

The logo for the Council of Reserve Forces' and Cadets' Associations (CRFCA) is a dark purple rounded rectangle. It contains the acronym 'CRFCA' in a large, white, sans-serif font at the top. Below the acronym, the full name 'Council of Reserve Forces' and Cadets' Associations' is written in a smaller, white, sans-serif font, split across two lines.

CRFCA

Council of Reserve Forces'
and Cadets' Associations

Annual Report
and Accounts
2021/22



Council of Reserve Forces' and Cadets' Associations

ANNUAL REPORT
AND ACCOUNTS
2021/22

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Background

The Reserve Forces' and Cadets' Association (RFCA) is an organisation which sits outside of the Chains of Command (an Arm's Length Body), but fully supports them in their activities. It is classified as a Central Government non-trading Body with Crown status under the Reserve Forces Act 1996 Part XI and Schedule 4. Currently there are 13 Regional RFCAs, whose boundaries are coterminous with those of the previous Regional Development Agencies (RDA) in England and their devolved equivalents. The Council RFCA (CRFCA), which is based in London, acts as the "co-ordinating Headquarters", through which all funding streams flow and the CE CRFCA is the Accounting Officer. RFCAs are tri-Service organisations, funded by their customers, who are MOD (Reserve Forces & Cadets), the three single Services and Defence Infrastructure Organisation (DIO): they deliver a range of services in line with the 5 Service Level Agreements (SLA) as agreed with their primary customers. The RFCAs work in close partnership with the Regional Point of Contact Brigades (RPoC) and other single Service equivalents.

The RFCAs have three core tasks: managing the Volunteer Estate (VE) and providing Infrastructure Support (Facilities Management); Employer Engagement; and support to the Services' Cadets and Youth. Throughout this, all are engaged in Community Engagement, which is carried out through their extensive network of volunteer members, who, being based within the community, enable the RFCAs to reach into the community in a way that the Services and Chains of Command are unable to do. The RFCA organisation employs some 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.

Chair's Foreword

I must start by welcoming General The Lord Houghton of Richmond who took over as our new President in March 2021. Lord Houghton brings a wealth of military expertise with him and I am sure that we will all benefit from his considerable experience and wise council as we navigate the route to becoming a Non Departmental Public Body (NDPB).

Although 2021 saw the relaxing of COVID lockdown restrictions, the pandemic with its new variations still affected much of what we were able to deliver in support for the reserves and in particular cadets. I have been impressed though at the resilience that has been shown by all and the ability to return to more normal working patterns following the previous lockdowns. Employer engagement and Armed Forces Covenant signings continued at pace despite the need for much of this activity to be carried out virtually. It is heartening to see the support that businesses are offering to the wider Defence community. This is epitomised by the significant increase in Employer Recognition Scheme Gold and Silver awards made in the last year and is testament to the effort that is being made by employers. Cadet numbers have naturally been impacted by the COVID restrictions on face-to-face contact and activity but it is encouraging to see that numbers have not dropped too badly and indeed are starting to pick up again. The Cadet Health Check Report quite correctly acknowledges the perseverance and dedication of the Cadet Force Adult Volunteers (CFAVs), many of which of course are RFCA Professional Support Staff employees.

The legislation required to turn the RFCAs into a NDPB has yet to find space in the Parliamentary timetable and I understand the concern that this uncertainty creates amongst some of our staff. Nonetheless we continue to work with MOD to implement those areas of the recommendations of the Sullivan Report which we can now. On the whole these are of benefit to the organisation and are welcomed.

As always, I am grateful for the support shown by the volunteer membership and I am keen that as we move, albeit slowly, to becoming an NDPB that we do not lose this valuable source of support and guidance.



The Lord de Mauley TD FRS

Chair
Council of Reserve Forces' and Cadets' Associations

Chief Executive's Introduction

2021-22 was a different sort of year to 2020-21 as the constraints and difficulties imposed by COVID-19 have waned. Even so, COVID-19 still lingered and RFCAs employees still faced uncertainty due to the amount of change brought about by the many and various studies and reviews. Nevertheless, I am pleased to report that our support to the three Services continued without fail.

The process to implement the decision to reclassify the RFCAs as an executive Non-Departmental Public Body (NDPB) has stalled as the MOD was unable to secure the necessary Parliamentary time in the 3rd Legislative Session to pass the required primary legislation, replacing Part XI of the Reserves Forces Act 1996. Nevertheless, the MOD's implementation team has remained in place and we continue to work closely with this to implement the many recommendations in the Sullivan Review.

Additional funds were made available to effect the change to the RFCAs' classification and with these, we have been able to recruit additional staff, both in the RFCAs and CRFCA. We welcome our first Commercial Director – Jennifer Mills – and her team of two who will bring greater efficiency and innovation to these functions so that we gain greater value for money from funds allocated to us. We were also able to examine and increase the pay levels of a number of CRFCA and RFCAs employees. It was frustrating that funding did not allow this to be carried out across all employees, but it will be taken forward in 2022-23.

The RFCAs were not included in the roll out of first phase of the Future Defence Infrastructure Strategy (FDIS) contracts, which were let on the Armed Forces regular estate. However, as part of FDIS, it was determined that six months after the final FDIS region contract had gone 'live' (1 April 2022), a value for money (VfM) study should be conducted to examine whether it would be more cost effective for the Hard Facilities Management (HFM)¹ on the Volunteer Estate (Reserves and Cadets) to be met by the FDIS Built Estate (BE) suppliers, rather than through the existing arrangements. The Study is due to start formally on 1 October 2022, but we have already started the preliminary work needed.

The detail is in the report, but I highlight some of the key achievements:

- The support given to the Armed Forces by companies and organisation show no sign of any let up – 8,421 Armed Force Covenants were signed as at 31 March 2022 with 51% of those signed in 2021/22 from companies in the Private Sector; Silver awards of the Employer Recognition Scheme (ERS) increased by 329 to 1,308; and Gold awards increase by 140 to a total of 492. I was humbled last year by this support, I continue to be so.
- As well as keeping the Volunteer Estate safe and compliant – some 68,000 statutory and mandatory checks on 5,300 buildings – the estate teams have been working hard to develop the Reserve Estate Optimisation Programme (REOP) to start in spring 2022. The first tranche of REOP is focussed primarily on cadet buildings.
- Cadets returned to face-to-face training and, although the number of cadets have reduced in number, not surprisingly, in 2021, we have seen some green shoots of growth that suggest an increase in numbers.

In conclusion, 2021 is still a year of 'standing still' in terms of progressing to an executive NDPB, but not in continuing to deliver our outputs. Whether as an unclassified Arm's Length Body, or as a NDPB, we continue to be a nationally coordinated and directed organisation, whose effect is delivered by local people, who know their localities well, for their local communities.



Maj Gen (Retd) J H Gordon CB CBE

Chief Executive
Council of Reserve Forces' and Cadets' Associations

¹ HFM is defined as the provision of Planned Maintenance (routine inspection and servicing of assets ensuring all statutory and mandatory obligations are met), Reactive Maintenance (the repair of assets), Planned Preventative Maintenance (additional maintenance to maximise the availability and life cycle of assets) and injected works.



FY2021/22 Key Achievements

Engagement

Assistance to Community Engagement & Representation

Employer Engagement and Support – National and Regional Delivery

RFCAs provide vital national and regional support for Employer Engagement. We collaborate with government, industry, and employer organisations to promote the benefits of employing Reservists and Cadet Force Adult Volunteers (CFAVs). Through our initiatives, RFCAs establish local networks, organise events, and facilitate partnerships to enhance understanding and foster sustained employer support for the Reserve Forces and Cadet Forces.

Communications

The Engagement pillar supports the delivery of a robust, evidence-based Communications function across the RFCAs and Defence Relationship Management, focussing on the delivery of measurable outcomes inline with Government Communications Service in line with GCS standards and expectations.

Employer Engagement

This has been a very busy year for Defence Relationship Management (DRM) with significant success rates of employers receiving Silver & Gold Employer Recognition Scheme (ERS) awards despite still being under the restrictions of the pandemic. The appetite from industry partners to continue to engage and help grow the number of companies who sign the Armed Forces Covenant (AFC) and join the ERS through their advocacy has been inspiring. This, combined with revitalised ERS Gold Award Association (GAA) activity, demonstrates that employers across all sectors (public, private, social enterprise and charitable) and from all sizes, still value being part of the Ministry of Defence's Employer Engagement (EE) agenda.

Armed Forces Covenant Signings

The total number of Armed Forces Covenant signings up until the end of March 2021 was over 6,400. Throughout the year, new signings averaging over 150 per month and the annual total exceeding 1,800 with employers keen to make their pledges bespoke to suit the ever-changing employment market. These companies range from small businesses to large corporations whose network across the UK is significant.

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
FY 2021/22	1,820	8,296

Organisations that signed or resigned include Cordant Group, Henderson FM, Outco, Structural Investigation Services, Vistry Group – re-sign, Kier – re-sign, L3HARRIS, Wellington Management, Schrodgers Personal Wealth, Neuberger Berman, Fidelity international, AmEx Global Business Travel, Brewin Dolphin, Bloomberg, ZE Global, Aon, Mission Renewable, EDF Energy, Northern Trains, DFDS, Baker Hughes, Rail Safety and Standards Board.

The Armed Forces Act 2021 has introduced a new requirement for some public bodies, including the NHS and local authorities, to pay due regard to the principles of the Covenant when carrying out specific public functions in the areas of housing, healthcare and education.



Defence Employer Recognition Scheme

The Employer Recognition Scheme (ERS) had a very successful year, with 329 organisations awarded a Silver, bringing the total number to 1,308. The number of Gold Award holders rose by 28.5% to 492 (140 awarded in July 2021). As a result of the record numbers being awarded, the ERS Gold Award presentation grew from a single London event to four regional events across Edinburgh, London, Cardiff and Leeds, reflecting not only the growth but national significance of the scheme.

