

Annual Report
and Accounts
2020/21

CRFCA

Council of Reserve Forces'
and Cadets' Associations



Council of Reserve Forces' and Cadets' Associations

ANNUAL REPORT
AND ACCOUNTS
2020/21

Contents

Background	4
President's Foreword	6
Chief Executive's Introduction	8
FY2020/21 Key Achievements	10
Engagement	10
Estates	16
Cadets and Youth	18
Chief Executive's Report	23
Remuneration Report	25
RFCA Sustainability Report for the Year ended 31 March 2021	28
Statement of Chief Executive's Responsibilities	34
Statement of Internal Control	36
FY2020/21 Accounts Consolidated Expenditure of RFCAs	42
Consolidated Financial Statements for the year ended 31 March 2021	45
RFCA Governance	65
RFCA People	68
RFCA Locations	73
Glossary	76



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 850 salaried Crown Servants regionally and 40 centrally. 488 of the regional staff support the Army Cadet Force (ACF) across the UK leaving 376 working in the Regional RFCA HQs and at the Council, with the balance providing Schools expansion roles and operating in direct support of the single Services chain of command.

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 Unique Selling Points

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

It will not be a surprise to anyone that this was a most challenging year for all in the RFCAs due to the impact that the COVID-19 pandemic had, not only on daily life, but also on reserve and cadet activity. The fact that the Associations managed to provide a largely normal service throughout this period is a testament to their professionalism and dedication. Novel ways of working had to be adopted and meetings and engagement activity by Zoom, Teams and Skype soon became the norm during lockdown and hybrid working practices have become a routine way of doing business.

Once again I thank all our staff for their resilience and determination in continuing to maintain the estate in a safe and legally compliant condition, providing support to those reserves and indeed emergency services which were called upon to assist with COVID measures and in attempting to keep the flame alive for the cadet forces whose face-to-face activity was all but cancelled during 2020-21. It is heartening that despite the restrictions imposed by COVID protection measures and lockdowns, that employer engagement activity continued virtually with Armed Forces Covenant signings holding up well and with a record number of 144 employers receiving an Employer Recognition Scheme Gold award.

Against the background of the COVID pandemic considerable efforts have been made by the executive team and others to work with the MOD to implement the recommendations made in the Sullivan Report. I am pleased to say that the importance of the voluntary membership has been recognised by the MOD RFCA Reform Team and the proposed regional advisory board structure will mean that the voice, advice and influence of the local membership will be heard and, importantly, also be represented at national level. Much work remains to be done before we actually stand up as a single executive Non-Departmental Public Body and it will depend on space in the legislative timetable; however many of the recommendations of the Sullivan Report are already being implemented for the benefit of the RFCAs.

There is now a greater degree of certainty on the way forward than there was last year and I am confident that the transition to a NDPB is one that we should embrace knowing that the critical role of the regional membership has been acknowledged and reflected in future governance structures.

I am signing off this foreword in my capacity as the outgoing President of CRFCA though I shall be continuing my long association with the RFCAs by taking up the role of Chairman of the Council. I am delighted that The Lord Houghton of Richmond has agreed to take over as President from July 2021 and we will undoubtedly benefit from his considerable military experience and in particular from his time as Chief of the Defence Staff.



The Rt. Hon The Lord de Mauley TD FRS

President

Council of Reserve Forces' and Cadets' Associations





Chief Executive's Introduction

Despite the constraints and difficulties imposed by COVID-19, I am pleased that we have continued to give full support to the three Services, delivering a safe and compliant Volunteer Estate, administrative support to Service cadets and working with employers to maximise the fantastic support they give to the Armed Forces.

Last year, I reported on the decision that the RFCAs should be classified as a Single Executive Non-Departmental Public Body (NDPB). While the decision remains, we saw little progress in implementing this decision, not least because the impact and disruption caused of COVID-19. The MOD's implementation team was not stood up formally until the beginning of 2021. It is hope that the necessary legislation will be taken forward in the third legislative session of this Parliament. In the meantime, the necessary business case for the creation of the NDPB has been approved. Much good work is being done between the MOD's implementation team and the CRFCA and I am confident that the essential ingredients that make us what we are will be carried forward into the new NDPB.

I would like to echo the President's words in his Foreword on the excellent work done by all the staff of the RFCAs over the past year and highlight the following:

- On the Volunteer Estate (VE), I would like to 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. It is worth repeating that we are responsible for some 5,300 buildings split across 2, 100 sites and have less than 100 estates staff. 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.
- A Reserve Forces & Cadet Association Estate Review report was delivered to SofS at the end of January 2021. The purpose of the Review was to deliver a common understanding of the Estate; identify opportunities to rationalise and optimise in order to unlock long term value; and offer challenge to go further in this rationalisation and optimisation. All aimed at optimising and modernising the VE so that it becomes more of an asset than a liability. With all of the RFCAs estates' teams, I look forward to implementing the programme.
- Despite the pandemic, 2020/21 was a very successful year for the Defence Employer Recognition Scheme (ERS) with 144 Gold Award winners and 21 revalidations. Due to the number of Gold Awards it was not possible for these to be awarded at one event as before. Instead 4 ceremonies, hosted by the RFCAs, were held throughout UK in Edinburgh, Leeds, Cardiff and London.

The citations of those successful winners make for humbling reading as they outline the huge support given by employers. Those wishing to sign the Armed Forces Covenant also continue to grow.

- The RFCAs-employed Army Cadet Force Professional Support Staff continue to ensure that the cadet estate remained compliant, in statutory and mandatory terms, in order that face to face training can take place whenever required. I would commend all to read Professor Denny's report, after 4 year's research and study, on the social impact and return of investment of the UK Cadet Forces. The statistics are startling, in particular *"Therefore, the financial value of Cadet Forces in helping young people gain employment is potentially huge. If Cadet Forces enable c. 460 young people [from some 130,310 cadets] a year to change their predicted life outcomes from NEET (Not in Employment, Education or Training) to employed, then the annual cost of the Cadet Force is recovered."*

In conclusion, 2020 could be a year described as 'standing still' in terms of progressing to an NDPB, but not in delivering our outputs. It gave us the space to build solid foundations so that we are clear as to what is required and where we are going. We could not do what we do without the excellent regional RFCAs teams and we will continue to be a nationally coordinated and directed organisation, whose effect is delivered by local people, for their local communities, who know their localities well.



Maj Gen (Retd) J H Gordon CB CBE

Chief Executive Council of Reserve Forces' and Cadets' Associations

FY2020/21 Key Achievements

Engagement

Assistance to Community Engagement & Representation

Employer Engagement and Support – National and Regional Delivery

This reporting year has been challenged by the COVID-19 pandemic which has impacted every industry globally and has also seen the demise of some smaller companies. DRM has continued to engage with all the businesses within our account management portfolio and this has enabled us to continue to deliver virtual Armed Forces Covenant (AFC) signings and also keep the wider audience focused on the AFC and ERS. Partnering With Defence (PWD), Defence Insight Brief (DIB) and Reserves Day (RD) 20 were all delivered with the support of a virtual presence and the first stages of the pandemic took effect.

PWD21 was delivered virtually with great success and RD21 delivered a greater impact than in previous years with an exceptional video which was supported by many celebrities and closed by the Prime Minister. Our digital presence has been much enhanced by the pandemic with many more opportunities to deliver our message to a wider and more far reaching audience.

The number of AFCs being signed continues to deliver at a rate of 25-30 per week with no signs of a slow down during the pandemic. ERS Bronze, Silver and Gold have continued to grow with 150 new gold and gold revalidations this year which has helped see the Gold Alumni Association (GAA) membership grow to nearly 500 members. GAA have been supporting silvers to develop into gold award holders and they have been able to influence their own supply chains and encourage many more businesses to sign the AFC. Support was given to industry with virtual briefings with ACDS for employers who had reservists who were stood up in support of COVID-19 nationally, which was well received.

Armed Forces Covenant Signings

More than 6,400 organisations have now signed the AFC. Organisations come from all regions of the UK and from different sectors as well as in a variety of sizes, particularly micro and small companies. Key signings this year included London Southend Airport, Lincoln College, Yorkshire Ambulance NHS Trust, Royal Hospital Chelsea and British Chamber of Commerce whilst Amazon and Jaguar Land Rover resigned their Covenants.

