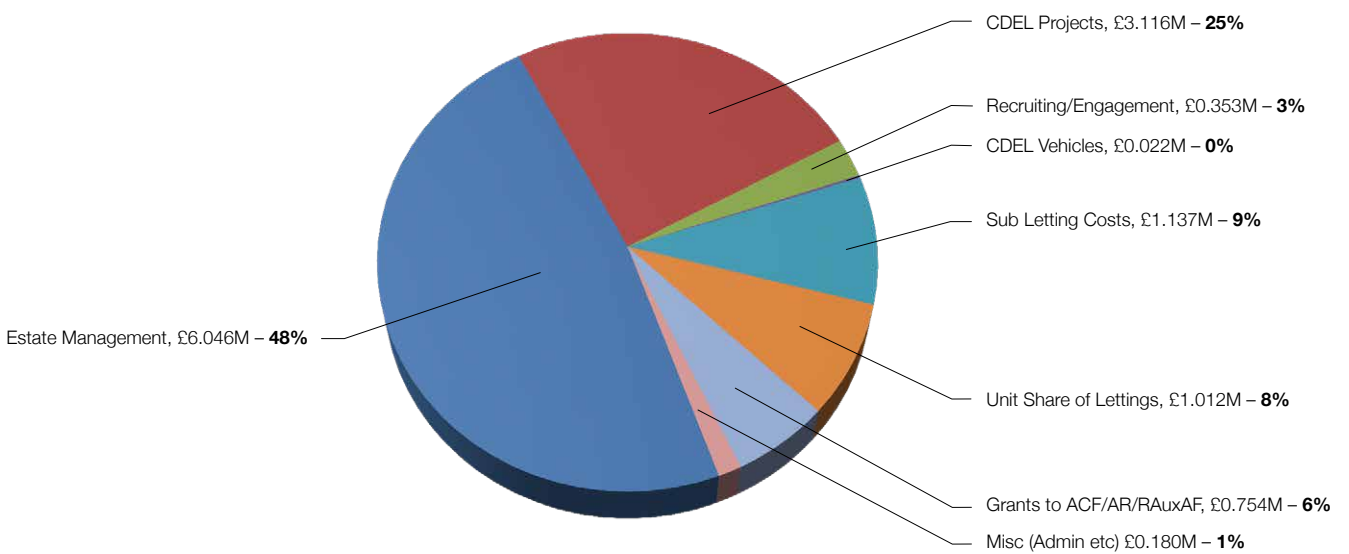


Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves VE.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves VE.
Property Management Cadets	The Estates 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.

### 2019/20 Income Breakdown



### 2019/20 RGI Spend Breakdown





FY19/20 Accounts

# Consolidated Financial Statements for the year ended 31 March 2020

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

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**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**Information**

Association Headquarters

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

Bankers

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

Auditor

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

Senior Statutory Auditor

Simon Hook FCCA

Top Level Budget Holders

HQ Regional Command  
Montgomery House  
Queen's Avenue  
Aldershot  
Hampshire  
GU11 2JN

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**Independent Auditor's Report**

We have audited the financial statements of Reserve Forces' and Cadets' Association for the year ended 31 March 2020 on pages 4 to 15 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 Auditor**

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 2020**

**Independent Auditor's Report (Continued)**

**Basis of Audit Opinion**

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

In forming our opinion we also evaluated the overall adequacy of the presentation of information in the 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 2020 and of its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with the Financial Framework; and
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

*Clive Owen LLP.*

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

Date ..... *16 February 2021* .....

Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020

**Consolidated Income & Expenditure Account**

		2020		2019	
	Note	£	£	£	£
<b><u>Income</u></b>					
Funding via Council of RFCAs	2	132,334,239		110,219,094	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCAs	2	16,223,878		10,319,240	
<b>Total income</b>			<b>148,558,117</b>		<b>120,538,334</b>
<b><u>Expenditure</u></b>					
<b>Estates Management</b>					
Statutory & Mandatory		10,012,693		10,615,027	
Planned Maintenance		3,980,501		1,722,987	
Reactive Maintenance		9,552,963		12,047,274	
Incidental Work		418,406		545,272	
Life Cycle Replacement		43,129		102,848	
Condition Grade Improvement		1,592,468		1,646,642	
Injections / Projects RDEL and MNW		9,100,093		10,048,544	
Works in Aid of Disposal		13,270		6,645	
Prof Fees / Ext Assistance		256,132		674,048	
Sub total			<b>34,969,655</b>		<b>37,409,287</b>
<b>Capital Expenditure</b>					
Land & Buildings		1,263,760		2,323,410	
Purchase of Vehicles		-		10,575	
Assets in the Course of Construction		32,654,503		6,769,411	
Sub total			<b>33,918,263</b>		<b>9,103,396</b>
<b>Staff Costs</b>					
	3				
LE NI Civ Staff Pay		24,845,071		24,577,591	
UK NI Civ ERNIC		2,413,926		2,370,244	
LE Civ Ind Staff Pay		991,777		984,155	
UK Ind Civ ERNIC		57,851		61,620	
Non PCSPS Pens Payments		3,011,730		2,981,108	
Redundancy Payments		85,172		101,118	
Sub total			<b>31,405,527</b>		<b>31,075,836</b>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**Consolidated Income & Expenditure Account (Continued)**