As a result of the ERS increases the Gold Award Association (GAA), those businesses that hold a ERS Gold Award has risen significantly. The chair, Kevin Gartside of Barclays, is now supported by two new deputy chairs, Steve Lees of Jaguar Land Rover and Mission Motorsport and Martin Wing of X-Forces. This expansion reflects the national footprint of the award and the Association's willingness to support defence at a much higher level.

Partnering with Defence Conference – March 2022

Chief of Defence People, Lieutenant General James Swift, opened the 2022 Partnering with Defence Conference, highlighting how the event was an opportunity to re-invigorate and build new connections after two years of Covid-related restrictions.

The event was an opportunity to get latest development and background on the Reserve Forces 30 (RF30) review with Director of People Transformation at Ministry of Defence, Adrian Dottridge, summarised RF30 aims and ambitions.

Commodore Mel Robinson presented the Royal Navy's vision saying that Reserves were at the heart of a global Navy and an inclusive culture encourages people to be the best they can be.

Brigadier Marc Overton (now Maj Gen Overton, Assistant Chief of the Defence Staff for Reserves and Cadets) reiterated the Army's viewpoint that they see the capability of both Regulars and Reserves as a 'Whole Force', of which Reserves make up one-third.

Finally, Air Commodore Gavin Hellard, presented on behalf of the Royal Air Force, announced that over 700 Reservists from the RAF had been mobilised in 2021. Air Regional Employer Engagement Officers had also been created to help better understand the different needs of different employers and Reservists.

The event also delivered two breakout sessions - 'What is the Future of Employer Support to Reserve Forces?' and 'What do you want from Defence in relation to your sector/organisation?'. Panellists included representatives from all three single Services as well as members of the Gold Award Association.

The 2022 Partnering with Defence Conference finished with a presentation from keynote speaker and world's greatest living explorer, Sir Ranulph Fiennes.

Defence Insight Brief 2021

Delivered via webinar, 2021 Defence Insight Briefing was attended by CEOs and senior representatives of organisations awarded Gold in the Employer Recognition Scheme.

Attendees were provided an exclusive update from the Chief of the Defence Staff, General Sir Nick Carter and the Minister for Defence People and Veterans, Leo Docherty MP. The brief and following discussion included a comprehensive outline of the current Defence climate and highlighted some of the challenges that Defence shares with civilian organisations such as those from the assembled ERS Gold Award Association cohort including cyber security, innovation and the recruitment and retention of talented staff.

Armed Forces Week and Reserves Day

Reserves Day 21 was delivered virtually by DRM with case studies and a film of reservists in their place of work talking about their experiences and the benefits they bring to their employers. Case studies supported the Armed Forces Week campaign and included messages of thanks to the Reserve Forces from

Tim Peak –

Astronaut and Honorary Reservist

Dan Snow –

Historian and Honorary Reservist

Bruce Dickinson –

Iron Maiden singer and Honorary Reservist

Levison Wood –

Explorer and Army Reservist

Bear Grylls –

Explorer and Honorary Reservist

Boris Johnson –

Prime Minister

Engagement Workshops

As part of developing plans around engagement and communication, the internal engagement workshops have been hugely successful. These take the form of a Monday morning call with all the REED's and NAM's which shares the latest information and guidance across the national network. This is then bolstered by a Bi-Monthly more in-depth virtual session which aims to focus on emerging issues and has input from RF&C. This is then enhanced by a six monthly session which will be one virtual and one F2F and this is one day where specific sessions are run and it gives the national team a chance to network and share best practice.

Defence Professional Placements

The Defence Professional Placement Scheme aims to link service personnel who require a specific set of skills to be placed into roles within industry, to enhance their skills set and return to defence with tangible and measurable skills that will benefit their role. This post is currently placing personnel from all three branches of the military into roles that have been identified and approved by all involved. The tri service representatives will now meet every four months to ensure continuity of process and share best practice. Currently there are personnel placed into industry and future candidates are being continually identified for suitability.



Employer Attitudes Research (EAR) 2022

Percentages remain high for the majority of attitudinal and awareness questions, although there have been some downward and flatlining trends, likely due to the pandemic.

As in 2021, 76% of all employers state that they have a relationship with Defence and the Armed Forces. Awareness of the AFC has reduced on year. Perceived value of the ERS has however remained largely stable and Employer attitudes to Reserves are consistent with last year's very high levels. As in 2021, 85% of employers also agree that veterans are an asset to the workforce and 91% believe they can benefit from the skills and experience that veterans bring to their organisation.

Employer attitudes to Reserves are consistent with last year's very high levels, with 91% of employers believing that Reserves are a necessary element of the UK's Armed Forces, 92% seeing Reservists as an asset to the UK's workforce, and 81% stating that Reservists gain transferable skills that they could never learn in their job.

On the whole, the results remain positive, and demonstrate continuing forward momentum in terms of EE.

The Veteran Communications Hub

Defence Relationship Management continues to deliver the 'The Veteran Communications Hub' (the Hub) hosted on GOV.UK. The Hub facilitates a positive narrative enabling forces-friendly organisations to work together to deliver veteran friendly outputs, showcasing the continued value veterans bring to community and industry.

In recognition of the cross-cutting factors identified in the Veterans Strategy, the Hub seeks to identify opportunities to deliver collaborative communications outputs with key stakeholders, particularly across the service charity sector and the Armed Forces Covenant community. The outcome of this is a unified campaign message with enhanced audience reach.

Supporting the Veterans' Strategy Action Plan Commitments

One of the most influential factors affecting a Veterans' positive transition to civilian life is their ability to gain meaningful employment. Defence Relationship Management continues to deliver against the commitments supporting this outcome as outlined in the Veterans Strategy Action Plan (SAP).

The growth in AFC signatories and recognition of companies through the Employer Recognition Scheme directly contributes to enhanced positive sentiment, meaning Veterans feel that their transferable skills from service are recognised by civilian employers. To further deliver against this SAP commitment, DRM have undertaken bespoke campaigns to promote Veteran skills as well as the schemes that are on offer to increase Veteran employment and assist their transition into the civilian workplace.

In addition to supporting growth in advocacy and positive sentiment, DRM facilitates engagement between the Gold Award holders from the Defence Employer Recognition Scheme and the Office for Veterans Affairs. This network of employers provide expert insight into the experiences of employing veterans and the impact of policies effecting veterans in their employment.

Regional Engagement

Highlights



East Anglia

East Anglian RFCA drew on local networks and expertise to support six Army Air Corps engaging with local business to highlight the benefits of employing Reserves and signing the AFC.

East Midlands

When Lincolnshire Wildlife Park signed the Armed Forces Covenant, squawking, tweeting, and roaring as Lincolnshire Wildlife Park signs Armed Forces Covenant.



Steve Nicholls of Lincolnshire Wildlife Park, with Toby Dennis Lord-Lieutenant of Lincolnshire and Major Mitch Pegg, 3rd Battalion Royal Anglian Regiment.

Greater London

Intelligence Challenge returns

Greater London supported the Army Intelligence Corps Intelligence Challenge, allowing employees to participate in an afternoon of teamwork, deciphering challenges and presentations.



Highlands

HRFCA visited Dundee International Women's Centre to raise awareness within minority communities of the benefits of the Service Cadet movement.



HRFCA's Head of Engagement Michelle McKearnon (left) and (centre) Major Sarah High with the attendees at DIWC.



HRFCA mascot Sgt Maj George brought gift bags for the attendees.

Lowlands

RAF Lossiemouth welcomed several Scottish employers and representatives from Highland and Lowland RFCA for a behind-the-scenes tour of the station's new strategic facility and Poseidon fleet. The visitors also enjoyed a rare opportunity for an in-depth look at a Typhoon fighter jet with 1(F) Squadron (pictured below).



Lowland RFCA Wins Scottish Engineering Award

Lowland RFCA received the Business and Community Engagement Award recognising businesses for outstanding performance, innovation and resilience. Former Scottish Engineering President John Campbell said the award recognised Lowland RFCA and the Reserve Forces as “a model for inclusion, youth development and skills attainment”.

North of England

NE RFCA hosted employers at the Queen's Birthday Parade and Trooping of the Colour, including a reception at the East India Club and the Ceremony of the Keys at the Tower of London.



Guests and Engagement Team at the East India Club / Trooping of the Colour



Gold Awardees with members of the NE RFCA



Members of Staff from Parkdean Resorts; Julie Haley of Elysium Healthcare

HM Lord Lieutenants Presentations.

During March and April, Her Majesty's Lord Lieutenants of Cleveland, Durham, Northumberland and Tyne and Wear presented their certificates for meritorious service and other awards to members of the Reserves and Cadets.



Mrs Jo Ropner, HMLL North Yorkshire with her newly appointed Cadets.



Mrs Sue Snowdon, HMLL Durham inspecting the Honour Guard at her Presentation Ceremony.



Duchess of Northumberland, HMLL Northumberland, presenting certificate of meritorious service to Bdr P A Godfrey, 101(N) Regt RA.



Mrs Sue Winfield*, HMLL Tyne and Wear, with her newly appointed Cadets.

*Mrs Winfield has since retired as HM LL Tyne and Wear and President of the NE RFCA and has been replaced by Mrs Lucy Winskill.

Northern Ireland

NI based RAF Reserve nurse, Squadron Leader Mary O'Neill has been awarded the accolade for her remarkable efforts during the Pandemic.



Royal College of Nursing Defence Nursing Award NI 2022 Mary B O'Neill.

North West

NW RFCA delivered the first combined Lord-Lieutenants' and ERS Silver Awards ceremony at Chester Cathedral, with the Lord-Lieutenant of Cheshire in attendance.



ERS Silver business award winners in Cheshire.