Total number of Armed Forces Covenant signings

Fiscal Year	Annual Signings	Cumulative Signings
FY 2011/12	3	3
FY 2012/13	4	7
FY 2013/14	102	109
FY 2014/15	240	349
FY 2015/16	295	644
FY 2016/17	562	1,206
FY 2017/18	713	1,919
FY 2018/19	1,234	3,153
FY 2019/20	1,629	4,782
FY 2020/21	1,694	6,476

Employer Engagement

Defence Employer Recognition Scheme

The Defence ERS, launched in 2014, encourages employers to support Defence and inspire others to do the same. The scheme encompasses Bronze, Silver and Gold awards for employer organisations that pledge, demonstrate or advocate support to Defence and the Armed Forces community, and align their values with the AFC. To obtain a Gold Award, organisations must be an exemplar within their market sector, advocating support to Defence People issues to partner organisations, suppliers and customers with tangible positive results.

In July, it was announced that a further 140 organisations were awarded Gold to companies of all sizes from SMEs to FTSE100 and from a wide range of sectors. This year, organisations include NHS trusts, educational institutions, financial services, hotels, charities, law firms, police services, a football club and a museum. Nearly 50% are small or medium-sized enterprises and 72% are private companies, demonstrating the wide range of organisations offering support to the military community regardless of size, sector or location. This brings the total number of Gold Award holders to 493.

In August it was announced that 329 organisations were awarded Silver, up from 266 in 2020. As with Gold the winners came from a range of sectors, regions and included those who have one employee up to those who employ over 500 people.

Measurement of effectiveness

An internal measurement of effectiveness model allows DRM's account managers to record activities by organisations and employers that benefit or remove disadvantages for the Armed Forces community.

Yet again, the most successful activities recorded this year were bespoke HR policies, specifically positive recruitment for the Defence community but examples of organisations registering with Career Transition Partnering (CTP) has overtaken flexible or remote working for partners and spouses. However, fewer organisations have engaged in Defence discussion forums, commercial fairness awareness and workplace employer engagement sessions, all of which are areas to focus on through the remainder of 2020 and 2021 as offices re-open post-COVID.

In addition to recording positive activity, the measurement of effectiveness model records the organisation's sector and size (by the number of employees). This year has seen another increase in support for the Armed Forces community from employers in the public sector and the defence industry but also from education, not for profit and trade bodies. Employers within the energy, utilities and the arts, however, continue to show slower growth. Defence Relationship Management will remain focused on targeted campaigns over the coming year.

Employer Awareness and Attitudes Monitor 2020/21

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

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

- a. Support the evaluation of Defence's Employer Engagement activities by providing robust data on employer attitudes to Reserves and some wider Defence People issues.

- b. Enable continuous improvement of Employer Engagement by informing policy and shaping activities.
- c. Build on the historic dataset, showing how employer attitudes are changing over time.

2021 Results

Unsurprisingly, issues relating to coronavirus are overwhelmingly the most spontaneously mentioned issue facing businesses. Despite this, the results demonstrate positive consolidation with generally high levels of awareness being maintained and employer attitudes remaining consistently positive. The following points are highlighted:

Employer attitudes to Reserves are consistent with last year's very high levels.

- 95% of employers believe Reserves are a necessary element of the UK's Armed Forces, up from 92% in 2020.
- 94% of employers believe Reservists are an asset to the UK's workforce, up from 92% in 2020.
- 93% of employers believe Reserves should be supported by their employers as a matter of principle, up from 91% in 2020.
- 90% believe employers can benefit from the skills and experience that Reservists bring to the organisation (91% in 2020).
- 72% of employers are satisfied with their relationship with Defence, up from 65% in 2020. Among the employers of Reservists, satisfaction is 78%, up from 69% in 2020.
- 59% of employers are aware of the AFC, up from 52% in 2020. This rises to 78% among the employers of Reservists, up from 68% in 2020.
- 85% of employers agree that Veterans are an asset to the workforce, up from 83% in 2020. This rises to 94% among employers of Reserves (86% in 2020). 91% of employers believe they can benefit from the skills and experience that veterans bring to their organisation (90% in 2020), rising to 94% for Reservist employers (92% in 2020).
- Lack of knowledge continues to be the key barrier to employers signing the AFC.
- There has been significant growth in awareness by Reservist employers of rights related to mobilisation of Reservists – 65% (52% in 2020) as well as awareness of financial assistance – 64% in 2021 (51% in 2020).

On the whole, these results remain very positive and demonstrate continuing forward momentum in terms of Employer Engagement.

Regional Engagement

Highlights



East Anglia

East Anglia RFCA has been working closely with local communities to increase the profile of cadet and reserve units and help local authorities understand the needs of the Armed Forces community, contributing to local AFC Boards across the six counties. The initiatives and projects delivered by these groups are far-reaching and benefit not only the Armed Forces community but the civil community as a whole.

These meetings have continued to take place remotely, including the annual Service of Thanksgiving held by the Lord Lieutenant of Bedfordshire, Helen Nellis, to honour the thousands of people who volunteer and who play such a significant role in building kind and cohesive communities.

East Midlands

Silver ERS Award winner Pall-Ex keeps the country moving

Pall-Ex (UK) Ltd, an international palletised freight distribution network, was one of 31 organisations in the East Midlands to be awarded a Silver ERS Award in July 2020, at the height of the COVID-19 pandemic.

Pall-Ex employs over 500 people, many having served in the Armed Forces before entering the logistics industry. At a time of global crisis, Pall-Ex was grateful to employ so many staff with Armed Forces experience, in roles ranging from drivers to the Managing Director, whose consistent and high-quality work in key-worker roles ensured the country kept moving.

Kevin Buchanan, Pall-Ex Group CEO, said: “The organisational ability, dedication and reliability of ex-Forces staff was clearly on show during the COVID-19 pandemic, where we relied on their steadfast work ethic to keep our business moving.”



Pall-Ex Group CEO, Kevin Buchanan (centre) with a Reserve and REED from East Midlands RFCA

Highlands

Island distiller signs Covenant

Chief of Defence People Lieutenant General James Swift joined Isle of Harris Distillers Ltd online in November 2020 for a 'virtual' AFC signing.

Due to COVID-19 restrictions, the November 18 signing took place online with HRFCAs representatives, distillery staff and Lt Gen Swift all logging in to the event.

Chairman Ron MacEachran signed the Covenant for Isle of Harris Distillers with Lt Gen Swift co-signing the document for the MOD. Lt Gen Swift said: "It's a real honour that Isle of Harris Distillers Ltd have signed this, and I'm enormously grateful for where they are placing the Armed Forces in their community."

The distiller was also presented with the ERS Bronze Award.



Lowlands

Lowland RFCA Engage Virtually By Hosting NHS/Defence Webinar

Lowland RFCA delivered a webinar alongside NHS Scotland to reinforce the collaborative working relationship between Defence and the NHS.

The virtual event provided attendees with up to date advancements and developments during the COVID-19 pandemic with regard to treatment and prevention.

Those attending the webinar heard from a number of distinguished speakers from the NHS, the Scottish Ambulance Service and Armed Forces. Brigadier Robin Lindsay, Commander of the 51st Infantry Brigade and Army Headquarters Scotland, spoke about his organisation's efforts to support civil authorities through 'smart' mobilisation of Reservists: identifying skill sets relevant to specific tasks, and formally mobilising Reservists with the agreement of their civilian employers.

North West

The North West saw 31 businesses receive the ERS Silver Award, with a further five being successfully revalidated. In addition, a further 18 businesses have received their Employer Recognition Schemes Gold Award.

This year's awards will take place in Knowsley Hall, Merseyside and Leeds Armouries respectively.

The Engagement team are very much looking forward to getting out and about and reconnecting with the region's Armed Forces supportive employers this year in addition to hosting the Lord-Lieutenants' and Lieutenant Governors Awards across Cumbria, Cheshire, Greater Manchester Lancashire, Merseyside and the Isle of Man.

Wales

Engagement in Wales increased during lockdown as events moved online

Moving engagement into the virtual arena in Wales during lockdown was a huge success, with this new way of working and staging events enabling the region to reach a vastly increased audience size.

In some cases, the audience size increased fivefold, with event 'shows' being viewed live on the night by more than 100 people and recorded versions being watched by hundreds more later across a range of social media platforms.

All event collateral and production was done in-house and included a live Annual Briefing in November 2020, followed by a virtual Defence ERS Wales winners' event. A series of eight Lord-Lieutenant Awards ceremonies were held between January and May 2021.

Due to COVID-19 restrictions, these events were staged via webinar and featured both pre-recorded and live input from hosts and guest speakers.

The Employer Engagement team also ran 'virtual' ERS Award workshops for employers and organisations as part of their 'virtual engagement strategy'.