	Note	2020		2019	
		£	£	£	£
<b>Infrastructure</b>					
Heating Oil		4,835		7,732	
Gas		71,120		80,996	
Electricity		438,324		686,501	
Water & Sewage		36,360		60,349	
Estate & FMS Accom Stores		1,434,824		2,026,338	
Energy Cons & Env Chge		1,542,994		1,734,981	
Rates / NDR		15,248,064		15,232,668	
Sub-Letting Costs		1,788,996		1,681,504	
Rents / Leases / Alarms / Lettings		3,250,463		2,905,944	
Sub total			<b>23,815,980</b>		<b>24,417,013</b>
<b>IT &amp; Comms</b>					
IT Minor Equipment HW / SW		563,097		1,566,437	
IT Maintenance Services & Contracts		2,278,537		1,999,874	
Line & Tel Rental		753,857		471,328	
Sub total			<b>3,595,491</b>		<b>4,037,639</b>
<b>Transport &amp; Movement</b>					
Lease of Vehicles		168,973		182,700	
Vehicle Maint		251,330		234,958	
Fuel (Non Utilities)		92,993		86,430	
Depreciation		2,046,991		1,965,462	
Loss on Sale of Vehicles		59,480		41,299	
Sub total			<b>2,619,767</b>		<b>2,510,849</b>
<b>Recruiting Support</b>					
Employer Support (DRM)		752,186		780,511	
Recruiting Support		488,729		568,928	
Sub total			<b>1,240,915</b>		<b>1,349,439</b>
<b>Grants</b>					
CRFCA Payment		1,061,491		1,084,430	
Payments to Welfare Association		2,138,513		2,435,146	
ACF Travel & Consolidated Grants		3,424,303		3,496,401	
Reserve Establishment & Band Grant		463,941		340,292	
RAuxAF Admin & PR		78,453		67,453	
Sub total			<b>7,166,701</b>		<b>7,423,722</b>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**Consolidated Income & Expenditure Account (Continued)**

	Note	2020		2019	
		£	£	£	£
<b>Administration</b>					
Office / General Administration		1,206,892		1,338,793	
Education / Training		141,989		145,880	
Professional Fees		517,029		711,162	
Legal Costs		104,415		65,885	
Insurance		49,022		59,761	
Travel & Subsistence		714,701		593,099	
Entertainment		-		-	
Sub total			<u>2,734,048</u>		<u>2,914,580</u>
<b>HR Support</b>					
HR & Recruiting - Civilian Assoc Staff		368,227		190,314	
Sub total			<u>368,227</u>		<u>190,314</u>
<b>Total Expenditure</b>			<u>141,834,574</u>		<u>120,432,075</u>
<b>Excess income / (expenditure) for the year</b>			<u><u>6,723,543</u></u>		<u><u>106,259</u></u>

Reserve Forces' and Cadets' Association  
 Consolidated Financial Statements  
 For the Year Ended 31 March 2020

**Consolidated Balance Sheet**

	Note	2020		2019	
		£	£	£	£
<b>Non Current Assets</b>					
Motor Vehicles	5	10,478,083		8,417,821	
			10,478,083		8,417,821
<b>Current Assets</b>					
Bank	6	58,563,553		68,159,840	
Petty Cash		7,067		6,326	
Sundry Debtors	7.1	8,880,682		5,220,049	
Prepayments & Accrued Income	7.2	2,097,987		2,007,173	
			69,549,289		75,393,388
<b>Current Liabilities</b>					
Sundry Creditors	8.1	5,275,735		6,023,123	
Accruals / Deferred Income	8.2	7,690,430		6,839,664	
Advance Receipts	8.3	35,817,792		46,690,300	
			48,783,957		59,553,087
<b>Total Assets Less Total Liabilities</b>			<u>31,243,415</u>		<u>24,258,122</u>
<b>Financed By</b>					
General Reserves	11	20,765,332		15,840,301	
Capital Reserves	11	10,478,083		8,417,821	
			<u>31,243,415</u>		<u>24,258,122</u>

The financial statements were approved by the CRFCA Board on ..... 11 February 2021 ..... and signed on its behalf by:

Chairman

Chief Executive

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**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 Accounting (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.

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**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 2020**

**Notes to the Consolidated Account (Continued)**

**2 Income**

2.1 Funding via Council of RFCAs	2020 £	2019 £
RC - RFCA Grant in Aid	40,597,006	44,554,132
RC Grants to RF and Cadets (RDEL)	82,506	75,292
RC - Vehicles	3,742,888	1,202,468
Defence Infrastructure Organisation - Maintenance	19,847,024	17,536,007
Defence Infrastructure Organisation - Projects RDEL	5,571,633	9,666,707
Defence Infrastructure Organisation - Projects CDEL	30,035,214	7,665,061
RF&C (DRM)	3,819,062	3,634,947
Fleet	4,250	6,806
Funding Sundry	1,290,932	1,332,397
RAF RDEL	200,000	227,724
RAF CDEL	-	-
RAuxAF	37,334	170,742
ATC (Input)	2,492,045	2,724,209
ATC RDEL/CDEL	317,633	3,460
DIO Infrastructure	22,143,340	19,093,933
Dinfra - RDEL	2,153,372	2,325,209
Dinfra - CDEL	-	-
	<u>132,334,239</u>	<u>110,219,094</u>
2.2 Funding Received direct from funders	2020 £	2019 £
Funding Received direct from funders	<u>-</u>	<u>-</u>
2.3 Funding generated by the RFCA	2020 £	2019 £
Sale of land and buildings	5,361,659	317,001
Gains on sale of Other Equip	500	6,242
Gains on sales of vehicles	176,049	150,207
Employer Support Events	-	320
Rent Receipts - Land	1,544,331	1,377,076
Rent Receipts - Buildings	3,490,212	3,516,909
Bank Interest	253,649	235,752
Receipts - Misc (inclusive of NDR relief / rebates)	5,397,478	4,715,733
	<u>16,223,878</u>	<u>10,319,240</u>