South East

SE RFCA invited 25 ERS Employers to a special engagement event hosted by the Commanding Officer of HM Naval Base Portsmouth along with Commodore Bailey and the Captain of HMS Queen Elizabeth, Captain Feasey.



Wales

WA RFCA delivered a series of hybrid events to ensure even the most remote parts of Wales have an opportunity to engage with Defence.



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



Gold ERS winners Butterfly Data delighted to accept their award in person at the face-to-face Gold ERS event at HMS CAMBRIA in Cardiff Bay.

WM, WA and WX RFCAs delivered the ERS Gold Awards Ceremony at HMS CAMBRIA.



ERS Gold Award Winners

Estates

Provide Facilities Management Services

In the face of the routine challenge of managing a portfolio of more than 5,300 predominantly old buildings, and the additional challenge of doing so accounting for Covid constraints, the RFCAs still succeeded over the year in providing a safe estate, whilst also delivering specific new infrastructure requirements requested by the Single Services.

The RFCAs undertook more than 68,000 periodic statutory and mandatory tests and inspections, as well as over 27,000 unplanned repair tasks, to keep the estate safe, compliant and functional. Additionally, 137 planned tasks, to a value of £5.098M, were commissioned by the RFCAs specifically to address safety concerns, addressing such issues as the removal of asbestos and the life-cycle replacement of fire alarm systems. Beyond prioritising effort on safety and compliance tasks, at the specific request of the Single Services, to sustain and improve the capability of the Volunteer Estate the RFCAs also delivered 291 planned tasks, to a cumulative value of nearly £18M.

Finally, looking beyond in-year delivery, the RFCAs and CRFCA worked closely with the MOD's Reserve Estate Optimisation Programme team to develop the delivery plan for the optimisation of the cadet estate, ready for its implementation to commence from late spring 2022.

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

Highlights

Commercial and Procurement

This function is new to the Council of Reserve Forces' and Cadets' Associations and provides support and guidance to the Council and the regional RFCA Associations. The function has been in place since July 2021. It is important to note that the 13 regional RFCAs are separate legal entities, at arms-length of MOD and hold accountability and responsibility for their commercial and procurement activity.

Some notable achievements for the financial year:

Designing and deploying a commercial capability/ service offering;

Building a team with the right skills to support the Council and the regional RFCAs;

Obtaining Commercial Delegation from MOD;

Working towards simplifying and standardising the way we procure across RFCAs;

Building relationships with the regional RFCA Associations, MOD, DIO, Cabinet Office and other relevant parties enabling engagement at all levels;

Starting to build a Procurement pipeline which creates visibility of all contracts to include key strategic contracts;

Updated internal procurement thresholds to enable flexibility in procuring whilst building in controls and definitions which provide clarity over the procurement process;

Updated commercial and procurement sections within Financial Standing Instructions with up-to-date work practices; shared with CE RFCAs who in turn can share with their Boards and RFCA staff.

Established a Commercial Working Group across CRFCA and the RFCAs;

Delivered commercial training and awareness to the regional RFCA Associations enabling best practice procurement and decision making in orders to obtain value for money;

Supporting projects such as Aintree, ReOp, Fire Safety, SMIT.

The year has been a good start from which a five-year procurement strategy will be drawn up.

Regional Highlights

East Anglia

Army Reserve Centre refurbishment at Cambridge Army Reserve Centre.

The conference facilities underwent refurbishment, including wholesale redecoration, new carpets, window blinds, and new LED lighting.



East Midlands

Nottingham Airport Squadron RAF Air Cadets benefitted from a necessary move to a new home. They gained a brand new, striking building and an upgrade to digital facilities for the Cadets.



The completed Nottingham Airport RAFAC building

Highlands

A new modular cadet hut was installed in Banff for use by cadets of 2nd Battalion The Highlanders ACF. The design of the building (which is manufactured off site) vastly reduces the time from demolition of the old hut to occupation.



Lowlands

Lowland RFCA celebrates Platinum Jubilee with the unveiling of the new Dechmont Wood. The Lord-Lieutenant of Lanarkshire, Lady Susan Haughey CBE, unveiled a plaque and planted the final tree for a 2,700-strong wood at Dechmont Range.



Dechmont Tree Planting

North of England

NE RFCA refurbishes an unused storeroom into a much-needed classroom/training space for 251 (Sunderland) Med Sqn and 103 (TEE) Fd Sqn.



New classroom/training area



Garage before refurbishment



New gym – outside and inside changes

Northern Ireland

State of the art facilities being developed across the Reserve Estate at Enniskillen and Hydebank.



South East

New Facilities.

SE RFCA contributes to the new Joint Cadet Centre at Beaconsfield.



Wales

The Ty John Fox-Russell building at Kinmel Camp – the new headquarters for Clwyd and Gwynedd Army Cadet Force and administrative offices for C Detachment of 203 (Welsh) Field Hospital was officially opened.



Cadets from Clwyd and Gwynedd ACF



Her Majesty's Lord-Lieutenant of Clwyd, Henry Fetherstonhaugh Esq OBE FRAGS

West Midlands

Improvements made to Tiddesley Wood Cadet Training Centre.



Her Majesty's Lord-Lieutenant of Clwyd, Henry Fetherstonhaugh Esq OBE FRAGS with family descendants Mike Fox-Russell, Robert Fox-Russell and Andrew Fox-Russell (l-r)



Cadets and Youth

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

Cadet Health Check Team (2021 Report Summary)

This year the sixth report was submitted to the Chief of Defence People by the Chair of the Cadet Health Check Team Baroness Sue Garden. Having experienced a year full of disruption and false starts the Team witnessed, either virtually or during our visits, the sheer perseverance and dedication of the Cadet Force Adult Volunteers (CFAVs) to provide the best experience that they could for their cadets. Each of the individual Cadet Force Headquarters provided 'road maps' for the return to training which, because of the variations between the Government and the Devolved Administrations, had to be specifically tailored but also dynamic. The term 'blended training' was often heard as face-to-face training was not always possible, or even permissible in some parts of the UK. The Team was most confident about recovery in those units visited where the leadership teams showed a positive, determined, 'can-do' attitude and produced imaginative solutions to the undoubted challenges of this time. Many of the CFAVs were 'cautiously optimistic' about the future. We met newly recruited cadets whose first face-to-face experience was achieved at an annual camp. Another camp visited was only possible through the provision of single tents which ensured COVID-compliance whilst also mitigating against any possible future rule changes.

The pandemic has had a significant impact on the cadet forces (CF). Senior cadets 'aged out' without being in a position to act as peer models and mentors for those coming behind them. The 'new' senior cohort of cadets have not had the usual opportunities to develop their own skills and therefore their overall utility, in support of their CFAVs, is not at the level that it would normally be. The statistics issued by MOD in June 2021 demonstrate a loss of both cadets and CFAVs across the Community Cadet Forces of 13% and 5% respectively. However, expressions of interest to join as cadets and CFAVs have been buoyant so a better prediction will be able to be made from the April 2022 figures. We are, nonetheless, positive that a 'bounce back' will occur but as found across the whole field of employment and society this will require review and adaptation.

The Cadet Expansion Programme (CEP) has benefitted from the specific engagement of the Department for Education (for England) and most significantly in the support to funding School Staff Instructors (SSI). In addition to this the funds available to the CEP schools, in the State sector, to support growth and development, has been widely welcomed. However, no such funding is available to the independent 'legacy' schools with a Combined Cadet Force (CCF). At one stage the Cadet Expansion Steering Group held 13 such schools on their risk register. Given the long association and, in many cases, distinguished military service performed by their



alumni the loss of such schools would be a travesty. Consideration should be given to how they might be better supported in order that this cohort of CCFs continue into the future. Comments in the 'Levelling Up' White Paper regarding public funding to independent schools has the potential to open up previous wounds in respect to the continued participation of independent schools. That said the charitable status of independent schools is being often questioned but linking the cadet funding in independent schools to support of state schools, their charitable status might be much more easily defended.

Pivotal to the cadet experience is the ability to access the Defence Training Estate (DTE). The priority for usage quite rightly advantages operational units, however, the late cancellation of facilities, to accommodate higher priority units, causes the CF community significant difficulties. With six weeks to go a cadet formation can be informed that the facility that they had booked, through the BAMs system, is no longer available. Yet there is no facility for the cadet unit to appeal or even seek mitigation that will permit their activities to take place even if it means having to reduce the numbers of cadets attending. This appears to be a particular issue for the Sea Cadet Corps (SCC), Voluntary Cadet Corps (VCC) and the RAF Air Cadets (RAF AC). However, the Army Cadet Force (ACF) benefits from the fact that their planned camps are booked with DTE by Cadets Branch in Regional Command. Cadets Branch has representation on the DTE Working Group and with this level of engagement they are better placed to manage a change in the availability of facilities. This appears inequitable and leads to the impression that the Army's cadets have a higher priority.

The return to face-to-face training permitted a number of visits to take place with the respective CF at various levels. Understandably, there was a degree of hesitancy by the individual CF Headquarters about the additional pressure that might be placed on CFAVs visited by the Team. This was understood with the Team responding proportionately. For the RAF ACs this meant that visits were restricted to major regional events, for the ACF visits were able to take place during County level activities but for the SCC a good number of visits were undertaken at Unit level. The stances taken probably reflected the progression made by the individual CF to return to something akin to normal operations. Notwithstanding the level of engagement the visits provided a significant amount of interaction by the Team with each of the CF cohorts. It was clear to all that the passion of the CFAVs, to deliver for their cadets, was undiminished and in turn the enjoyment of the cadets who were participating, across the broad range of activities witnessed, was unquestionable. Visits to SCC Units elicited that they were enormously grateful to the Royal Navy for the amount of support given.

However, both CFAVs and cadets felt that the inability to directly interact, and take advantage of, the opportunities arising from ship affiliations had resulted in them becoming distanced from their sponsoring Service. The loss, without replacement, of HMS BRISTOL only served to add to the feeling of being distanced.