Gwent Lord-Lieutenant Brigadier Robert Aitken CBE being recorded in preparation for his awards show broadcast



West Midlands

The Employer Recognition Scheme

The West Midland RFCA had a total of 201 AFC signings including TheJeff Horsfield Foundation, City College Coventry, Hereford FC and the Green Dragon Hotel. 2020 saw 22 Silver and 15 Gold ERS Award Winners.



YH Engagement – Behind the scenes at South Yorkshire Lord Lieutenant Awards

Yorkshire and Humber

With COVID-19 restrictions, the RFCA found new and innovative ways to promote and support the cadet and reserve forces. The aim was to maintain engagement when in-person training was on hold and to showcase the role of reservists at a time of national crisis.

With the four Lord-Lieutenant Award ceremonies unable to go ahead in-person, the RFCA worked closely with the region's Lord-Lieutenants to create a memorable occasion online for all award recipients. The events received over 8,000 views online, a level of engagement far exceeding anything achieved in previous years.



Estates

Provide Facilities Management Services

With more than 5,300 buildings split across 2,147 sites, less than 100 estates staff across the cohort and very limited financial resources, the 13 RFCAs still managed consistently throughout the year to meet the single Services' Volunteer Estate needs.

Keeping the current estate safe and compliant is the priority estates management function of the RFCAs, to which end they undertook more than 72,000 Statutory and Mandatory Inspections and Tests, and 10,948 so called, "Reactive" (repair) tasks. In accordance with MOD priorities, a particular area of compliance focus has been the re-assessment of asbestos risks to a common standard, and in some cases the re-surveying of assets. By the end of the year the majority of the RFCAs had completed the re-assessments and re-surveys, with some even managing to undertake removal works, exploiting a late injection of funding. With the letting in February of a 3 year, Volunteer Estate-wide, specialist support contract, the conditions were also set for an improvement moving forward in the management of gas safety across the Volunteer Estate; this aligns with a greater focus on gas safety management on the Regular Estate in recent years.

Beyond working to keep the estate safe and compliant, at the explicit request of the single Services the RFCAs also delivered specific functional improvements to it. A total of 311 tasks were taken on, ranging in value from £90 to £2,687,000, and totalling an in-year expenditure of £7,574,000.

The year was also characterised by preparations for future activity. In 2022 the Regular Estate will adopt a new technical specification for Statutory and Mandatory Inspections and Tests as part of its implementation of a new suite of Hard Facilities Management contracts. To maintain estates compliance alignment with the Regular Estate preparatory work was initiated by the RFCAs and CRFCA to transition to the new specification, most likely in early 2023.

Also, the RFCAs supported in detail the Reserve Forces' and Cadets' Association Estate Review directed by the Secretary of State for Defence; they informed and reviewed options for the optimisation of the Volunteer Estate over the coming years, starting with optimisation of the cadet estate in 22/23.

A snapshot of what each RFCA delivered over the course of the year is outlined.

Highlights

East Anglia

£1m of 'sustain and change' projects across the volunteer estate.

EA RFCA carried out more than £500k of reactive maintenance tasks, managing just under £400k of Statutory Inspections and associated work and over £1m of Project Aintree builds to provide new compliant armouries across the MOD estate.



East Midlands

£1.6m new build project completed

One of the largest projects ever undertaken by East Midlands RFCA was completed during lockdown, despite the challenges this presented. The £1.6m project at Sobraon Barracks, Lincoln, has provided additional facilities for 158 Regiment Royal Logistic Corps, including new garages, vehicle maintenance areas and gymnasium.



Martin Capewell, Head of Estates, commented: "The major challenges have been getting planning through, as all the planning officers were working from home, and ensuring the delivery of materials, with various delays at the borders."

Lieutenant Colonel AP Gifford, Commanding Officer, 158 Regiment Royal Logistic Corps commented: "The new build will ensure that the Regiment has a serviceable vehicle fleet and fit soldiers ready to deploy on operations both in the UK and abroad."

Highlands

Bo'ness Modular Building Installed

A new modular cadet hut was installed in Bo'ness to be used by Argyll and Sutherland Highlanders Battalion ACF. The design of these buildings, which are manufactured off-site, normally take four to eight hours to complete which reduces the time from demolition to occupation from 34 to 8 weeks. However the finishing of the Bo'ness hut was impacted by COVID-19 restrictions and it was not completed until March 2021 some eight months after the initial installation. It cost £340,000 and follows a similar build in Newport-on-Tay.

These modern, energy-efficient modular designs form part of HRFCA's £1.4 million programme of cadet building replacements.



Lowlands

Cadet Centre Used as Accommodation During Fight Against COVID-19

Glasgow & Lanarkshire Cadet Training Centre, otherwise known as Gilbertfield, was used as accommodation for 40 members of the Royal Scots Dragoon Guards during their mobilisation to help set up vaccine centres in Scotland in the fight against Covid-19.

Normally, Gilbertfield is home to Glasgow & Lanarkshire Battalion Army Cadet Force's permanent support staff who administratively support all 24 detachments in the Battalion.



North West

In November 2020, NW RFCA relocated their HQ staff into the newly built Alt House. The new HQ, which has been entirely funded by the sale of our previous site – Alexandra Court, has been designed to achieve the BREEAM sustainability assessment method rating of 'Excellent' and provides open-plan offices, meeting spaces and conference facilities.

The aim of the design of the building was to make the NW RFCA HQ an extremely efficient and cost-effective building which will continue to deliver a first-class support for the Reserve Forces and MOD sponsored Cadet organisations.

NW Royal Air Force Cadets received a full roof replacement and internal refurbishment to improve the facility.

In total during 20/21, just over 20 ATC Squadrons' across the NW have benefitted from refurbishments and works giving the training facilities a refreshed and modernised look and feel.



Wales

Three New Joint Cadet Centres for Wales

RFCA for Wales' estates team is potentially set to have funding approved for three new Joint Cadet Centres at Caldicot, Ystrad Mynach and Carmarthen should funding allow. The JCCs will replace the existing dilapidated buildings.

The new modular builds will see the Army Cadet Force and the Air Training Corp combine under a new modular build design with state of the art facilities with a net Carbon Zero build as part of the MOD's Carbon reduction scheme.



Example of modular builds installed in a day

West Midlands

The project to refurbish the 1046 (Fordhouses) Squadron ATC cadet hut was completed in June 20, with the hut handed back to the unit. Works included stripping back the external façade to the structure and rebuilding.



Yorkshire and Humber

Making a real difference

While the pandemic inevitably caused delays to some of the RFCA's projects, emergency repairs and statutory maintenance carried on throughout 2020/21 uninterrupted.

In total, 1,189 repairs were carried out at a cost of nearly £800,000 – and our customers were satisfied with 99 per cent of the work completed.

YH also delivered major, new infrastructure projects including the development of a new Army Cadet centre in Barton-upon-Humber, the redevelopment of Wolfe Armoury in Beverley as a centre for both Army and Air Cadets and the further development of Harrogate joint cadet centre.



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 March 2021.

This was the 5th annual report since the team was formed. In a normal year, the team attends a range of cadet activities where their observations come from interaction with both adult volunteers and cadets at the 'coal face'. The Covid-19 pandemic has prevented the team from doing this, other than virtually, and has therefore significantly hindered their ability to gather evidence and provide observations this year. They have therefore been unable to focus their report on the recruitment and retention of, and support to, adult volunteers as intended, but were able to provide observations on areas of best practice and areas of concern.

The team reported that, despite the stop-start nature of cadet activity in the last 12 months, they continue to be confident that the Services are doing all that they can to deliver a challenging and stimulating experience in line

with the MOD endorsed outcomes. Their single most important observation is the determination and resilience of large numbers of Cadet Force Adult Volunteers (CFAVs) who continued to deliver a package of activities, predominantly in the virtual environment, to maintain interest and provide a meaningful outlet for their cadets. They were also able to witness the agility and empathy of the single-Service Cadet Force Headquarters in the provision of measured direction and guidance to CFAVs to enable activity to take place in an unfamiliar and ever-changing landscape.

The report noted that not all cadet units will have thrived through the past year and that there are examples where connectivity, time, availability, and IT skills have meant very limited unit-level activity. It points out that there will need to be a period of stabilisation and consolidation undertaken by all the cadet forces, and that there is a risk that cadets and CFAVs will not re-engage with their units at pre-lockdown levels when able to do so. The team are in no doubt that the cadet forces will take time to recover from the pandemic, both in terms of activity and cadet and adult volunteer experience and numbers, and that potentially we will not have a clear picture of the impact until the first part of 2022.



The team also reported on the implementation of the MOD Safeguarding Framework, the move to collect more ethnic minority data, the publication of the Northampton University study, into the social impact of the cadet forces, as well as the improved growth trajectory of the Combined Cadet Force (CCF) under the Cadet Expansion Programme (CEP).