**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020**

**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:

	2020	2019
Civilian (Full Time Equivalent)	<u>934</u>	<u>936</u>

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

	2020 £	2019 £
Salaries - Civilian	25,836,848	25,561,746
Social Security Costs	2,471,778	2,431,864
Other Pension Costs	3,011,729	2,981,108
Redundancy Payments	85,172	101,118
	<u>31,405,527</u>	<u>31,075,836</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 2019/20 the employer contributions were 13% of pensionable payroll (2018/19 : 13%) and employee contributions were 5% of pensionable salary (2018/19 : 5%).

Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2020

**Notes to the Consolidated Account (Continued)**

5	<b>Motor Vehicles</b>	2020 £	2019 £
	<b>Cost</b>		
	At 1 April 2019	15,676,139	15,552,058
	Prior Year Adjustments	-	-
	MHCA	487,443	94,049
	Additions	4,616,311	1,821,155
	Disposals	<u>(2,625,777)</u>	<u>(1,791,123)</u>
	At 31 March 2020	18,154,116	15,676,139
	<b>Depreciation</b>		
	At 1 April 2019	7,258,318	6,551,278
	Prior Year Adjustments	-	-
	MHCA	225,693	39,618
	Charge for the year	2,046,991	1,965,462
	Eliminated on disposal	<u>(1,854,969)</u>	<u>(1,298,040)</u>
	At 31 March 2020	7,676,033	7,258,318
	<b>Net Book Value</b>		
	At 31 March 2020	<u>10,478,083</u>	<u>8,417,821</u>
	At 31 March 2019	<u>8,417,821</u>	<u>9,000,780</u>
6	<b>Cash at bank</b>	2020 £	2019 £
	Net Current Account	34,234,219	33,979,129
	Deposit Account	<u>24,329,334</u>	<u>34,180,711</u>
		<u>58,563,553</u>	<u>68,159,840</u>
7	<b>Debtors</b>	2020 £	2019 £
	Sundry Debtors (note 7.1)	8,880,682	5,220,049
	Prepayments & Accrued Income (note 7.2)	<u>2,097,988</u>	<u>2,007,173</u>
		<u>10,978,670</u>	<u>7,227,222</u>

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

**Reserve Forces' and Cadets' Association**  
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**Notes to the Consolidated Account (Continued)**

<b>7.1</b>	<b>Sundry Debtors</b>		2020 £	2019 £
	Due from MOD		6,335,006	3,379,667
	Sundry Debtors		1,742,089	1,016,936
	Employees Pensions and AVC Contributions		565,583	536,197
	Sub Letting Rent Receivable		238,004	287,249
			<u>8,880,682</u>	<u>5,220,049</u>
<b>7.2</b>	<b>Prepayments &amp; Accrued Income</b>		2020 £	2019 £
	IT		79,601	72,005
	Pension Contributions		1,021,890	952,572
	Rent		323,610	280,767
	Other Prepayments		672,887	701,829
			<u>2,097,988</u>	<u>2,007,173</u>
<b>8</b>	<b>Creditors (due within one year)</b>		2020 £	2019 £
	Sundry Creditors	(note 8.1)	5,275,735	6,023,123
	Accruals & Deferred Income	(note 8.2)	7,690,430	6,839,664
	Advance Receipts	(note 8.3)	35,817,792	46,690,300
			<u>48,783,957</u>	<u>59,553,087</u>
<b>8.1</b>	<b>Sundry Creditors</b>		2020 £	2019 £
	Bank Overdraft		-	-
	CIS Tax		31,944	58,017
	Due to MOD		499,156	410,554
	Lettings Due		3,429,940	3,000,195
	HMRC		273,937	325,367
	Sundry Creditors		1,040,758	1,763,467
	Disposal proceeds		-	465,523
			<u>5,275,735</u>	<u>6,023,123</u>

Reserve Forces' and Cadets' Association  
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**Notes to the Consolidated Account (Continued)**

8.2 Accruals & Deferred Income	2020 £	2019 £
Utilities	523,704	471,654
Estate Management	4,178,113	3,733,429
Legal & Professional	139,991	292,178
Other Accruals	2,848,622	2,342,403
	<u>7,690,430</u>	<u>6,839,664</u>

8.3 Advance Receipts	2020 £	2019 £
Funding Received in Advance	-	-
In-Year Project Balances Authorised to Carry Forward	34,357,999	45,090,463
RGI / Other Deferred Income	1,459,793	1,599,837
	<u>35,817,792</u>	<u>46,690,300</u>

**9 Commitments under operating leases**

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

Land & Buildings	2020 £	2019 £
Within 1 year	1,251,450	1,312,055
Between 2 and 5 years	4,163,483	3,937,934
Over 5 years	14,167,028	13,306,738
	<u>19,581,961</u>	<u>18,556,727</u>

Other	2020 £	2019 £
Within 1 year	130,845	77,538
Between 2 and 5 years	191,403	123,097
Over 5 years	-	-
	<u>322,248</u>	<u>200,635</u>

**Reserve Forces' and Cadets' Association**  
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**Notes to the Consolidated Account (Continued)**

**10 Contingent liabilities**

Work is still being done to review leases committed to by the Associations to identify any dilapidation provisions that may arise in the future. It is likely to be the policy in the future that the Associations will disclose the maximum potential liability that could occur for dilapidations. This will be an estimate in some cases due to the length of time that the lease has been in place. Further estimates will be given in the year ended 31 March 2021.