Challenges remain and particularly in respect to the access to the Defence Training Estate but overall, as demonstrated in the Northampton University study, through their CF the Services continue to offer a creditable range of activities and robust governance systems that are enabling the cadet experience to flourish.

Northampton University Report – Scottish Addendum

The RFCAs in Scotland commissioned an addendum to the Northampton University Report, into the social impact of the MOD sponsored cadet forces, to specifically look at the provision and delivery in Scotland. The subtle differences, including the recognition cadets receive as part of the Scottish Qualification Awards, association with Youth Link Scotland and the way that the Cadet Expansion Programme is delivered in Scotland are all captured. This report will be used to brief members of the devolved administration in Scotland as well as all other interested parties.

Service Level Agreements

Work is being conducted with the Reform Team on the higher level MOD Cadet Service Level Agreement and the subordinate single-Service annexes. It is not anticipated that these annexes will go into the level of granularity that might have been hoped in terms of delivery requirements and will almost certainly just contain the specific areas of delivery that can be measured against Key Point Indicators.

Delivery of Support to the Army Cadet Force

Safeguarding

The RFCAs employed CEOs in each of the Countries form part of the Army's cadet safeguarding provision as they act as the Designated Safeguarding Lead (DSL). As the DSL they have a statutory obligation to ensure that 'referrals' are in accordance with the Disclosure and Barring Service and the devolved administrations' mandated requirements. Following a review of the Army's safeguarding processes a large degree of responsibility will become more centralised and be managed by a Regional Command cadet safeguarding HUB. As the HUB evolves the staff there will take the lead in the management of safeguarding cases and decision making but nonetheless the CEOs will still remain as a vital link in the overall safeguarding infrastructure.

Support to ACF Annual Camps

Special recognition must go to members of the RFCA employed ACF PSS, who as this Report is being written, across several Counties/Battalions/Sectors doing all that they can to ensure that ACF annual camps across the UK take place. As stated in the Health Check Report the short notice cancellation of venues and date changes experienced by some made the task even more difficult than normal. However, undeterred where appropriate alternative solutions were found and the PSS adapted, improvised and overcame to ensure that the camps will go ahead come what may. Their provision of administrative and equipment support is pivotal to the successful delivery of the 'cadet experience' by the CFAVs.

Support to the RAF Air Cadets

Initial work is underway to assess what level of support might be provided to the RAF AC Activity Centres. RFCA employed staff are already in place at the Inskip Activity Centre and the potential for the provision of support to several of the other RAF AC Activity Centres is being considered. We are hopeful that this proposal come to fruition over the course of the next reporting year.

Delivery Assurance

Assistant Director Cadets and Youth. As part of the RFCA REFORM process Simon Estick joined the Council staff in July as the AD Cadets and Youth. Part of Simon's role will encompass the provision of induction, mentoring and ongoing training courses to the members of the RFCA employed ACF Professional Support Staff. Having had the 'lived experience' of being a Cadet Executive Officer, for Devon ACF, Simon brings much coal face experience to the role and we are delighted to have him as part of the Council staff.

Cadet Expansion Programme

The work undertaken by the School Cadet Expansion Officers, employed by the RFCAs, continues to ensure that the programme remains on track. They provide a vital link during the initial engagement with schools following an expression of interest but also through their journey to parading and beyond. Much of the success of the programme can be attributed to these members of staff who are, in effect, the MOD's 'field force'. They are tasked by the RFCA employed member of the Joint MOD and Department for Education Team who works in close cooperation with the RFCA employed expansion lead within Cadets Branch in Regional Command. The overall impact of these RFCA employed staff cannot be understated and our hope is that these posts will endure beyond the current engagement period.

Regional Highlights

East Anglia

RFCA staff embedded in Cambridgeshire ACF deliver logistics and planning for Annual Camp 2021



A group of Cambridgeshire Army Cadets drive motorcycles off-road at the annual camp

East Midlands

Cadets from Rushden, Birstall and Glenfield complete Qualified Aerospace Instructors course



Cadets from South & East Midlands wing RAFAC complete Qualified Aerospace Instructors course



Greater London

YOU London - Haringey Youth in competition with each other. Teams from TS Wizard Sea Cadets, 212 (Haringey) Detachment Army Cadets, 216 (Tottenham) Detachment Army Cadets, 268 (Tottenham) Squadron RAF Air Cadets and Haringey Volunteer Police Cadets competed in a series of outdoor challenges designed to develop leadership, teamwork, problem-solving and communication skills.



Highlands

Major General David Eastman MBE, General Officer Commanding Regional Command and Commander Cadets, visited 2nd Battalion the Highlanders ACF.



Maj Gen Eastman talks to 2nd Battalion The Highlanders cadets.



Maj Gen Eastman also visited Angus and Dundee Battalion ACF. He was chaperoned by (right) LCpl Hannah Haggerty.

Lowlands

Dunbar Sea Cadets clean up local beach.



Achieving with the Air Cadets

Ex Air Cadet Kieran Harkness becomes Cadet Force Adult Volunteer while completing third-year engineering apprentice with Engineered Foam Products.



North of England

Grants from The Viscount Ridley Cadet Forces' Trust enabled 87 cadets from all three Services to attend the annual camp.



Northumbria ACF Cadets keeping a close watch!

NE RFCA Cadet Offer 2021/22

NE RFCA delivered a cross service Cadet competition including, Shooting, Climbing and Multisports.



Baroness Tani Grey-Thompson with Cleveland ACF, winners of the Brims Cup

Northern Ireland

Cadets were back at Annual Camp



North West

NW RFCA designed and built a large QM store at Holcombe Moore, the HQ of Greater Manchester ACF, to replace a storage facility some 45 minutes travel distance from the HQ.



QM stores at Holcombe Moor

West Midlands

Cadets from C Company Staffordshire and West Midlands (North Sector) Army Cadet Force took part in a tree planting project in partnership with a local Staffordshire business owner and the Woodland Trust, planting over 800 trees in one day.





Chief Executive's Report

Post Balance Sheet Events

There were no post balance sheet events.

Financial Performance

The total expenditure for the year ended 31 March 2022 was £130.0M, up 5% from the previous financial year. Funding income totalled £125.5M and RGI totalled £11.2M which resulted in an excess of income over expenditure of £6.7M.

Of the £130.0M spend, £48.0M was spent on the reserves estate and infrastructure, £33.1M was spent on the cadets estate and infrastructure, £26.0M was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation, £5.0M was spent on employer support and engagement, £7.0M was spent on estate delivery and the remaining £10.8M (8%) was spent on RFCAs' overheads.

Statutory and Mandatory expenditure on the Estate saw a significant increase as a result of a £9.8M injection of 'Safe and Legal' funding to target gas, fire, asbestos, electrical and legionella works and inspections. Whilst staffing costs remained fairly static compared to the previous year, infrastructure costs, administration expenses, grant payments increased as activity returned to normal levels post-COVID. Planned spend on essential IT works saw an uplift in expenditure in this area.

Estate funding was again supplemented in-year by RGI, to the sum of £4.2M (£3.6M Revenue and £0.5M Capital).

RGI was also used in year to supplement recruiting/engagement funding (£0.2M), Reserve and Cadet grants (£0.2M), administration (largely legal fees) and sub-letting costs (£2.3M).

Further details of the outputs delivered within this expenditure can be found under FY2021/22 achievements.

Result for the Year

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

Financial Risks and Uncertainties

During FY2021/22 we continued to operate a formal risk management process with mitigation planning. This was important since we again faced many in-year risks, however the DIO maintenance funding for the year decreased again from the previous FY and there was a net savings measure imposed against DIO Infrastructure budget.

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

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

Corporate Governance

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

Pension Arrangements

These are covered in the Remuneration Report.

Staff Involvement

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

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

Sickness Absence

During the year the days lost through long-term sickness were 2,886 days and short term sickness were 1,748 days being the equivalent of 5 days per employee.

In comparison with national average within the public sector, the RFCA sickness absence rate is 2.2% days lost as opposed to 2.6% (Labour Force Survey – Office for National Statistics for 2022) nationally.

Diversity Statistics for RFCA Employees

At the time of reporting and as recorded on the RFCA Cascade HR system, out of a total of 881 full time and 100 part time employees, 624 fully or partially completed the diversity survey.

Personal Data Related Incidents and Other Losses

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

Auditors

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

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

Disclosure of Relevant Audit Information

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

Gender	Male:	607	Religion	Buddhism	2	
	Female	374		Christian	414	
Declared a Disability	34	Hindu		3		
Ethnicity	White British	420		Muslim	1	
	White European	8		Sikh	2	
	White Irish	4		Prefer Not to Say	35	
	White Other	6		No Religion	141	
	White British / Indian	0		Other	19	
	Blank	521		Sexual Orientation	Heterosexual	558
	White and Black Mixed	0			Bisexual	3
	White and Asian Mixed	0			Homosexual	5
	Any other mixed	9			Other	3
	Black British	7	Prefer Not to Say		41	
	Black Other	0				
	Asian	3				

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, nonstandard 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 2022

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 the Army for data collection and emissions reporting, and water consumption is reported directly 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 DREAM Excellent standard where reasonably practicable (DREAM is the Defence equivalent of BREEAM) in all new builds and major refurbishments. This scheme covers waste generation and disposal, environmental impact, land use, operating costs and sustainable transport in respect of the construction project being undertaken.

Environmental Management System (EMS). The EMS is only applicable to the estate occupied by RFCA staff, not that provided for use by Reserves and Cadets.

Transport. RFCAs remain responsible for the procurement, operation and disposal of the Cadet support vehicles.