As with each of the previous years, MOD has provided a summary of the Report for general circulation which has reinforced the importance of the annual Cadet Health Check Report as an important element of the governance of the cadet forces which ensures that they continue to deliver a challenging and stimulating contemporary cadet experience, that both develops and inspires young people within a safe environment and achieves the outcomes which MOD has endorsed. The 2020 report again provides the MOD with what is thought to be valuable independent observations of the health of the cadet forces which help shape the delivery of the Cadet Force 2025 Strategy and associated policy. The team aims to deliver its next report to the Chief of Defence People in December 2021.

Cadet Expansion Programme

During this reporting period the MOD has further acknowledged the importance of the RFCA contribution to the delivery of the CEP. The contracts for the RFCA employed School Cadet Expansion Officers (SCEOs) have now been extended for a further two years which will take them to March 2024 together with the RFCA employed member of the Joint MOD/Department for Education Team, as well as the CCF CEP leads in both Regional Command and the RAF Air Cadet Headquarters. It is felt that they will play a key part in supporting CCFs as they emerge from the shadow of a Covid environment and seek to achieve their full operating capacity.

Delivery of Support to the Army Cadet Force

As part of the Service Level Agreement the RFCAs provide a cohort of staff for each of the Army's 55 Army Cadet Force (ACF) groupings made up of Counties, Sectors and Battalions. The ACF Professional Support Staff (PSS) undertake a myriad of tasks which range from the provision of the Designated Safeguarding Lead, general administrative support, to the movement of arms and ammunition. In doing so they not only relieve the ACF CFAVs from a significant amount of bureaucracy and administration but also ensure that the kit and equipment required to undertake the ACF training syllabus is available to meet their needs. The PSS also support the RFCA estates staff in the assurance of facilities, access

to contractors and statutory and mandatory compliancy. The PSS continued to work throughout lockdowns in order to meet the conditions established to safeguard arms and ammunition and as the ACF moved to reintroduce face to face training ensured that the facilities that had been left dormant for several months were prepared for reoccupation and in the line with the Covid mitigation requirements.

Moving into the later part of this reporting period the PSS have been fully engaged with the development of strategies designed to deliver the ACF Annual Camp programme and have been required to adjust to an ever changing environment driven by the Government and Devolved Administrations' direction on how youth activity could be undertaken. Under the direction provided by Regional Command they have worked hand in hand with the CFAVs to deliver a programme that first and foremost will enable the Army Cadets to conduct activities that are designed to ensure that the young people enjoy an experience of fun and friendship. Camps will range from residential to non-residential and may rely heavily on the RFCA provided 'County' Cadet Training Centres as well as the wider Defence Estate but whatever the case the PSS will be there in the background doing all that they can to ensure success.

Highlights

North West:

As the COVID-19 pandemic paused cadet activity in March 2020, and the envisaged short-term break to stem the spread of virus turned into a long-term hiatus and remained highly prevalent across the North West; the ACF continued:-

At Holcombe Moor, the CTC was used to support Op RESCRIPT, earning Lord-Lieutenants Awards for the Manchester PSS Team.

At Lancs and Merseyside ACF, the CTCs were redeveloped and will be put to use for the first time hosting the summer camp packages.





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 2021 was £123.9M, down 13% from the previous FY. Funding income totalled £118.0M and RGI totalled £15.4M which resulted in an excess of income over expenditure of £9.6M.

Of the £123.9M spend, £47.9M was spent on the reserves estate and infrastructure, £30.2M was spent on the cadets estate and infrastructure, £25.8M was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation, £4.2M was spent on employer support and engagement, £6.2M was spent on estate delivery and the remaining £9.6M (8%) was spent on RFCAs' overheads.

Staff costs including recruiting and training saw slight reductions in accordance with minimal pay increments and gapped posts due to the pandemic, which also restricted activity and expenditure more generally.

Estate funding was again supplemented in-year by RGI, to the sum of £5.0M (£3.0M Revenue and £2.0M Capital).

RGI was also used in year to supplement recruiting/engagement funding (£0.2M), Reserve and Cadet grants (£0.3M), administration (largely legal fees) (£0.0M) and sub-letting costs (£1.6M).

Further details of the outputs delivered within this expenditure can be found under FY2020/21 achievements.

Result for the Year

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

Financial Risks and Uncertainties

During FY2020/21 we continued to operate a formal risk management process with mitigation planning. This was important since we again faced many in-year risks, including the fact that the Regional Command applied a £1.8m saving measure in FY 2020/21.

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 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 1,090 days and short term sickness were 843 days being the equivalent of 2 days per employee.



In comparison with national average within the public sector, the RFCA sickness absence rate is 0.9% days lost as opposed to 3.0% (Labour Force Survey – Office for National Statistics for 2021) 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.

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.

Diversity Statistics for RFCA Employees

At the time of reporting and as recorded on the RFCA Cascade HR system, out of a total of 845 full time and 98 part time employees, 521 fully or partially completed the diversity survey.

Gender	Male:	593	Religion	Buddhism	2	
	Female	350		Christian	346	
Declared a Disability	29	Hindu		2		
Ethnicity	White British	477		Muslim	1	
	White European	7		Sikh	1	
	White Irish	4		Prefer Not to Say	33	
	White Other	7		No Religion	113	
	White and Black Mixed	3		Sexual Orientation	Heterosexual	463
	White and Asian Mixed	6			Bisexual	2
	Any other mixed	5			Homosexual	3
	Black British	6	Other		3	
	Black Other	2	Prefer Not to Say		36	
	Asian	3				
	Other	1				

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 2021

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 BRE AAM 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		FY17/18	FY18/19	FY19/20	FY20/21	Emissions Graph
Non-Financial Indicators (1000 tCO ₂ e)	Total gross emissions	3	5	2	2	<p>Emissions</p> <p>5 4.5 4 3.5 3 2.5 2 1.5 1 0.5 0</p> <p>17/18 18/19 19/20 20/21</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	2.6	5.6	1.4	0.6	
	Gas	–	–	–	–	
	LPG	–	–	–	–	
	Other	–	–	–	–	
Financial Indicators (£million)	Expenditure on energy	0.8	0.8	0.5	0.7	
	CRC Licence expenditure	–	–	–	–	
	Expenditure on accredited offset	–	–	–	–	
	Expenditure on official business travel	0.5	0.6	0.7	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 460,000m³/yr. Along with MOD, targets for a 34% reduction by 2020 have already been met.

Controllable Impacts Commentary

Early reporting and repairing of leaks 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 RFCA's are shown below.

	Annual Emoluments: Salary and allowances --- Performance Pay/Bonuses	Non-cash benefits: Benefits in kind e.g. Company car	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
Chief Executives:	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)
Maj Gen (Retd) JH Gordon CB CBE Council of RFCA's Appointed: 01/09/16	105-110 - 5-10	8.8	-	-	-	-	-
Brigadier (Retd) M P Dodson MBE Highland RFCA Appointed: 11/5/15	55-60 - 0-5	5.9	-	15-20 (at age 62)	90	19	109
Col R D Gibson MBE Lowland RFCA Appointed: 20/09/2004 to 31/07/19	10-11 - 0	-	-	-	-	-	-
Col H E Shields MBE Lowland RFCA Appointed: 04/05/20	45-50 - -	6.3	-	30-35	-	-	19
Brigadier (Retd) P Baker OBE North of England RFCA Appointed: 15/08/2016	55-60 - 0-5	8.5	-	15-20 (at age 62)	67	19	86
Colonel (Retd) J Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	55-60 - 0-5	7.1	-	50-55	62	25	87
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	75-80 - 0-5	7.8	-	25-30 (at age 63)	126	18	144
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	55-60 - 0-5	-	-	55-60 (at age 69)	271	14	285
Col R Maybery West Midland RFCA Appointed: 13/12/17	50-55 - 0-5	7.9	-	40-45	36	19	55

Salaries and Pension Entitlements

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

	Annual Emoluments: Salary and allowances --- Performance Pay/Bonuses	Non-cash benefits: Benefits in kind e.g. Company car	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
Chief Executives:	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)	FY2020/21 (£'000)
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	55-60 - 0-5	3.7	-	30-35 (at age 62)	162	19	181
Brig S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	55-60 - 0-5	10.2	-	15-20 (at age 63)	84	18	102
Colonel R K Wilkinson QVRM TD East Anglia RFCA Appointed: 01/04/15	55-60 - 0-5	6.3	-	15-20 (at age 64)	89	17	106
Col P Germain Greater London RFCA Appointed: 01/05/2019	70-75 - 0-5	2.9	-	40-45	16	19	35
Col P T Crowley South East RFCA Appointed: 01/02/2014	55-60 - 0-5	6.9	-	20-25 (at age 61)	116	22	138
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	60-65 - 0-5	5.0	-	30-35 (at age 67)	164	16	180

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	
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
<£10,000	2	1	-	-	2	1
£10,000 - £25,000	-	1	-	-	-	1
£25,000 - £50,000	-	2	-	-	-	2
£50,000 - £100,000	-	-	-	-	-	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
Total Number of Exit Packages	2	4	-	-	2	4
	£000	£000	£000	£000	£000	£000
Total Resource Cost	5	85	0	0	5	85



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 FY2020/2021:

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 2020/21 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 (FRoM);
Government Resource and Accounts Act 2000;
Regularity, Propriety and Value for Money;
The Parliamentary Ombudsman's Principles of Good Administration;
Relevant guidance and instructions issued by the Department of Constitutional Affairs on the Freedom of Information Act;
Model Code for Staff of Executive Non-departmental Public Bodies;
Other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts;
Recommendations made by the 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.