11 Reserves	2020		2019	
	General £	Capital £	General £	Capital £
Balance at 1 April 2019	15,840,301	8,417,821	15,096,652	9,000,780
Prior Year Adjustment (note 11.1)	-	-	-	-
Prior Year Adjustment (note 11.2)	-	-	-	-
MHCA	-	261,750	-	54,431
Excess income / (expenditure) for the year	4,925,031	1,798,512	743,649	(637,390)
Balance at 31 March 2020 (note 10.1)	<u>20,765,332</u>	<u>10,478,083</u>	<u>15,840,301</u>	<u>8,417,821</u>

**11.1 General Reserve**

	Reserves Carried Forward £	Current Year's Grant £	Maximum Permitted Balance £
RC - RFCA Grant in Aid	1,615,330	40,597,006	1,217,910
ATC (Input)	28,585		
RC Grants to RF and Cadets (RDEL)	4,122		
RF&C (DRM)	13,338		
Funding Sundry	114,984		
RAuxAF	13,635		
DIO Infrastructure	572,227	22,143,340	442,867
DIO Maintenance	440,260	19,847,024	396,940
DIO Projects CDEL	4,661		
DIO Projects RDEL	(22,766)		
Dinfra RDEL	(5,370)		
RAF RDEL	430		
RC - Vehicles	31,291		
Regionally Generated Income	<u>17,954,605</u>		
Total General Reserves	<u>20,765,332</u>		

In the current year, the reserve for RC - RFCA Grant in Aid is beyond the previous maximum permitted balance of 3% (at 4.0%) but there is no reason to expect that this is beyond the 'reasonable' threshold set by Army, particularly following the cessation of much activity prior to the year end due to the COVID pandemic. All other funding sources are not currently subject to this limit on reserves. The RGI reserve relates specifically to RFCA Board approved projects that span financial years.



## RFCA Governance

The Reserve Forces' and Cadets' Associations (RFCAs) are a Central Government body with Crown Status<sup>1</sup>. 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).

<sup>1</sup> 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.





## RFCAs People

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

Major General G S Smith CB QVRM TD  
*Board Chairman Council of RFCAs*

Capt N R V Dorman RD ADC RNR

Colonel P Jobbins OBE GM RD MSc

Major General S F N Lalor CB TD

Air Commodore I R W Stewart CBE BSc FRAeS

*Vice-Chairmen Council of RFCAs*

### COUNCIL SECRETARIAT

Major General J H Gordon CB CBE  
*Chief Executive*

Colonel A D Duncan BSc MSc CEng FIET  
*Chief of Staff*

Commander G R Bushell RN  
*Director Cadets and Youth*

Mr S Blissitt MSc  
*Director Volunteer Estate*

Mr N Jackson  
*Director Engagement*

Mrs J Sicak  
*Secretary Pension Scheme*

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

### BOARD CHAIRMAN



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

He joined the Territorial Army as an infantryman in 1981, was commissioned in 1983 and commanded the 5th (Volunteer) Battalion, The Royal Green Jackets from 1996-99. After regional appointments he was Colonel Army

Reserves, General Staff (2004), Director Reserves (Army) in HQ Land Forces (2006-2008) and a member of The Royal College of Defence Studies (2009). Major General Smith was Assistant Chief of the Defence Staff (Reserves and Cadets), the most senior

serving Reservist appointment in the UK, from 2010-13. During this time, he was responsible for MOD policy for the reserves, cadets and youth and oversaw significant change in both areas, supporting the Prime Minister's Commission that led to the subsequent Future Reserves 2020 (FR20) programme.

A market researcher throughout his business career, he was Managing Director at Ipsos MORI, a leading market research and polling company until 2009. In 2012 he was appointed Chief Executive of the Royal Norfolk Agricultural Association and is responsible for the Royal Norfolk Show, the largest two-day event of its kind in the UK. He remains connected to Newcastle University as a member of Court and former chair of the Business School advisory board.

Major General Smith is Honorary Colonel of Northumbrian Universities' Officer Training Corps and F (RIFLES) Company, The London Regiment, served as Chairman of the RFCAs for East Anglia for five years and since January 2018 has chaired the Board of the Council of Reserve Forces' and Cadets' Associations and is President of the United Kingdom Reserve Forces' Association.