GREENHOUSE GAS EMISSIONS		FY18/19	FY19/20	FY20/21	FY21/22	Emissions Graph
Non-Financial Indicators (1000 tCO2e)	Total gross emissions	5	2	2	2	<p>Emissions</p> <p>5 4.5 4 3.5 3 2.5 2 1.5 1 0.5 0</p> <p>18/19 19/20 20/21 21/22</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	5.6	1.4	0.6	0.7	
	Electricity: Renewable	–	–	–	–	
	Gas	1.9	0.3	0.3	0.1	
	LPG	–	–	–	–	
	Other	–	–	–	–	
Financial Indicators (£million)	Expenditure on energy	0.8	0.5	0.7	1.1	
	CRC Licence expenditure	–	–	–	–	
	Expenditure on accredited offset	–	–	–	–	
	Expenditure on official business travel	0.6	0.7	0.3	0.1	

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)

It is judged that waste quantities remain broadly static, however it should be noted that due to resource constraints it has not yet been possible to implement a common methodology for reporting on waste types and quantities across the RFCAs. It should also be noted that RFCAs use MOD managed contracts for hazardous waste disposal on all sites and for non-hazardous waste disposal on many Reserve Centres.

Controllable Impacts Commentary

A common methodology for measuring and reporting on waste across the RFCAs has yet to be developed.

Overview of Influenced Impacts

The main effort remains with both RFCAs and the chains of command of the estate users to educate users to segregate waste, to dispose of it using the correct means for hazardous, recyclable and general waste, and to measure quantities disposed of.

WATER

Performance Commentary (inc. measures)

RFCA-provided sites account for approximately 2% of total MOD water consumption, equating to 460,000m³/yr. The responsibility for consumption monitoring sits with DIO, who are responsible for the provision of, and payment for, water and waste water services for the majority of RFCA sites through the Aquatrine contracts.

Controllable Impacts Commentary

A system exists for reporting leaks rapidly via the RFCA Help Desks to the Aquatrine contractors so that repairs may be undertaken in a timely manner. Only by reducing the size of the Volunteer Estate will substantial reductions in consumption be achieved.

Overview of Influenced Impacts

The main responsibility for reducing consumption rests with the chains of command of the estate users educating said users on improved behaviours. RFCAs are not funded by MOD to implement water-efficiency measures.

Salaries and Pension Entitlements

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

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year: (See key):	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Salary and allowances --- Performance Pay/Bonuses						
Maj Gen (Retd) JH Gordon CB CBE Council of RFCAs Appointed: 01/09/16	115-120 5-10	5.7	Nil	Nil	Nil	Nil	Nil
Brigadier (Retd) M P Dodson MBE Highland RFCA Appointed: 11/5/15	60-65 0-5	6.6	£0.00	PEN 5-10 LS 10-15 DOR 31/12/21	108	11	120
Col H E Shields MBE Lowland RFCA Appointed: 04/05/20	60-65 0-5	8.5	£0.00	PEN 10-15 LS 20-25	18	12	31
Brigadier (Retd) P Baker OBE North of England RFCA Appointed: 15/08/2016	55-60 0-5	8.5	£0.00	Pen 5-10 LS 10-15 Age 63	85	16	101
Colonel (Retd) J Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	60-65 0-5	7.0	£0.00	FSP 1-5 OP 20-25 LS 30-35	FS 22 CP 65	11	FS 22 CP 75
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	75-80 0-5	7.8	£0.00	PEN 5-10 LS 15-20 Age 64	144	14	158
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	15-20 0.5	£0.00	£0.00	PEN 15-20 LS 35-40 DOR 30/06/21	284	1	286
Col D Ch Morgan Wales RFCA Appointed: 01/07/2021	40-45 0-5	£0.00	£0.00	CP 15-20 LS 20-25	Nil	Nil	10
Col R Maybery West Midland RFCA Appointed: 13/12/17	50-55 0-5	7.5	£0.00	CP 15-20 LS 25-30	54	19	73

Salaries and Pension Entitlements

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

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year: (See key):	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Salary and allowances --- Performance Pay/Bonuses						
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	55-60 0-5	3.8	£0.00	PEN 5-10 LS 20-25 DOR 28/2/22	180	12	193
Brigadier S Ch Williams East Midland RFCA Appointed: 23/02/22	5-10 0	0.5	£0.00	CP 15-20 LS 30-35	Nil	Nil	1
Brig S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	60-65 0-5	10.2	£0.00	PEN 5-10 LS 10-15 Age 64	102	15	117
Colonel R K Wilkinson QVRM TD East Anglia RFCA Appointed: 01/04/15	55-60 0.5	6.3	£0.00	PEN 5-10 LS 15-20 Age 65	106	14	120
Col P Germain Greater London RFCA Appointed: 01/05/2019	75-80 0-5	2.9	£0.00	PEN 15-20 LS 25-30	35	20	55
Col P T Crowley South East RFCA Appointed: 01/02/2014	60-65 0-5	7.0	£0.00	PEN 5-10 LS 15-20 Age 62	137	15	153
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	75-80 0-5	0.4	£0.00	PEN 11 LS 26 Age 68	180	11	191

Key

PEN – Pension
 FSP – Final Salary Pension
 LS – Lump Sum
 CP – CARE Pension
 DOR – Date of retirement

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	
	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21
<£10,000	1	2	-	-	1	2
£10,000 - £25,000	-	-	2	-	2	-
£25,000 - £50,000	-	-	-	-	-	-
£50,000 - £100,000	-	-	-	-	-	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
Total Number of Exit Packages	1	2	2	-	3	2
	£000	£000	£000	£000	£000	£000
Total Resource Cost	5	5	36	0	41	5



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, Commercial Delegation, 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;

Setting strategies for commercial and procurement activity;

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 FY2021/22:

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.

Four Internal Audits were conducted covering Compliance with GDPR/DPA, Contract Management and Invoices, Cyber and Network Protection and Management and Governance of Projects on the VE.

All four received audit opinions of Substantial Assurance and were subject to comprehensive Management Action Plans (MAP) to address the recommendations.

The ARAC do not believe that during the FY2021/22 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
- RFCAs Pension Scheme
- Department for Education
- Youth United
- Various service charities
- Cabinet Office (commercial spend controls where appropriate relating to business cases)

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

Assurance Documents

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

MOD Documents

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

Government/Treasury Documents

Reserve Forces Act 1996 (RFA96);
Managing Public Money;
Relevant Dear Accounting Officer letters;
Government Internal Audit Standards;
Management of Risk – Principles and Concepts;
Managing the Risk of Fraud;
Government Financial Reporting Manual (FReM);
Government Resource and Accounts Act 2000;
Regularity, Propriety and Value for Money;
Cabinet Office – Procurement Policy Notes (Procurement policy notes – GOV.UK (www.gov.uk))
The Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 (EU Exit Regulations)
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 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 FY2021/22.