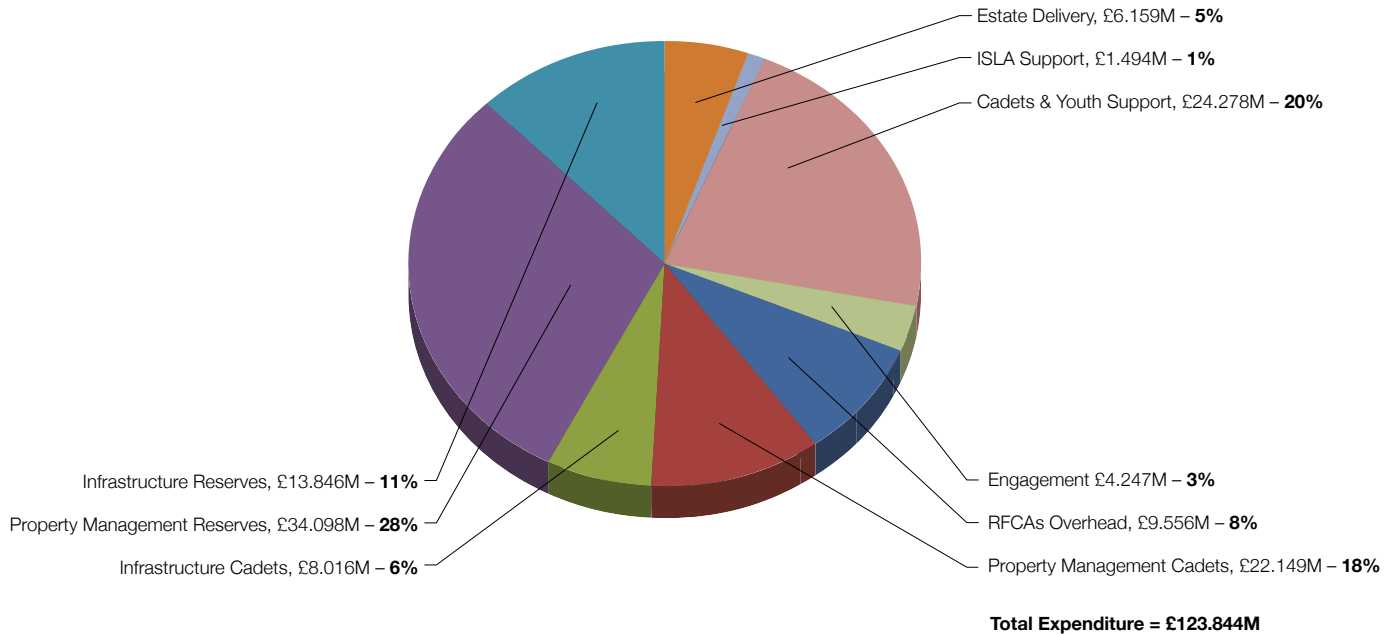
Maj Gen JH Gordon CB CBE

Chief Executive and Accounting Officer



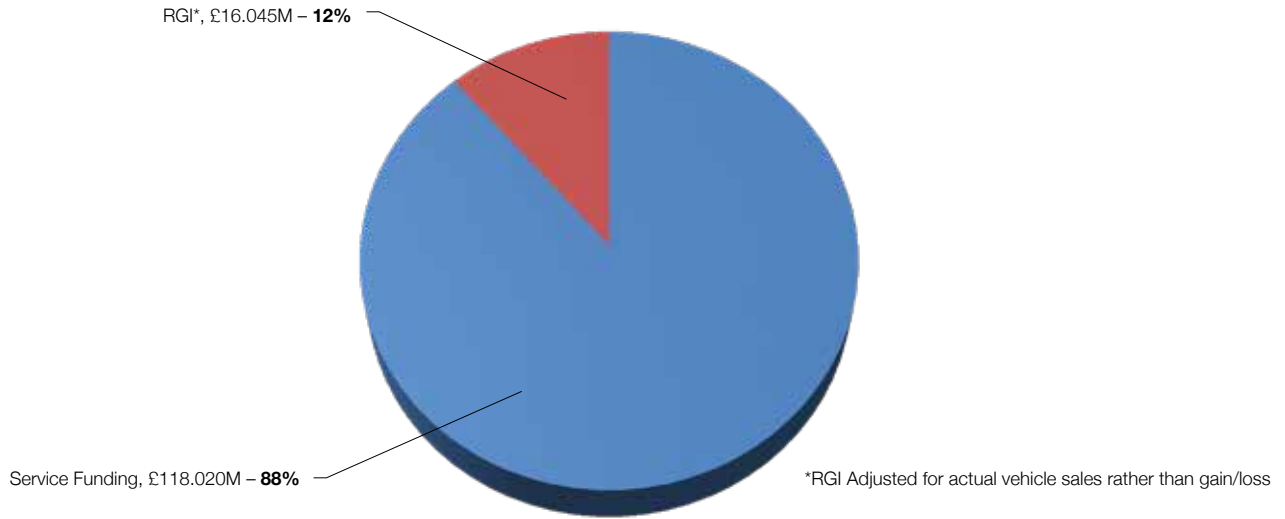
FY20/21 Accounts Consolidated Expenditure of RFCAs

2020/21 Consolidated Expenditure of RFCAs for Year Ended 31 March 2021
(including Funded Outputs and expenditure from RGI)

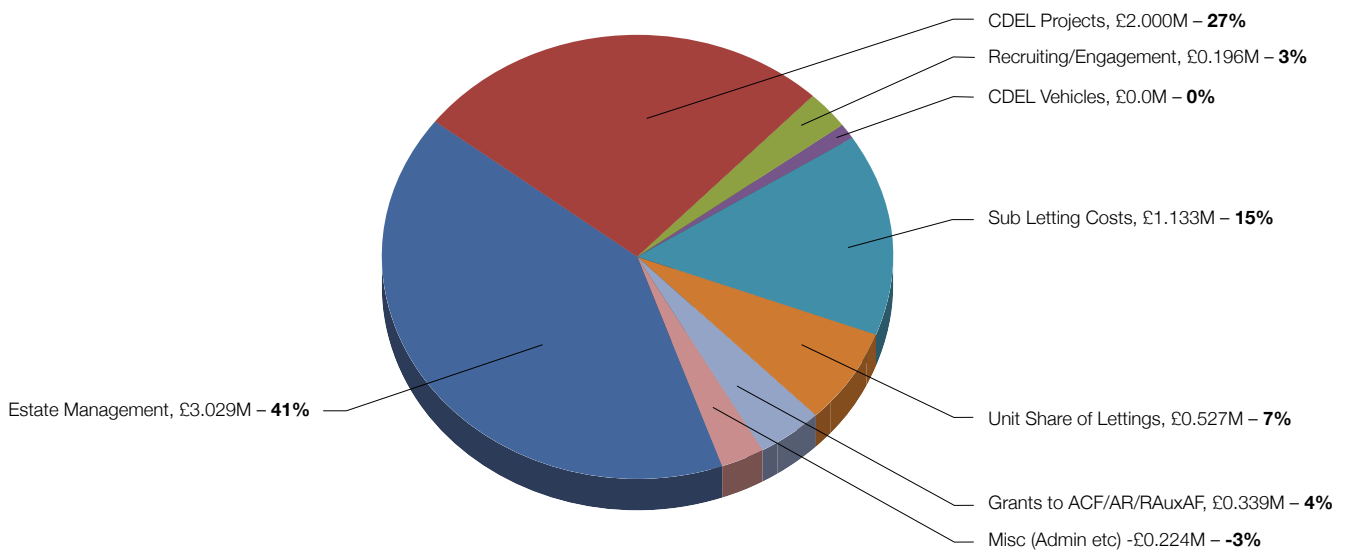


Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves VE.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves VE.
Property Management Cadets	The Estates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

2020/21 Income Breakdown



2020/21 RGI Spend Breakdown





FY20/21 Accounts

Consolidated Financial Statements for the year ended 31 March 2021

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

Contents

	Page
Information	1
Independent Auditor's Report	2 - 5
Consolidated Income and Expenditure Account	6 - 8
Consolidated Balance Sheet	9
Notes to the Consolidated Accounts	10 - 17

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

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 2021**

Independent Auditor's Report

We have audited the financial statements of Reserve Forces' and Cadets' Association for the year ended 31 March 2021 on pages 6 to 17 in accordance with the RFCA Financial Framework. These financial statements comprise the Consolidated Balance Sheet, the Consolidated Income and Expenditure Account and the related notes and have been prepared under the historical cost convention and the accounting policies set out therein.