### VICE-CHAIRMEN



**Captain N R V Dorman  
RD RNR**

*Vice-Chairman (Navy)*

Nick Dorman joined the Royal Naval Reserve (RNR) in 1984 and after attending Britannia Royal Naval College he served at sea on a variety of warships, Commanded HMS

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



**Colonel P Jobbins  
OBE GM RD MSc**

*Vice Chairman (Marines)*

Colonel Jobbins joined the Royal Marines Reserve (RMR) Bristol in 1972 completed commando training in April 1973 and commissioned in April 1975. Following SBS(R)

selection he subsequently commanded 4 SBS(R), later assuming command of RMR Bristol in the rank of Lieutenant Colonel. In 2001 he was appointed as RMR Colonel, the senior

RMR post. He was appointed OBE in the Golden Jubilee Honours list in 2003 for services to the RMR and in 2005 was honoured for his actions in the Democratic Republic of Congo (DRC) and awarded the George Medal. He was appointed Honorary Colonel RMR Bristol in 2014.

In his civilian occupation, he served as a Fingerprint officer with Avon and Somerset Constabulary until his retirement in 2001.

In retirement he runs a small hobby-holding in Colerne, Wiltshire where he breeds rare-breed pigs and not-so-rare sheep. He has a keen interest in field sports and is an associate member of the Westdown Shoot.

He remains a member of Wessex Reserve Forces and Cadets Association serving as Vice-Chairman Marines for the Association and the Council of Reserve Forces' and Cadets' Association.



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

*Vice-Chairman (Army)*

Commissioned from the Royal Military Academy Sandhurst in 1976, he served operational tours in Northern Ireland and Belize.

He left the Regular Army after

four years to commence a commercial career in the City of London but continued his military service in the Army Reserves and finished his military career as the senior serving reserve officer in the rank of Major General. His final appointment was Assistant Chief of Defence Staff (Reserves & Cadets).

His commercial career has included 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.

In August 2018 he was appointed Chairman 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.

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.



### **Air Commodore I R W Stewart CBE DL 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 Air Base 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 Chairman of the Yorkshire and Humber Reserve Forces' and Cadets' Association. Ian is a Fellow of the Royal Aeronautical Society.

## **BOARD MEMBERS**

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

*(Chairman Highland RFCA)*

As above.



### **Captain A S Cowan RD RNR**

*(Chairman Lowland RFCA)*

Andrew Cowan enlisted in the RNR in 1983. He currently holds the appointment in the RNR as Captain Standards Maritime Reserves – a national RNR appointment,

reporting to Commander Maritime Reserves, with responsibility for effective governance, assurance, compliance and performance standards across the Maritime Reserves.

In his civilian career, following his training period as a solicitor, Andrew practiced law in Dumbarton before returning to Glasgow city centre in the mid 90's to work with T C Young Solicitors. He specialises in litigation and has developed particular experience in advising social and private sector housing providers.

Andrew is currently the firm's Managing Partner, with overall responsibility for service delivery and the strategic growth of the firm.

He is a board member and Company Secretary of Erskine, the veteran's charity. He is also a part time Chairman of the Mental Health Tribunal and also the Property and Housing Tribunal in Scotland.

Andrew has been a member of Lowland RFCA Board since April 2012 and was appointed Chairman in April 2018.

## BOARD MEMBERS



**Colonel G Straughan OBE TD**  
(Chairman North of England RFCA)

Gordon Straughan joined 6th Battalion The Royal Regiment of Fusiliers in 1985. After serving as a soldier he was trained and commissioned as an officer at the Royal Military Academy Sandhurst, after which followed a number of roles

focused on the training of TA recruits and officers, and later, Regular soldiers. Col Straughan also spent a number of years as a member of the Army Officer Selection Board in Wiltshire. He became Deputy Commander (North) 15 (North East) Brigade in 2010 and then Col CM Reserves, APC, Glasgow.

In 2010 he was awarded the OBE for his services to the Territorial Army.

His civilian career spanned 35 years in both clinical, managerial and Director level appointments within the NHS. He qualified as Psychiatric Nurse in 1981 then, after ten years of clinical practice, his career became more general management orientated which led to him working in a number of director level appointments including Divisional Director (Gateshead Healthcare NHS Trust), and Financial Recovery Director (Northumberland Primary Care Trust). His last appointment was with the NHS as the Director of the North East Family Health Services Agency.

He was appointed Chairman, North of England Reserve Forces' and Cadets' Association (NE RFCA) in April 2018 having served as a Vice Chairman (Army) and Chairman of the Financial Advisory Board since 2016. Gordon is also a member of the CRFCA External Scrutiny Team contributing to the Annual Report to the Secretary of State for Defence and Parliament on the build-up of UK Reserve Forces.

### Air Commodore I R W Stewart CBE DL BSc FRAeS

(Chairman Yorkshire and the Humber RFCA)

As above.



**Colonel N D O Williams  
TD JP DL**

(Chairman North West and the Isle of Man RFCA)

Colonel Williams enlisted in to 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. A Board member of NWRFCFA since 1998, a Vice Chairman since 2004 and appointed Chairman in 2014. He continues to work

in the steel and manufacturing industry in Sheffield. A Deputy Lieutenant for South Yorkshire. National President of St John Ambulance and the incoming Master of The Company of Cutlers in Hallamshire. Married with three children, he lives in the Peak District of Derbyshire.



**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. A regular sea-goer in minesweepers, he was commissioned in 1978 and

specialised as a Communications and Electronic Warfare Officer. He served at sea and in NATO and Joint Force Headquarters in the UK and Europe, and detachments with RAF Nimrods.

He commanded HMS CAMBRIA from 1996-1998, after which he served in several senior roles on Commodore RNR's staff. 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 occasionally provides 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 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. He was appointed a Deputy Lieutenant of the County of West Glamorgan in September 1998.