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



**ARMED FORCES
COVENANT**




Ministry
of Defence

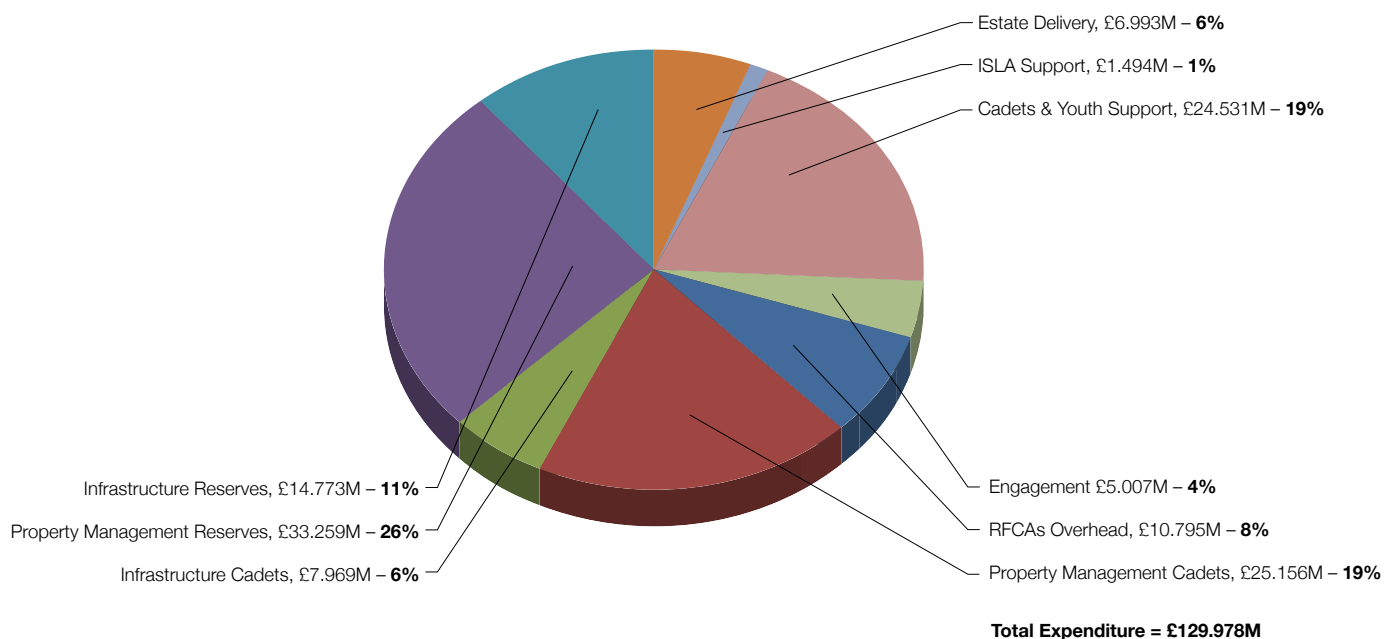
Defence
Relationship
Management

Partnering with Defence

Employment Centres

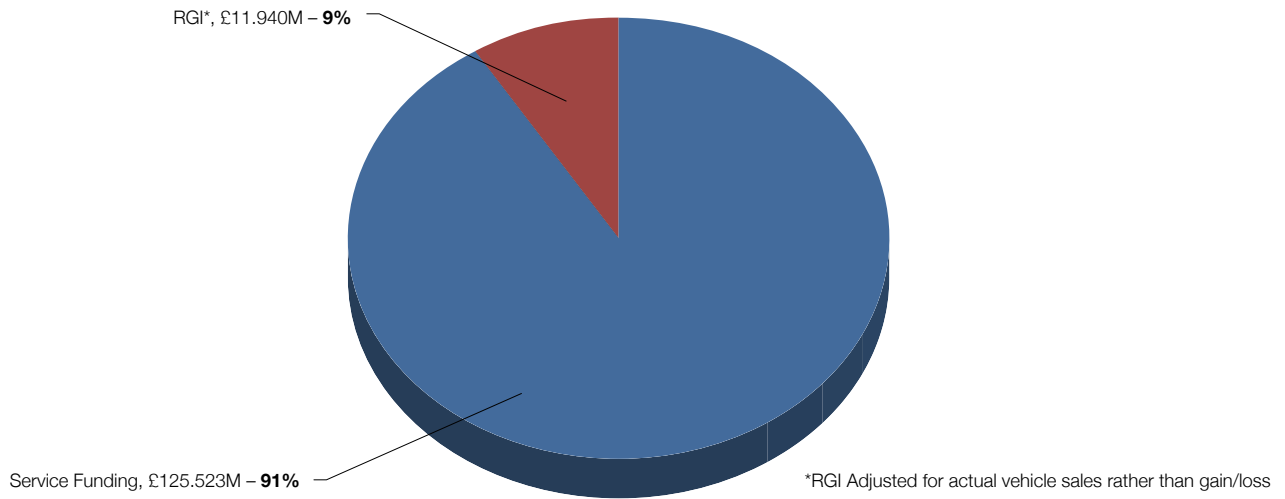
FY21/22 Accounts Consolidated Expenditure of RFCAs

2021/22 Consolidated Expenditure of RFCAs for Year Ended 31 March 2022
(including Funded Outputs and expenditure from RGI)

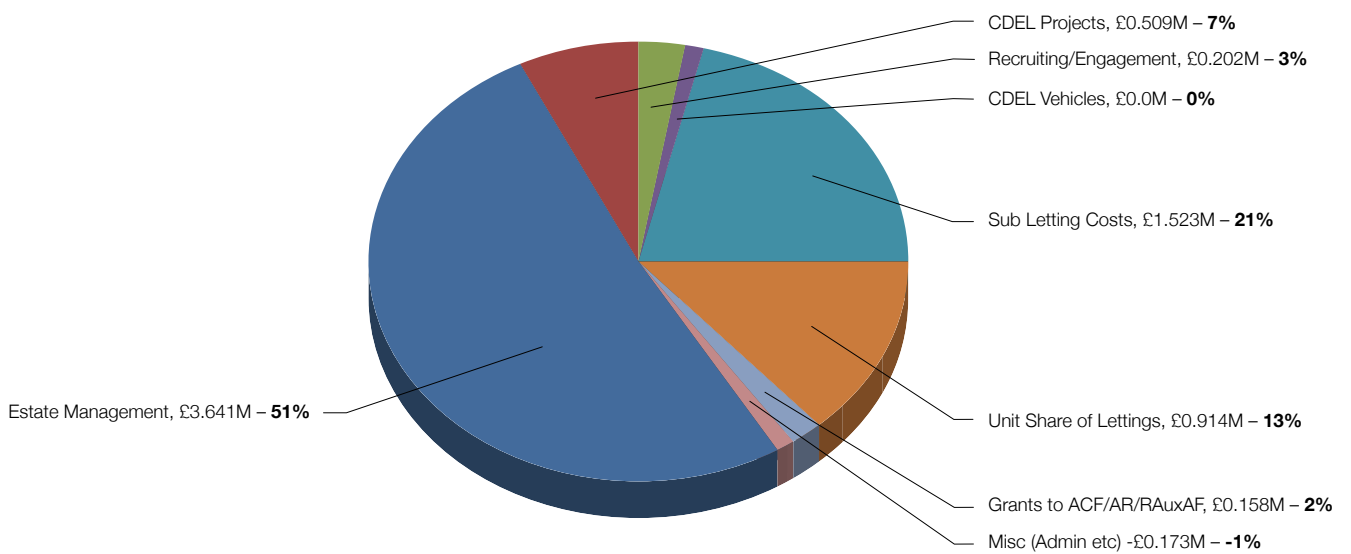


Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves VE.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves VE.
Property Management Cadets	The Estates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

2021/22 Income Breakdown



2021/22 RGI Spend Breakdown





FY21/22 Accounts

Consolidated Financial Statements for the year ended 31 March 2022

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

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**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

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 2022**

Independent Auditor's Report

We have audited the financial statements of Reserve Forces' and Cadets' Association for the year ended 31 March 2022 on pages 6 to 17 in accordance with the RFCA Financial Framework. These financial statements comprise the Balance Sheet, the Income and Expenditure Account and the related notes and have been prepared under the historical cost convention and the accounting policies set out therein.

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 2022 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 2022**

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 2022**

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

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

21/06/2023

.....
Date

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

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



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Chairman

21/06/2023

.....

Date



.....

Chief Executive

21/06/2023

.....

Date

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Consolidated Income & Expenditure Account

		2022		2021	
	Note	£	£	£	£
<u>Income</u>					
Funding via Council of RFCAs	2	125,523,012		118,020,003	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCAs	2	11,165,028		15,426,786	
Total income			136,688,040		133,446,789
<u>Expenditure</u>					
Estates Management					
Statutory & Mandatory		20,076,757		11,628,560	
Planned Maintenance		1,753,003		3,283,053	
Reactive Maintenance		11,313,771		9,714,819	
Incidental Work		101,050		275,359	
Life Cycle Replacement		465,101		227,218	
Condition Grade Improvement		982,340		1,068,271	
Injections / Projects RDEL and MNW		8,320,134		8,661,268	
Works in Aid of Disposal		6,579		51,174	
Prof Fees / Ext Assistance		23,589		98,657	
Sub total			43,042,324		35,008,379
Capital Expenditure					
Land & Buildings		1,769,552		16,374,477	
Purchase of Vehicles		-		-	
Assets in the Course of Construction		14,620,139		5,779,539	
Sub total			16,389,691		22,154,016
Staff Costs					
	3				
LE NI Civ Staff Pay		24,829,702		24,692,914	
UK NI Civ ERNIC		2,419,074		2,425,571	
LE Civ Ind Staff Pay		1,164,841		1,129,794	
UK Ind Civ ERNIC		73,532		67,587	
Non PCSPS Pens Payments		3,044,985		3,012,337	
Redundancy Payments		40,504		5,098	
Sub total			31,572,638		31,333,301

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Consolidated Income & Expenditure Account (Continued)

	Note	2022		2021	
		£	£	£	£
Infrastructure					
Heating Oil		(2,345)		6,273	
Gas		35,642		40,369	
Electricity		1,074,809		642,911	
Water & Sewage		7,016		(4,127)	
Estate & FMS Accom Stores		1,418,023		1,319,987	
Energy Cons & Env Chge		1,448,279		1,433,885	
Rates / NDR		15,089,328		15,536,654	
Sub-Letting Costs		1,876,874		1,218,561	
Rents / Leases / Alarms / Lettings		2,285,238		2,158,901	
Sub total			23,232,864		22,353,414
IT & Comms					
IT Minor Equipment HW / SW		862,123		359,635	
IT Maintenance Services & Contracts		2,275,842		1,699,659	
Line & Tel Rental		694,729		707,808	
Sub total			3,832,694		2,767,102
Transport & Movement					
Lease of Vehicles		143,452		153,887	
Vehicle Maint		236,271		252,987	
Fuel (Non Utilities)		65,159		35,776	
Depreciation		2,363,582		2,311,130	
Loss on Sale of Vehicles		34,422		53,016	
Sub total			2,842,886		2,806,796
Recruiting Support					
Employer Support (DRM)		653,446		367,122	
Recruiting Support		205,845		214,985	
Sub total			859,291		582,107
Grants					
CRFCA Payment		1,348,854		1,017,690	
Payments to Welfare Association		1,494,105		1,493,708	
ACF Travel & Consolidated Grants		2,825,138		2,501,800	
Reserve Establishment & Band Grant		187,778		146,502	
RAuxAF Admin & PR		56,037		40,160	
Sub total			5,911,912		5,199,860

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Consolidated Income & Expenditure Account (Continued)

	2022	2021
Note	£	£
Administration		
Office / General Administration	855,012	634,275
Education / Training	143,159	100,059
Professional Fees	439,185	396,529
Legal Costs	19,769	30,445
Insurance	73,036	69,343
Travel & Subsistence	281,660	80,290
Entertainment	-	-
Sub total	1,811,821	1,310,941
HR Support		
HR & Recruiting - Civilian Assoc Staff	481,689	327,681
Sub total	481,689	327,681
Total Expenditure	129,977,810	123,843,597
Excess income / (expenditure) for the year	6,710,230	9,603,192

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Consolidated Balance Sheet

	Note	2022		2021	
		£	£	£	£
Non Current Assets					
Motor Vehicles	5	9,172,398		9,400,158	
			9,172,398		9,400,158
Current Assets					
Bank	6	76,435,160		60,928,460	
Petty Cash		5,470		6,274	
Sundry Debtors	7.1	6,987,192		17,190,956	
Prepayments & Accrued Income	7.2	2,460,443		2,115,043	
			85,888,265		80,240,733
Current Liabilities					
Sundry Creditors	8.1	14,104,870		2,669,419	
Accruals / Deferred Income	8.2	9,743,398		7,586,209	
Advance Receipts	8.3	23,316,033		38,108,795	
			47,164,300		48,364,423
Total Assets Less Total Liabilities			<u>47,896,363</u>		<u>41,276,468</u>
Financed By					
General Reserves	11	38,723,965		31,876,310	
Capital Reserves	11	9,172,398		9,400,158	
			<u>47,896,363</u>		<u>41,276,468</u>

The financial statements were approved by the CRFCA Board on 12/07/2023 and signed on its behalf by:



Chairman



Chief Executive

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Notes to the Consolidated Account

1 Accounting Policies

1.1 Accounting convention

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

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

1.2 Basis of preparation

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

1.3 Vehicle Fixed Assets

Vehicles are accounted for at cost less accumulated depreciation modified to include the MoD indexation revaluation by applying Modified Historical Cost Accounting (MHCA). MHCA ceased for FY 13/14 onwards but was re-applied from FY 16/17. Depreciation is provided on a straight line basis to write off the cost less estimated residual value over the expected useful economic life. Depreciation rates vary between vehicles depending on the estimated useful economic lives of the assets but typically fall within the range 10% to 25%.