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 2021 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.

Basis of Audit Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) issued by the Auditing Practices Board. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusion relating to going concern

In auditing the financial statements we have concluded that the Chairman and Chief Executive's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Chairman and Chief Executive with respect to going concern are described in the relevant sections of this report.

Matters in which we are required to report by exception

We have nothing to report in respect of the following matters:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

Independent Auditor's Report (Continued)

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.

They are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine necessary to enable to preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chairman and Chief Executive are responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention to cease operations, or have no realistic alternative but to do so.

Auditors responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud and error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonable be expected to influence the economic decisions of the users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, to detect material misstatements in respect of irregularities, including fraud. Our audit must be alert to the risk of manipulation of the financial statements and seek to understand the incentives and opportunities for management to achieve this.

We undertake the following procedures to identify and respond to these risks of non-compliance:

- Understanding the key legal and regulatory frameworks that are applicable to the Association.
- We communicated identified laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit. We determined the most significant of these to be legislation, taxation legislation, health & safety, and employment law.
- Enquiry of the Chairman, Chief Executive and management as to policies and procedures to ensure compliance and any known instances of non-compliance.
- Review of board minutes and correspondence with regulators.
- Enquiry of the Chairman, Chief Executive and management as to areas of the financial statements susceptible to fraud and how these risks are managed.
- Challenging management on key estimates, assumptions and judgements made in the preparation of the financial statements.
- Identifying and testing unusual journal entries, with a particular focus on manual journal entries.

Through these procedures, we did not become aware of actual or suspected non-compliance.

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

Independent Auditor's Report (Continued)

We planned and performed our audit in accordance with auditing standards but owing to the inherent limitations of procedures required in these areas, there is an unavoidable risk that we may not have detected a material misstatement in the accounts. The further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve concealment, collusion, forgery, misrepresentations, or override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

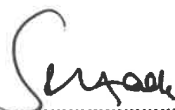
We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the requirements of the Financial Framework. We also report to you if, in our opinion, the Association has not kept proper accounting records or if we have not received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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

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.



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

14/10/22

.....
Date

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

CHAIRMAN'S AND CHIEF EXECUTIVE'S REPORT

Statement of Chairman's and Chief Executive's Responsibilities

The Chairman, representing the Association, and the Chief Executive are responsible for ensuring the keeping of proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the requirements of the Financial Framework. They are responsible for ensuring the assets of the Association are safeguarded and for ensuring reasonable steps are taken concerning the prevention and detection of fraud and other irregularities.



.....
Chairman

12 Oct 22

.....
Date



.....
Chief Executive

10 Oct 22

.....
Date

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021

Consolidated Income & Expenditure Account

	Note	2021		2020	
		£	£	£	£
<u>Income</u>					
Funding via Council of RFCAs	2	118,020,003		132,334,239	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCAs	2	15,426,786		16,223,878	
Total income			133,446,789		148,558,117
<u>Expenditure</u>					
Estates Management					
Statutory & Mandatory		11,628,560		10,012,693	
Planned Maintenance		3,283,053		3,980,501	
Reactive Maintenance		9,714,819		9,552,963	
Incidental Work		275,359		418,406	
Life Cycle Replacement		227,218		43,129	
Condition Grade Improvement		1,068,271		1,592,468	
Injections / Projects RDEL and MNW		8,661,268		9,100,093	
Works in Aid of Disposal		51,174		13,270	
Prof Fees / Ext Assistance		98,657		256,132	
Sub total			35,008,379		34,969,655
Capital Expenditure					
Land & Buildings		16,374,477		1,263,760	
Purchase of Vehicles		-		-	
Assets in the Course of Construction		5,779,539		32,654,503	
Sub total			22,154,016		33,918,263
Staff Costs					
	3				
LE NI Civ Staff Pay		24,692,914		24,845,071	
UK NI Civ ERNIC		2,425,571		2,413,926	
LE Civ Ind Staff Pay		1,129,794		991,777	
UK Ind Civ ERNIC		67,587		57,851	
Non PCSPS Pens Payments		3,012,337		3,011,730	
Redundancy Payments		5,098		85,172	
Sub total			31,333,301		31,405,527

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

Consolidated Income & Expenditure Account (Continued)

Note	2021		2020	
	£	£	£	£
Infrastructure				
Heating Oil	6,273		4,835	
Gas	40,369		71,120	
Electricity	642,911		438,324	
Water & Sewage	(4,127)		36,360	
Estate & FMS Accom Stores	1,319,987		1,434,824	
Energy Cons & Env Chge	1,433,885		1,542,994	
Rates / NDR	15,536,654		15,248,064	
Sub-Letting Costs	1,218,561		1,788,996	
Rents / Leases / Alarms / Lettings	2,158,901		3,250,463	
Sub total		22,353,414		23,815,980
IT & Comms				
IT Minor Equipment HW / SW	359,635		563,097	
IT Maintenance Services & Contracts	1,699,659		2,278,537	
Line & Tel Rental	707,808		753,857	
Sub total		2,767,102		3,595,491
Transport & Movement				
Lease of Vehicles	153,887		168,973	
Vehicle Maint	252,987		251,330	
Fuel (Non Utilities)	35,776		92,993	
Depreciation	2,311,130		2,046,991	
Loss on Sale of Vehicles	53,016		59,480	
Sub total		2,806,796		2,619,767
Recruiting Support				
Employer Support (DRM)	367,122		752,186	
Recruiting Support	214,985		488,729	
Sub total		582,107		1,240,915
Grants				
CRFCA Payment	1,017,690		1,061,491	
Payments to Welfare Association	1,493,708		2,138,513	
ACF Travel & Consolidated Grants	2,501,800		3,424,303	
Reserve Establishment & Band Grant	146,502		463,941	
RAuxAF Admin & PR	40,160		78,453	
Sub total		5,199,860		7,166,701

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021

Consolidated Income & Expenditure Account (Continued)

	Note	2021		2020	
		£	£	£	£
Administration					
Office / General Administration		634,275		1,206,892	
Education / Training		100,059		141,989	
Professional Fees		396,529		517,029	
Legal Costs		30,445		104,415	
Insurance		69,343		49,022	
Travel & Subsistence		80,290		714,701	
Entertainment		-		-	
Sub total			<u>1,310,941</u>		<u>2,734,048</u>
HR Support					
HR & Recruiting - Civilian Assoc Staff		<u>327,681</u>		<u>368,227</u>	
Sub total			327,681		368,227
Total Expenditure			123,843,597		141,834,574
Excess income / (expenditure) for the year			<u><u>9,603,192</u></u>		<u><u>6,723,543</u></u>

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

Consolidated Balance Sheet

	Note	2021		2020	
		£	£	£	£
Non Current Assets					
Motor Vehicles	5	9,400,158		10,478,083	
			9,400,158		10,478,083
Current Assets					
Bank	6	60,928,460		58,563,553	
Petty Cash		6,274		7,067	
Sundry Debtors	7.1	17,190,956		8,880,682	
Prepayments & Accrued Income	7.2	2,115,043		2,097,987	
			80,240,733		69,549,289
Current Liabilities					
Sundry Creditors	8.1	2,669,419		5,275,735	
Accruals / Deferred Income	8.2	7,586,209		7,690,430	
Advance Receipts	8.3	38,108,795		35,817,792	
			48,364,423		48,783,957
Total Assets Less Total Liabilities			<u>41,276,468</u>		<u>31,243,415</u>
Financed By					
General Reserves	11	31,876,310		20,765,332	
Capital Reserves	11	9,400,158		10,478,083	
			<u>41,276,468</u>		<u>31,243,415</u>

The financial statements were approved by the CRFCA Board on 12/10/21 and signed on its behalf by:



Chairman



Chief Executive

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

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.