An electronics engineer, Captain Thorne has worked extensively in industry, local and national government. 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.



**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

## BOARD MEMBERS

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.



**Colonel N F W Hile**

*(Chairman East Midlands RFCA)*

Colonel Nick Hile is a former regular Army officer who retired in 2012 after 37 years of service. He was educated at Bedford Modern School and Nottingham University. On leaving school in 1975 he was commissioned

into the Royal Artillery and started his military career as a University Cadet at East Midlands Universities Officers' Training Corps (OTC) based in Nottingham. He graduated in 1978 and subsequently served in air defence, field and heavy artillery regiments in the UK, Germany, Northern Ireland and Oman where he was seconded to the Sultan of Oman's Artillery. After attending Staff College in 1989, he commanded 11 (Sphinx) Battery RA in Germany and on operations in Northern Ireland. Thereafter he held a variety of both tri-Service and Army Staff posts in the Ministry of Defence including on two occasions appointments on the General Staff with responsibility for the Army Reserves. He renewed his link with Nottinghamshire in 1998 when he was selected to command East Midlands Universities OTC, and the family has lived in the area ever since. His final appointments in the Army as a colonel were as the Defence Attaché in Cairo and the latterly as the Permanent President for Service Inquiries, investigating complaints by soldiers and reporting directly to the Army Board.

In retirement, he keeps himself busy as Chairman of the Nottinghamshire Committee of ABF The Soldiers' Charity, Chairman of the East Midlands Reserve Forces and Cadets Association and as a Trustee of the South Nottinghamshire Hussars Association. In 2017 he was appointed the Honorary Colonel of East Midlands Universities OTC, the third occasion he has had the privilege of serving with the Corps.



**Colonel L C A Ranson TD**

*(Chairman Wessex RFCA)*

Lance grew up in Gloucestershire and attended Monmouth School. In 1979 he attended the Royal Military Academy Sandhurst and was commissioned into the Grenadier Guards. He served in Northern

Ireland, Germany, Canada, Kenya, Norway, Cyprus and on ceremonial duties in London.

In 1985 he joined the Royal Gloucestershire Hussars Squadron of the Royal Wessex Yeomanry (RWxY) and was appointed Squadron Leader in 1994 before being appointed Regimental Second in Command in 1998.

In 1999 he was appointed Commanding Officer of Bristol University Officers' Training Corps.

As a member of the Army Reserve he was deployed on NATO Operations including to Kosovo in 2002 to run Civil-Military Cooperation in Pristina, to Bosnia in 2006 where he ran Media Operations in Sarajevo and to Afghanistan in 2007 where he was a Close Air Support Liaison Officer. He also worked at the Joint Services Development, Concepts and Doctrine Centre at the Defence Academy in Shrivenham.

In 2008 he was appointed Commandant of Gloucestershire Army Cadet Force (The Rifles) In 2014 he was appointed a Vice President at the Cadet Forces Commissions Board at Westbury where he is still serving. In 2018 he was elected Chairman of Wessex Reserve Forces' and Cadets' Association which is based in Taunton. Additional voluntary appointments that he currently holds include:

President of the Grenadier Guards Association Gloucestershire Branch (Established 1949)

Chairman of the Royal Gloucestershire Hussars Yeomanry Association (Established 1920)

Trustee of the Royal Gloucestershire Hussars Benevolent Fund  
Lance Ranson lives in Cheltenham and enjoys skiing, sailing and running and is a member at Cheltenham Racecourse and of Henley Royal Regatta.



**Mr I Twinley DL**

*(Chairman East Anglia RFCA)*

Ian Twinley joined Ford Motor Company in 1979 as an Engineering Trainee. He finished his apprenticeship in 1983 and then held a number of appointments in Ford of Britain,

Europe and the USA. Ian also attended a Ford sponsored Management MBA Program.

## BOARD MEMBERS

In 2002 he joined John Grouse Group as Chairman and recently stepped down as a Vice President of Group 1 Automotive, a Fortune 500 Retailer that owns 48 UK Dealerships which include BMW, Audi, Jaguar, Land Rover and Ford.

As an employer of Reservists and Cadet Force Adult Volunteers, and a Co-opted Employer Member of East Anglia Reserve Forces' and Cadets' Association, Ian travelled to Afghanistan in 2008 and spent time with Suffolk-based reservists serving in Kandahar and Camp Bastion.

For his services to charity and youth within the region of East Anglia he was appointed a Deputy Lieutenant of the County of Essex.

Ian was Chairman of Team Ipswich for five years and a Trustee of the Inspire Suffolk Charity for three years. He is a fellow at Suffolk New College and loves spending time motivating the students. In 2014 Ian was instrumental in establishing the annual Suffolk Skills show, where 5000 young people engage with over 100 local businesses. Ian was elected Chairman of East Anglia RFCA in April 2018.



**Brigadier M A J M Overton  
TD VR**

*(Chairman Greater London RFCA)*

Having joined Exeter UOTC in 1989, Brigadier 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). In 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. Promoted to Brigadier in 2017, he is currently the Deputy Commander Army Recruiting and Initial Training Command.

His civilian career has involved running global businesses across a number of industries. He is currently the Chief Solutions Officer for Sierra Wireless (the world's largest Internet of Things (IoT) device company). Regimental Lieutenant Colonel of The London Regiment, he is also a Vice Patron for the Royal British Legion Poppy Factory.