1.4 Net operating costs

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

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

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 2022

Notes to the Consolidated Account (Continued)

2 Income

2.1 Funding via Council of RFCAs	2022	2021
	£	£
RC - RFCA Grant in Aid	39,797,625	37,524,001
RC Grants to RF and Cadets (RDEL)	4,937	(5,514)
RC - Vehicles	1,817,618	699,032
Defence Infrastructure Organisation - Maintenance	34,263,943	25,067,546
Defence Infrastructure Organisation - Projects RDEL	4,813,454	4,940,334
Defence Infrastructure Organisation - Projects CDEL	15,801,677	20,123,142
RF&C (DRM)	3,900,511	3,279,144
Fleet	3,907	-
Funding Sundry	1,742,361	1,717,579
RAF RDEL	232,268	212,000
RAF CDEL	-	(724)
RAuxAF	80,411	110,765
ATC (Input)	2,529,823	2,525,860
ATC RDEL/CDEL	3,704	9,294
DIO Infrastructure	19,042,308	20,341,980
Dinfra - RDEL	1,488,465	1,475,564
Dinfra - CDEL	-	-
	<u>125,523,012</u>	<u>118,020,003</u>
2.2 Funding Received direct from funders	2022	2021
	£	£
Funding Received direct from funders	<u>-</u>	<u>-</u>
2.3 Funding generated by the RFCA	2022	2021
	£	£
Sale of land and buildings	216,570	2,714,075
Gains on sale of Other Equip	-	-
Gains on sales of vehicles	508,785	153,484
Employer Support Events	-	-
Rent Receipts - Land	1,643,278	1,176,750
Rent Receipts - Buildings	3,359,251	2,380,733
Bank Interest	10,952	35,263
Receipts - Misc (inclusive of NDR relief / rebates)	5,426,192	8,966,481
	<u>11,165,028</u>	<u>15,426,786</u>

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

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:

	2022	2021
Civilian (Full Time Equivalent)	<u>934</u>	<u>934</u>

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

	2022	2021
	£	£
Salaries - Civilian	25,994,543	25,822,707
Social Security Costs	2,492,606	2,493,159
Other Pension Costs	3,044,985	3,012,337
Redundancy Payments	40,504	5,098
	<u>31,572,638</u>	<u>31,333,301</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 2021/22 the employer contributions were 13% of pensionable payroll (2020/21 : 13%) and employee contributions were 5% of pensionable salary (2020/21 : 5%).

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Notes to the Consolidated Account (Continued)

5	Motor Vehicles	2022 £	2021 £
	Cost		
	At 1 April 2021	17,997,915	18,154,116
	Prior Year Adjustments	-	-
	MHCA	(172,961)	744,771
	Additions	3,035,211	1,423,743
	Disposals	<u>(2,933,252)</u>	<u>(2,324,715)</u>
	At 31 March 2022	17,926,913	17,997,915
	Depreciation		
	At 1 April 2021	8,597,757	7,676,033
	Prior Year Adjustments	-	-
	MHCA	(82,626)	314,909
	Charge for the year	2,363,584	2,311,130
	Eliminated on disposal	<u>(2,124,200)</u>	<u>(1,704,315)</u>
	At 31 March 2022	8,754,515	8,597,757
	Net Book Value		
	At 31 March 2022	<u>9,172,398</u>	<u>9,400,158</u>
	At 31 March 2021	9,400,158	10,478,083
6	Cash at bank	2022 £	2021 £
	Net Current Account	39,705,364	37,862,374
	Deposit Account	<u>36,729,796</u>	<u>23,066,086</u>
		<u>76,435,160</u>	<u>60,928,460</u>
7	Debtors	2022 £	2021 £
	Sundry Debtors (note 7.1)	6,987,192	17,190,956
	Prepayments & Accrued Income (note 7.2)	<u>2,460,443</u>	<u>2,115,043</u>
		<u>9,447,635</u>	<u>19,305,999</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 2022

Notes to the Consolidated Account (Continued)

7.1	Sundry Debtors		2022 £	2021 £
	Due from MOD		5,170,392	12,056,254
	Sundry Debtors		1,238,525	4,586,686
	Employees Pensions and AVC Contributions		400,359	365,696
	Sub Letting Rent Receivable		177,916	182,320
			<u>6,987,192</u>	<u>17,190,956</u>
7.2	Prepayments & Accrued Income		2022 £	2021 £
	IT		53,854	140,492
	Pension Contributions		1,254,593	1,202,807
	Rent		298,839	332,769
	Other Prepayments		853,157	438,975
			<u>2,460,443</u>	<u>2,115,043</u>
8	Creditors (due within one year)		2022 £	2021 £
	Sundry Creditors	(note 8.1)	14,104,870	2,669,419
	Accruals & Deferred Income	(note 8.2)	9,743,398	7,586,209
	Advance Receipts	(note 8.3)	23,316,033	38,108,795
			<u>47,164,300</u>	<u>48,364,423</u>
8.1	Sundry Creditors		2022 £	2021 £
	CIS Tax		33,454	19,496
	Due to MOD		11,871,779	122,470
	Lettings Due		417,814	450,179
	HMRC		207,646	241,067
	Sundry Creditors		1,574,177	1,836,207
	Disposal proceeds		-	-
			<u>14,104,870</u>	<u>2,669,419</u>

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

Notes to the Consolidated Account (Continued)

8.2	Accruals & Deferred Income	2022	2021
		£	£
	Utilities	910,791	706,939
	Estate Management	5,343,526	4,377,101
	Legal & Professional	138,104	109,967
	Other Accruals	3,350,977	2,392,202
		<u>9,743,398</u>	<u>7,586,209</u>
8.3	Advance Receipts	2022	2021
		£	£
	Funding Received in Advance	-	-
	In-Year Project Balances Authorised to Carry Forward	22,553,631	37,356,187
	RGI / Other Deferred Income	762,402	752,608
		<u>23,316,033</u>	<u>38,108,795</u>

9 **Commitments under operating leases**

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

Land & Buildings	2022	2021
	£	£
Within 1 year	1,229,241	1,238,446
Between 2 and 5 years	4,045,967	4,040,927
Over 5 years	15,536,751	15,199,949
	<u>20,811,959</u>	<u>20,479,322</u>
Other	2022	2021
	£	£
Within 1 year	117,103	113,072
Between 2 and 5 years	88,194	110,487
Over 5 years	-	9,283
	<u>205,297</u>	<u>232,842</u>

**Reserve Forces' and Cadets' Association
Consolidated Financial Statements
For the Year Ended 31 March 2022**

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 2023.

11 Reserves

	2022		2021	
	General £	Capital £	General £	Capital £
Balance at 1 April 2021	31,876,310	9,400,158	20,765,332	10,478,083
MHCA	-	(90,335)	-	429,861
Excess income / (expenditure) for the year	6,847,655	(137,425)	11,110,978	(1,507,786)
Balance at 31 March 2022 (note 10.1)	<u>38,723,965</u>	<u>9,172,398</u>	<u>31,876,310</u>	<u>9,400,158</u>

11.1 General Reserve

	Reserves Carried Forward £	Current Year's Grant £	Maximum Permitted Balance £
RC - RFCA Grant in Aid	5,335,351	39,797,625	1,193,929
ATC (Input)	44,041		
ATC CDEL	-		
RC Grants to RF and Cadets (RDEL)	(40)		
RF&C (DRM)	517		
Funding Sundry	374,275		
RAuxAF	12,516		
DIO Infrastructure	1,443,049	19,042,308	380,846
DIO Maintenance	1,089,806	34,263,943	685,279
DIO Projects CDEL	371		
DIO Projects RDEL	14,777		
Dinfra RDEL	(10,371)		
RAF CDEL	372		
RAF RDEL	430		
RAFAC - Input	160,150		
Navy	(1,331)		
RC - Vehicles	55		
Regionally Generated Income	<u>30,259,997</u>		
Total General Reserves	<u>38,723,965</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.

RFCA People

General The Lord Houghton of Richmond GCB CBE DL
President Council of RFCAs

The Lord de Mauley TD FRS
Chair Council of RFCAs

Major General G S Smith CB QVRM TD
Board Chair 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-Chair 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 Mills MCIPS (Chartered)
Commercial Director

Mrs J Craig
Head of Human Resources

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

BOARD CHAIR



Major General G S Smith CB QVRM TD

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

appointments he was Colonel Army Reserves, General Staff (2004), Director Reserves (Army) in HQ Land Forces (2006-2008) and a member of The Royal College of Defence Studies (2009). Major General Smith was Assistant Chief of the Defence Staff (Reserves and Cadets), the most senior serving Reservist appointment in the UK, from 2010-13. During this time, he was responsible for MOD policy for the reserves, cadets and youth and oversaw significant change in both areas, supporting the Prime Minister's Commission that led to the subsequent Future Reserves 2020 (FR20) programme.