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 2021

Notes to the Consolidated Account (Continued)

2 Income

2.1 Funding via Council of RFCAs	2021	2020
	£	£
RC - RFCA Grant in Aid	37,524,001	40,597,006
RC Grants to RF and Cadets (RDEL)	(5,514)	82,506
RC - Vehicles	699,032	3,742,888
Defence Infrastructure Organisation - Maintenance	25,067,546	19,847,024
Defence Infrastructure Organisation - Projects RDEL	4,940,334	5,571,633
Defence Infrastructure Organisation - Projects CDEL	20,123,142	30,035,214
RF&C (DRM)	3,279,144	3,819,062
Fleet	-	4,250
Funding Sundry	1,717,579	1,290,932
RAF RDEL	212,000	200,000
RAF CDEL	(724)	-
RAuxAF	110,765	37,334
ATC (Input)	2,525,860	2,492,045
ATC RDEL/CDEL	9,294	317,633
DIO Infrastructure	20,341,980	22,143,340
Dinfra - RDEL	1,475,564	2,153,372
Dinfra - CDEL	-	-
	<u>118,020,003</u>	<u>132,334,239</u>
2.2 Funding Received direct from funders	2021	2020
	£	£
Funding Received direct from funders	<u>-</u>	<u>-</u>
2.3 Funding generated by the RFCA	2021	2020
	£	£
Sale of land and buildings	2,714,075	5,361,659
Gains on sale of Other Equip	-	500
Gains on sales of vehicles	153,484	176,049
Employer Support Events	-	-
Rent Receipts - Land	1,176,750	1,544,331
Rent Receipts - Buildings	2,380,733	3,490,212
Bank Interest	35,263	253,649
Receipts - Misc (inclusive of NDR relief / rebates)	8,966,481	5,397,478
	<u>15,426,786</u>	<u>16,223,878</u>

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021**

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:

	2021	2020
Civilian (Full Time Equivalent)	<u>934</u>	<u>934</u>

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

	2021 £	2020 £
Salaries - Civilian	25,822,707	25,836,848
Social Security Costs	2,493,159	2,471,778
Other Pension Costs	3,012,337	3,011,729
Redundancy Payments	5,098	85,172
	<u>31,333,301</u>	<u>31,405,527</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 2020/21 the employer contributions were 13% of pensionable payroll (2019/20 : 13%) and employee contributions were 5% of pensionable salary (2019/20 : 5%).

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021

Notes to the Consolidated Account (Continued)

5	Motor Vehicles	2021 £	2020 £
	Cost		
	At 1 April 2020	18,154,116	15,676,139
	Prior Year Adjustments	-	-
	MHCA	744,771	487,443
	Additions	1,423,743	4,616,311
	Disposals	<u>(2,324,715)</u>	<u>(2,625,777)</u>
	At 31 March 2021	17,997,915	18,154,116
	Depreciation		
	At 1 April 2020	7,676,033	7,258,318
	Prior Year Adjustments	-	-
	MHCA	314,909	225,693
	Charge for the year	2,311,130	2,046,991
	Eliminated on disposal	<u>(1,704,315)</u>	<u>(1,854,969)</u>
	At 31 March 2021	8,597,757	7,676,033
	Net Book Value		
	At 31 March 2021	<u>9,400,158</u>	<u>10,478,083</u>
	At 31 March 2020	10,478,083	8,417,821
6	Cash at bank	2021 £	2020 £
	Net Current Account	37,862,374	34,234,219
	Deposit Account	<u>23,066,086</u>	<u>24,329,334</u>
		<u>60,928,460</u>	<u>58,563,553</u>
7	Debtors	2021 £	2020 £
	Sundry Debtors (note 7.1)	17,190,956	8,880,682
	Prepayments & Accrued Income (note 7.2)	<u>2,115,043</u>	<u>2,097,988</u>
		<u>19,305,999</u>	<u>10,978,670</u>

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

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021

Notes to the Consolidated Account (Continued)

7.1	Sundry Debtors	2021	2020
		£	£
	Due from MOD	12,056,254	6,335,006
	Sundry Debtors	4,586,686	1,742,089
	Employees Pensions and AVC Contributions	365,696	565,583
	Sub Letting Rent Receivable	182,320	238,004
		<u>17,190,956</u>	<u>8,880,682</u>
7.2	Prepayments & Accrued Income	2021	2020
		£	£
	IT	140,492	79,601
	Pension Contributions	1,202,807	1,021,890
	Rent	332,769	323,610
	Other Prepayments	438,975	672,887
		<u>2,115,043</u>	<u>2,097,988</u>
8	Creditors (due within one year)	2021	2020
		£	£
	Sundry Creditors (note 8.1)	2,669,419	5,275,735
	Accruals & Deferred Income (note 8.2)	7,586,209	7,690,430
	Advance Receipts (note 8.3)	38,108,795	35,817,792
		<u>48,364,423</u>	<u>48,783,957</u>
8.1	Sundry Creditors	2021	2020
		£	£
	Bank Overdraft	-	-
	CIS Tax	19,496	31,944
	Due to MOD	122,470	499,156
	Lettings Due	450,179	3,429,940
	HMRC	241,067	273,937
	Sundry Creditors	1,836,207	1,040,758
	Disposal proceeds	-	-
		<u>2,669,419</u>	<u>5,275,735</u>

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021

Notes to the Consolidated Account (Continued)

8.2 Accruals & Deferred Income	2021 £	2020 £
Utilities	706,939	523,704
Estate Management	4,377,101	4,178,113
Legal & Professional	109,967	139,991
Other Accruals	2,392,202	2,848,622
	<u>7,586,209</u>	<u>7,690,430</u>

8.3 Advance Receipts	2021 £	2020 £
Funding Received in Advance	-	-
In-Year Project Balances Authorised to Carry Forward	37,356,187	34,357,999
RGI / Other Deferred Income	752,608	1,459,793
	<u>38,108,795</u>	<u>35,817,792</u>

9 Commitments under operating leases

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

Land & Buildings	2021 £	2020 £
Within 1 year	1,238,446	1,197,433
Between 2 and 5 years	4,040,927	3,951,847
Over 5 years	15,199,949	13,986,300
	<u>20,479,322</u>	<u>19,135,580</u>

Other	2021 £	2020 £
Within 1 year	113,072	130,845
Between 2 and 5 years	110,487	194,319
Over 5 years	9,283	-
	<u>232,842</u>	<u>325,164</u>

Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2021

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	2021		2020	
	General £	Capital £	General £	Capital £
Balance at 1 April 2020	20,765,332	10,478,083	15,840,301	8,417,821
Prior Year Adjustment (note 11.1)	-	-	-	-
Prior Year Adjustment (note 11.2)	-	-	-	-
MHCA	-	429,861	-	261,750
Excess income / (expenditure) for the year	11,110,978	(1,507,786)	4,925,031	1,798,512
Balance at 31 March 2021 (note 10.1)	<u>31,876,310</u>	<u>9,400,158</u>	<u>20,765,332</u>	<u>10,478,083</u>

11.1 General Reserve	Reserves Carried Forward £	Current Year's Grant £	Maximum Permitted Balance £
RC - RFCA Grant in Aid	3,223,136	37,524,001	1,125,720
ATC (Input)	23,268		
ATC CDEL	372		
RC Grants to RF and Cadets (RDEL)	(72)		
RF&C (DRM)	12,139		
Funding Sundry	86,094		
RAuxAF	26,879		
DIO Infrastructure	1,023,093	20,341,980	406,840
DIO Maintenance	983,612	25,067,546	501,351
DIO Projects CDEL	(2,552)		
DIO Projects RDEL	217,419		
Dinfra RDEL	(10,370)		
RAF CDEL	(723)		
RAF RDEL	430		
RC - Vehicles	-		
Regionally Generated Income	<u>26,293,585</u>		
Total General Reserves	<u>31,876,310</u>		

In the current year, the reserve for RC - RFCA Grant in Aid is beyond the previous maximum permitted balance of 3% (at 8.5%) but there is no reason to expect that this is beyond the 'reasonable' threshold set by Army, particularly following the continued impact upon activity through the year 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 Status¹. They are established in accordance with the provisions of the Reserve Forces Act 1996 Part XI (RFA 96 Pt XI) and Schedule 4 (RFA 96 Sch 4).