**Colonel C E H Ackroyd  
TD RD DL**

*(Chairman South East RFCA)*

Charles Ackroyd was born and brought up in the New Forest. He joined the Royal Marines Reserve in 1971 at age 17 and served continuously as a part-time soldier until retirement at age

60. On promotion to Colonel he has held appointments as Deputy Commander of 43 (Wessex) Brigade and Assistant Director Land Warfare (Reserves) at the Directorate of Doctrine & Development. He has also deployed to both Bosnia and Iraq on operations. His final posting was to the Specialist Support Wing of MOD A Block, London. He retired from the Army Reserve in May 2014.

Chairman of the South East Reserve Forces and Cadets Association since March 2018, he is also a trustee of the Connaught Trust, chairman of The 43rd Wessex Heritage Trust, a trustee of the Portsmouth D-Day Museum Trust and a member of the Hampshire Priory Group of St John Ambulance.

In his civilian career Charles qualified as a solicitor in 1978 and for many years was a partner in his family firm in Southampton and Lymington before being appointed a District Judge in 1998. He sits in Portsmouth where he hears civil and family cases. In 2013 he was appointed Deputy Lieutenant of Hampshire and lives in Southsea.



**Lieutenant Colonel  
G C Chesney TD**

*(Chairman Northern Ireland RFCA)*

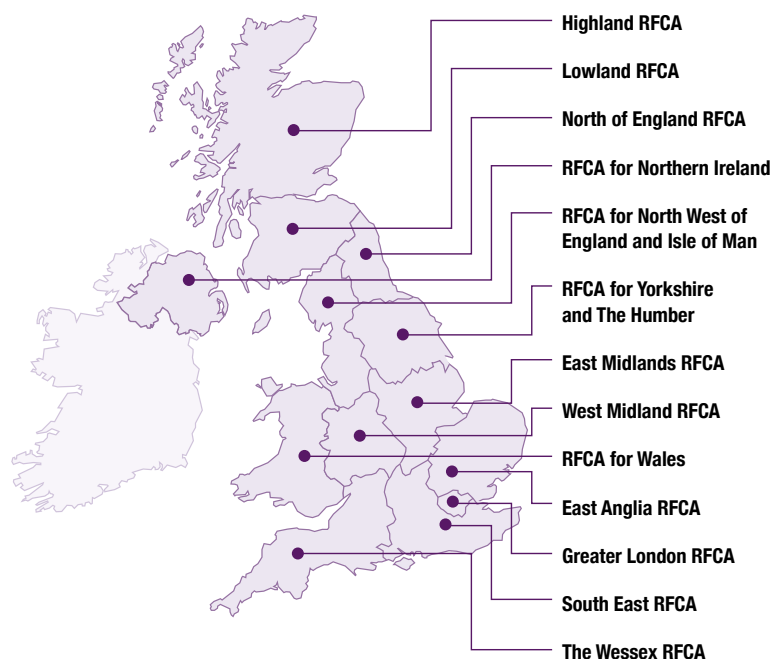
George Chesney enlisted into the army shortly after leaving Portora Royal School, Enniskillen and entered the Royal Military Academy, Sandhurst. Commissioned into the Corps of

Royal Engineers in 1973, he served in Dhofar Province in Oman, Northern Ireland and the British Army on the Rhine before leaving to go to university to study law. However, a Commission in the Territorial Army permitted further service with the Royal Engineers.

After graduating he was Called to the Bar of Northern Ireland in 1983. Calls to the Bar of England and Wales (Middle Temple) and the Republic of Ireland (King's Inn) followed. Being self-employed, he enjoyed the flexibility to commit to tours as officer commanding two different Royal Engineer volunteer squadrons. He served on the Equal Opportunities and Professional Development Committees of the Bar Council, as a Governor of a Further Education College and sat as a part time legal chairman of the Pensions Appeal Tribunal. As his legal practice intensified, it was time to retire from the army after 30 years' full and part time service.

After being appointed a junior Crown Counsel for the City and County of Londonderry in 2004 he retired from practice in December 2016 although maintains his legal skills by engaging in short term contracts with various agencies. Appointed Chairman of RFCA NI in March 2018.

## RFCA Locations



### 1. HIGHLAND ASSOCIATION (HIGHLAND RFCA)

*President:* Rear Admiral A M Gregory OBE  
*Chairman:* Captain N R V Dorman RD 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-hss@rfca.mod.uk  
**Web:** www.hrfa.co.uk

### 2. LOWLAND ASSOCIATION (LOWLAND RFCA)

*President:* Major M Williams MBE,  
 HM Lord-Lieutenant of East Lothian  
*Chairman:* Captain A S Cowan RNR RD  
*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 HM Lord-Lieutenant for of County Durham  
*Chairman:* Colonel G Straughan OBE TD  
*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  
**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 of South Yorkshire

*Chairman:* Air Commodore

I R W Stewart CBE DL BSc FRAeS

*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

**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:* David Briggs Esq MBE KStJ

*Chairman:* Colonel N D O Williams TD JP DL

*Chief Executive:* Colonel M C H Underhill OBE DL

*Deputy Chief Executive:* Colonel A F Barnes TD

##### 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, Warrington and the Isle of Man.

**Association address:** Gladstone House, Altcar Training Camp, Hightown, Liverpool, L38 8AF

**Tel:** 0151 317 9500 (Main Switchboard)

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

**Web:** www.nwrfca.org.uk

#### 6. WALES ASSOCIATION (RFCA FOR WALES)

*President:* H Fetherstonhaugh Esq OBE

HM Lord-Lieutenant for Clwyd

*Chairman:* Captain 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:* Lieutenant Colonel P R Holcroft LVO OBE