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

Major General Smith is Honorary Colonel of Northumbrian Universities' Officer Training Corps and F (RIFLES) Company, The London Regiment, served as Chair of the RFCA 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-CHAIRS



Captain N R V Dorman RD RNR

Vice-Chair (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 Chair of Highland RFCA, Vice Chair 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 Chair (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-Chair Marines for the Association and the Council of Reserve Forces' and Cadets' Association.



Major General S F N Lalor
CB TD

Vice-Chair (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 Chair of Britam Arabia in Saudi Arabia providing contracted firefighting services to industrial sites.

In August 2018 he was appointed Chair 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-Chair (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 Chair 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

(Chair Highland RFCA)

As above.



Captain A S Cowan
RD RNR

(Chair 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.

BOARD MEMBERS

He is a board member and Company Secretary of Erskine, the veteran's charity. He is also a part time Chair 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 Chair in April 2018.



Colonel G Straughan OBE TD

(Chair 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 Chair, North of England Reserve Forces' and Cadets' Association (NE RFCA) in April 2018 having served as a Vice Chair (Army) and Chair 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

(Chair 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 Chair, 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.



Brigadier T N O'Brien CBE TD VR DL

(Chair North West and the Isle of Man RFCA)

Brigadier O'Brien joined the Territorial Army in 1976. After attending the Royal Military Academy Sandhurst, he commissioned into the Royal

Corps of Transport, joining 152 Ambulance Regiment in Northern Ireland. After various staff appointments, squadron command and attendance at the Army Staff College, Camberley he commanded 156 (North West) Transport Regiment, following which, he was appointed Deputy Commander 42 (North West) Brigade.

Selected as Colonel Reserves in the 5th Division, his tour was quickly followed by attendance at the Royal College of Defence Studies and appointment as Colonel Reserves in MoD Main Building. In 2007, he became Deputy Commander Theatre Troops in the rank of Brigadier. His final tour in the Army was as Director Army Reserves/ ACOS Reserves working for the Adjutant General and Commander Land Forces.

His civilian professional has seen him holding Technology Partnerships at Deloitte, Arthur Andersen, Andersen Consulting, Accenture and main board appointments at Amey, Vertex and directorship at Cap Gemini. He has also been the Non-Executive Chair at Virtalis, MorganAsh and Fissara Limited a technology business; he also holds mentor appointments in several startups. Brigadier O'Brien is currently the co-founder and Chief Executive Officer of a digital Insurance and Investment Business.

Educated at the Royal Military Academy Sandhurst, University of Ulster, University of Leeds, LSE, HBS and the Royal College of Defence Studies. He is a Deputy Lieutenant of Cheshire, Trustee of Broughton House a Home for Ex-Service Personnel and President of the Royal British Legion in Cheshire. He is married to Catherine. and they split their time between London, Cheshire and Donegal. Appointed North West RFCA Chair in October 2021



Brigadier R Wardle OBE DL

(Chair Wales RFCA)

Brigadier Russ Wardle was elected as Chair, 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 Warminster and then in Germany.

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.

BOARD MEMBERS

He handed over this company and took command of a 1DERR company on the day of the Enniskillen Bombing in November 1987. He was subsequently Mentioned in Dispatches for his actions as Incident Commander that day.

On promotion to Lieutenant Colonel, he was the Operations Division Executive Officer at HQ Allied Forces Central (AFCENT) in the Netherlands before assuming command of 1RRW in Paderborn in 2000. During this time, he completed training deployments to Poland and Kenya, and operational deployments to Bosnia and Kosovo, for which he was appointed as an Officer of the Order of the British Empire (OBE).

On promotion to Colonel, he deployed to Afghanistan, for a 3rd operational tour in 3 years, as Commander British Forces. He then attended the US Army War College course where he earned a Masters degree in Strategic Studies, and was DACOS Training in HQ Land and then COS Land Warfare Centre.

As a 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 the deployment ended in 2011. His final appointment was an embedded role as Deputy Director, Strategy, Policy and Plans in HQ US Central Command (CENTCOM) where, among other responsibilities, he led the multi-national Syria planning team.

Brigadier Wardle now lives in Bedwas, Caerphilly, from where he runs a 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 the county of Gwent. He enjoys watching rugby and tries to find time for an annual ski trip (or two).



Major General J Crackett CB TD VR DL

(Chair 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

(Chair 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 Chair of the Nottinghamshire Committee of ABF The Soldiers' Charity, Chair 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.

BOARD MEMBERS



Colonel L C A Ranson TD
(Chair 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 Chair 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)

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

Trustee of the Royal Gloucestershire Hussars Benevolent Fund

Lance Ranson lives in Cheltenham and enjoys skiing, sailing and running and is a member at Cheltenham Racecourse and of Henley Royal Regatta.



Mr I Twinley DL
(Chair 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 Chair 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 Chair 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 Chair of East Anglia RFCA in April 2018.



Brigadier M A J M Overton TD VR

(Chair 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.

BOARD MEMBERS



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

(Chair 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. He first commanded the RMR detachment at RM Poole before leading T Company Group in 3 Commando Brigade for two years and later being appointed second in command of RMR Bristol on promotion to Major. At various times he has qualified variously as a parachute instructor, an assault engineer and attended both the US Marine Corps Staff College in Quantico, Virginia and the TA Command and Staff course at Camberley. In 1996 he transferred to the Parachute Regiment (V) and two years later commanded Southampton University Officers Training Corps. On promotion to Colonel he held appointments as Deputy Commander of 43 (Wessex) Brigade and Assistant Director Land Warfare (Reserves) at the Directorate of Doctrine & Development. He 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.

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

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 sat in Portsmouth hearing civil and family cases before retiring from the Bench in June 2019.

In 2013 he was appointed a Deputy Lieutenant of Hampshire and now lives in Alresford.



**Lieutenant Colonel
G C Chesney TD**

(Chair Northern Ireland RFCA)

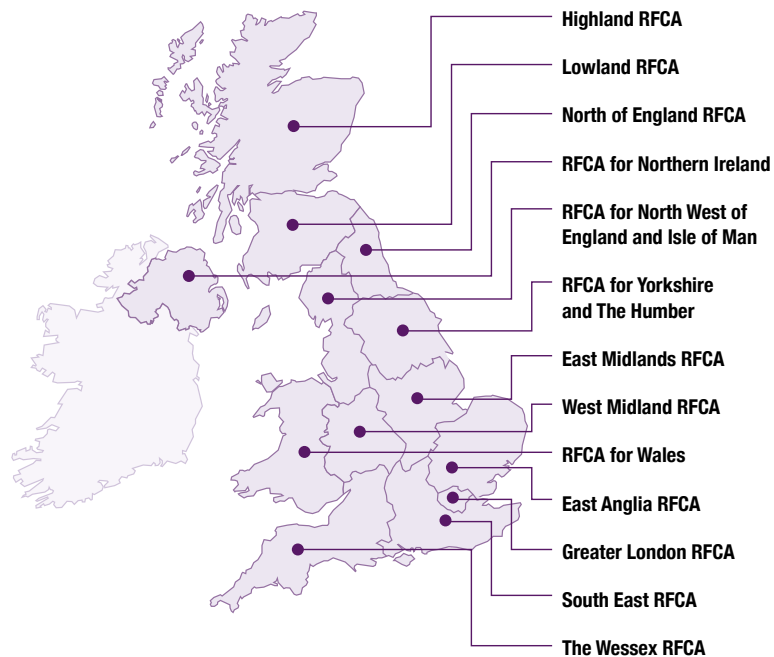
George Chesney enlisted into the army shortly after leaving Portora Royal School, Enniskillen and entered the Royal Military Academy, Sandhurst. Commissioned into

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 chair 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 Chair of RFCA NI in March 2018.

RFCA Locations



1. HIGHLAND ASSOCIATION (HIGHLAND RFCA)

President: Mr R W Balfour, HM Lord-Lieutenant of Fife
Chair: 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: Ms M Niven MBE,
 HM Lord-Lieutenant of West Lothian
Chair: Captain A S Cowan RNR RD
Chief Executive: Colonel H E Shields MBE
Deputy Chief Executive: E Ferguson

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
E-mail: lo-offman@rfca.mod.uk
Web: www.lowlandrfca.org.uk

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

President: Mrs S Winfield OBE, HM Lord-Lieutenant of Tyne and Wear
Chair: 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 3383 6250
Fax: 0191 384 0918
E-mail: ne-info@rfca.mod.uk
Web: www.rfca-ne.org.uk

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

President: Mr Ed Anderson, HM Lord-Lieutenant of West Yorkshire

Chair: 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

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: Mrs C Hensman, HM Lord-Lieutenant of Cumbria

Chair: Brigadier T N O'Brien CBE TD VR 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

Chair: Brigadier (Retd) R Wardle OBE DL

Chief Executive: Colonel D C Morgan OBE

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 375735

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

Chair: Major General J Crackett CB TD VR DL

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

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

Chair: 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 838 3218

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
Chair: 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
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
Chair: Mr I Twinley DL
Chief Executive: Colonel R K Wilkinson QVRM TD VR DL
Deputy Chief Executive: Lieutenant Colonel A H Falcon

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
Chair: Brigadier M A J M Overton TD VR
City Secretary: Lieutenant Commander
L Church RD BSC VR
Chief Executive: Colonel P Germain
Head of Youth & Cadets and Chief of Staff:
Lieutenant Commander A Pringle MRAs MCGI 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
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
Chair: Colonel C E H Ackroyd TD RD DL
Chief Executive: Colonel P T Crowley MBE 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 357606
E-mail: se-offman@rfca.mod.uk
Web: www.serfca.org

13. NORTHERN IRELAND ASSOCIATION (NI RFCA)

President: The Viscount Brookeborough KG,
HM Lord-Lieutenant for County Fermanagh,
Chair: 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: 02895 219821
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

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