The following is an extract from the RFCA Regulations 2014

RFCAs: Constitution, Composition, Appointments, Duties and Governance

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

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

The Council of Reserve Forces' and Cadets' Associations

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



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

Air Commodore I R W Stewart CBE DL BSc FRAeS

Major General S F N Lalor CB TD

Capt N R V Dorman RD RNR

Colonel P Jobbins OBE GM RD MSc

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 P Wallace CEng MICE MInstRE
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

reserving 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.



Lieutenant Colonel D K Rhodes
(Chairman Yorkshire and the Humber RFCA)

Lieutenant Colonel David Rhodes has combined a 26-year career within the Army Reserve with a variety of civilian roles which currently sees him running

his own medical equipment company. As chairman, he leads the board in directing the RFCA's strategy and ensuring the organisation meets appropriate governance requirements. He also represents the regional association on the National Council of RFCAs.



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 NWRFCA 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 is the Master of The Company of Cutlers in Hallamshire. Married with three children he lives in the Peak District of Derbyshire.



Brigadier R Wardle OBE DL
(Chairman Wales RFCA)

Brigadier Russ Wardle was elected as Chairman, RFCA for Wales in March 2020. He attended Exmouth Comprehensive School before joining the Army in 1977. After Sandhurst he commissioned into 1st Battalion the

Duke of Edinburgh's Royal Regiment (1 DERR).

In 1983 Brigadier Wardle volunteered for Loan Service and was Seconded to the Sultan of Oman's Armed Forces as OC of a Pakistani Baluch Rifle Company on Jebel operations. He returned to 1DERR in Northern Ireland as Operations Officer and then was the first Regular officer to Command an Ulster Defence Regiment (UDR) Company with 4UDR in Fermanagh. Then took command of 1DERR on the day of the Enniskillen Bombing in November 1987 and was subsequently Mentioned in Dispatches for his actions as Incident Commander that day.

As Lieutenant Colonel, he was the Operations Division Executive Officer at HQ Allied Forces Central before assuming command of 1RRW in Paderborn in 2000 completing training deployments to Poland and Kenya, and operational deployments to Bosnia and Kosovo, for which he was appointed OBE.

As Colonel, he deployed to Afghanistan as Commander British Forces. He then attended the US Army War College course and earned a Masters in Strategic Studies, and was DACOS Training in HQ Land and then COS Land Warfare Centre.

As Brigadier, he commanded 160 (Wales) Brigade and then deployed to Iraq in a NATO appointment and as Commander British Forces Iraq. He was the last British soldier to leave the country when deployment ended in 2011. His final appointment was as Deputy Director, Strategy, Policy and Plans in HQ US Central Command (CENTCOM).

Brigadier Wardle now lives Caerphilly, running Cyber Security Consultancy which has been awarded the Defence Relationship Management Gold Award. He is Honorary Colonel, 3 Royal Welsh, Honorary Colonel Dyfed and Glamorgan Army Cadet Force, a Trustee of the Royal Welsh Regimental Museum and is a Deputy Lieutenant of Gwent. He enjoys watching rugby and tries to find time for an annual ski trip.

BOARD MEMBERS



Major General J Crackett CB TD
(Chairman West Midland RFCA)

Major General John Crackett joined Cambridge University OTC in 1978. Commissioned in 1980, he has commanded Royal Signals reserve units including 39 (Skinners) Signal Regiment (Volunteers). He has served

on the directing staff of the Joint Services Command and Staff College and as Deputy Commander at formation level. In 2013 he became Assistant Chief of the Defence Staff (Reserves and Cadets) where he was responsible for all MOD policy relating to the Reserves and youth and cadets. His final role was Director Reserves, and a member of the Executive Committee of the Army Board, from 2016 to 2018.

General Crackett still holds a commission – as a Colonel in the Corps of Royal Engineers. As a member of the Engineer and Logistic Staff Corps, he is responsible for advising the Army on electricity generation and distribution. A former Colonel Commandant of the Royal Corps of Signals and Honorary Colonel of 37th Signal Regiment, he is currently Honorary Colonel of 170 (Infrastructure Support) Engineer Group. He was made a Companion of the Bath (CB) in 2015.

In civilian life General Crackett is a Chartered Engineer and his career has been mainly in electricity generation and distribution. Until 2011 he was Managing Director of the 3,500-strong UK company Central Networks, which distributes electricity to 10m people throughout the Midlands. He is now a non-executive director of Ofgem. He is a fellow of the Institutions of Electrical and of Mechanical Engineers, and a liveryman of the Worshipful Company of Engineers and of the Shrewsbury Drapers, an alms-house charity.

His other interests include flying, SSAFA, and slowly renovating his Georgian vicarage. He is married with two daughters and a couple of horses, and lives in Shropshire.”



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.

BOARD MEMBERS



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.

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 CO 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)

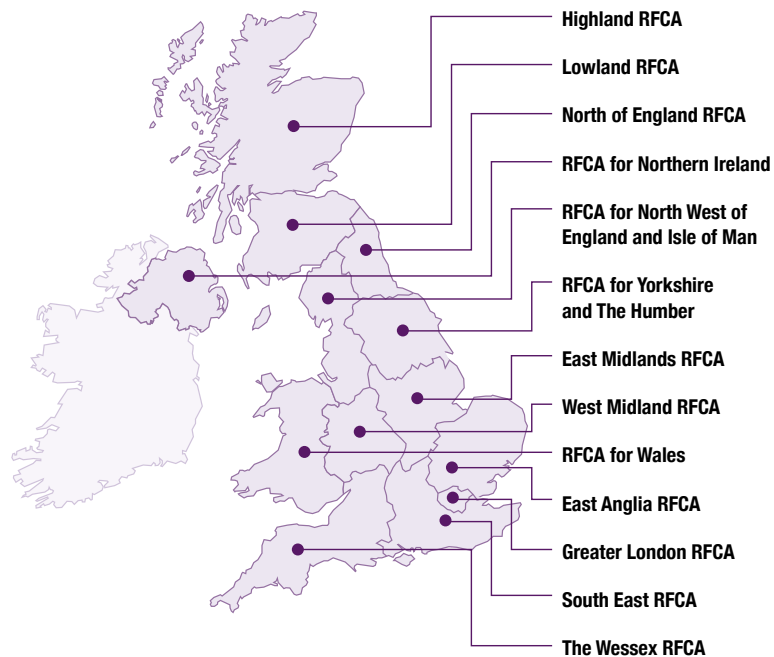
George Chesney enlisted into the army shortly after leaving Portora Royal School, Enniskillen and entered the Royal Military Academy, Sandhurst. Commissioned into the Corps of

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: Mr R W Balfour, HM Lord-Lieutenant of Fife
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 H E Shields MBE
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: Mr Ed Anderson, HM Lord-Lieutenant of West Yorkshire

Chairman: Lieutenant Colonel D K Rhodes

Chief Executive: Colonel (Retd) J K Wright

Deputy Chief Executive: Lieutenant Colonel (Retd) A W Pledger MBE

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: Alt 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: Brigadier (Retd) R Wardle OBE DL

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: Major General J Crackett CB TD

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

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

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

Web: www.wmrfca.org

8. EAST MIDLANDS ASSOCIATION (EM RFCA)

President: Sir John Peace,

HM Lord-Lieutenant of Nottinghamshire

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: Mrs P Golding OBE CStJ,
 HM Lord-Lieutenant of the County and City of Bristol
Chairman: Colonel L C A Ranson TD
Chief Executive: Brigadier S P Hodder (Late RE)
Deputy Chief Executive: Mrs H Owen

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: Lady Clare Fitzroy, The Countess of Euston,
 HM Lord-Lieutenant of the County of Suffolk
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 FBSC,
 HM Lord-Lieutenant of Greater London
Chairman: Brigadier M A J M Overton TD VR
City Secretary: Lieutenant Colonel M Beard
Chief Executive: Colonel P Germain
Head of Youth & Cadets and Chief of Staff:
 Lieutenant Commander A Pringle MRAS 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: Mr D Lindsay CVO,
 HM Lord-Lieutenant for County Down
Chairman: Lieutenant Colonel G C Chesney TD
Chief Executive: Colonel J W Rollins MBE
Deputy Chief Executive: Lieutenant Colonel
 A D Sykes MBE QGM BEM

Counties forming the Association: The six counties of 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

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





Council of Reserve Forces'
and Cadets' Associations

The Council of RFCAs

Holderness House,
51-61 Clifton Street,
London EC2A 4EY

Tel: 020 7426 8350

Email: co-info@rfca.mod.uk

Web: Search RFCA on www.gov.uk