*Chairman:* Colonel The Honourable

P S Seccombe TD FRICS

*Chief Executive:* Colonel R Maybery QGM L/RLC

*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:** Tennial Grange, Tennial 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:* Mr W Tucker,

HM Lord-Lieutenant of Derbyshire

*Chairman:* Colonel N F W Hile

*Chief Executive:* Group Captain N D Sharpe

*Deputy Chief Executive:* Major P Desborough

**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 D Fursdon, HM Lord-Lieutenant of the County of Devon

*Chairman:* Colonel L C A Ranson TD

*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 250104 **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 CStJ, HM Lord-Lieutenant of the County of Bedfordshire

*Chairman:* Mr I Twinley DL

*Chief Executive:* Colonel R K Wilkinson

QVRM TD DL VR

*Deputy Chief Executive:* Major J N Wilkes

**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

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

**Web:** www.earfca.org.uk

**11. GREATER LONDON ASSOCIATION (GL RFCA)**

*President:* Sir Kenneth Olisa OBE CStJ FRSA FBSCC

*Chairman:* Brigadier M A J M Overton TD VR

*Chairman City RFCA:* Captain P Hill RD RNR

*Chief Executive:* Colonel P Germain

*Head of Youth & Cadets and Chief of Staff:*

Lieutenant Commander A Pringle MRAeS MCMI MCGI

*Head of Engagement:* Mr A Jeacock

*Head of Estates & Commercial Lettings:*

Mr N Summers BSc FRICS FB Eng

**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 the County of Hampshire

*Chairman:* Colonel C E H Ackroyd TD RD DL

*Chief Executive:* Colonel P T Crowley DL

*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:* Lieutenant Colonel G C Chesney TD

*Chief Executive:* Colonel J W Rollins MBE

*Deputy Chief Executive:* Paul Desborough

**Counties forming the Association:** The six counties of Northern Ireland.

**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

<b>ABC</b>	Annual Business Cycle	<b>FY</b>	Financial Year
<b>ACDS(R&amp;C)</b>	Assistant Chief of Defence Staff (Reserve & Cadets)	<b>IFRS</b>	International Financial Reporting Standards
<b>ACF</b>	Army Cadet Force	<b>ISLA</b>	Injured Serviceman Living Accommodation
<b>AMR</b>	Automatic Meter Readers	<b>JPA</b>	Joint Personnel Administration
<b>AO</b>	Accounting Officer	<b>MOD</b>	Ministry of Defence
<b>ATC</b>	Air Training Corps	<b>MOU</b>	Memorandum of Understanding
<b>BTEC</b>	Business and Technician Education Council	<b>NAO</b>	National Audit Office
<b>CCF</b>	Combined Cadet Force	<b>P&amp;P</b>	Pay and Personnel
<b>CE</b>	Chief Executive	<b>PAC</b>	Public Accounts Committee
<b>CESO</b>	Chief Environment and Safety Officer	<b>RAuxAF</b>	Royal Auxiliary Air Force
<b>COBSEO</b>	The Confederation of Service Charities	<b>RDA</b>	Regional Development Agencies
<b>CRG</b>	Commander Recruiting Group	<b>REEB</b>	Reserves Employer Engagement Board
<b>CVQO</b>	Cadet Vocational Qualification Organisation	<b>REED</b>	Reserves Employer Engagement Director
<b>DCSF</b>	Department of Children, Schools and Families	<b>RF&amp;C</b>	Reserve Forces and Cadets
<b>DE</b>	Defence Estates	<b>RGI</b>	Regionally Generated Income
<b>DIA</b>	Defence Internal Audit	<b>RMR</b>	Royal Marines Reserve
<b>DII(F)</b>	Defence Information Infrastructure (Future)	<b>RNR</b>	Royal Naval Reserve
<b>DG Res LF</b>	Director General Resources Land Forces	<b>RPP</b>	Recruit Partnership Project
<b>DIO</b>	Defence Infrastructure Organisation	<b>SDSR</b>	Strategic Defence and Security Review
<b>D Res</b>	Director Resources (Army HQ)	<b>SLA</b>	Service Level Agreement
<b>DRM</b>	Defence Relationship Management	<b>SPVA</b>	Service Personnel and Veterans Agency
<b>EMS</b>	Environmental Management System	<b>UOTC</b>	University Officer Training Corps
<b>ERS</b>	Employer Recognition Scheme	<b>VE</b>	Volunteer Estate
<b>ES</b>	Employer Support	<b>VEMT</b>	Volunteer Estate Modernisation Team
<b>ESG</b>	External Scrutiny Group	<b>VRF</b>	Volunteer Reserve Force
<b>FF</b>	Financial Framework		
<b>FLC</b>	Front Line Command		
<b>FReM</b>	Financial Reporting Manual		





Council of Reserve Forces'  
and Cadets' Associations

## The Council of RFCAs

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51-61 Clifton Street,  
London EC2A 4EY

Tel: 020 7426 8350

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Web: Search RFCA on [www.gov.uk](http://www.gov.uk)