

CRFCA

Council of Reserve Forces'  
and Cadets' Associations

ANNUAL REPORT  
AND ACCOUNTS

2022/23



Council of Reserve Forces' and Cadets' Associations

ANNUAL REPORT  
AND ACCOUNTS  
**2022/23**

# Contents

Background	3
Chair's Foreword	5
Chief Executive's Introduction	6
FY2022/23 Key Achievements	8
Engagement	8
Regional Engagement	10
Estates	18
Cadets and Youth	22
Chief Executive's Report	29
Remuneration Report	31
RFCA Sustainability Report for the Year ended 31 March 2023	34
Statement of Chief Executive's Responsibilities	39
Statement of Internal Control	41
FY2022/23 Accounts Consolidated Expenditure of RFCAs	46
Consolidated Financial Statements for the year ended 31 March 2023	49
RFCA Governance	68
RFCA People	70
RFCA Locations	77
Glossary	80

## Background

The Reserve Forces' and Cadets' Association (RFCA) is an organisation which sits outside of the Chains of Command (as 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 RFCAs (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 Command Brigades (RPoC) and other single Service equivalents.

The RFCAs have three core tasks: providing estates management and facilities management for Employer Engagement; managing the Volunteer Estate (VE) and providing Infrastructure Support (Facilities Management); and support to the Services' Cadets and Youth organisations. 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 chains of command.

Separately, an External Scrutiny Team (EST) 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 offer 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

### 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.

### 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 Reserve and Cadet 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 the Reserve and Cadet constituencies through close RFCA VE management.

### 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 know that for many 2022 will have felt disruptive and filled with uncertainty as work was progressed to create the Reserve Forces' and Cadets' Association (RFCA) Non-Departmental Public Body (NDPB) as recommended by the RFCA Review in 2020. Although this programme has been paused, it is positive that a number of concerns raised by the Report have been addressed.

I would thank the RFCA and CRFCA teams for their hard work in continuing to add real value to Defence whether through maintaining a healthy and vibrant programme of Employer Engagement activity and events; maintaining the Reserve and Cadet Estate; or by supporting the MOD's sponsored Cadet Forces so that they can take full advantage of the training programmes offered. It is heartening that the number of both cadets and Cadet Force Adult Volunteers (CFAV) continues to grow post-COVID. The quantity, quality and imagination of the cadet training being delivered is enthralling to see and speaks volumes on the commitment of those involved.

I must also give my heartfelt thanks to the community that is central to the expanse and the energy of the RFCAs' delivery – our volunteer membership. Making up the vast majority of our numbers, some 87%, the goodwill and inherent knowledge of our volunteers allow us to operate as we do. We have a depth of knowledge of our regions that is incomparable across Defence. Our ability to provide Defence with a conscience on the health of our Reserves and Cadets is equally as valuable. They are the lifeblood of our organisation.



**The Lord de Mauley TD FRS**

Chair  
Council of Reserve Forces' and Cadets' Associations

## Chief Executive's Introduction

On top of the RFCAs' normal delivery of support to Defence sponsored cadets, employer and wider community engagement and management of the Volunteer Estate (VE) (Reserve and Cadets), much of 2022-23 was taken up with implementing the recommendations of the Review of the RFCAs, and creating the conditions to reclassify the RFCAs as an executive Non-Departmental Public Body (NDPB).

Last year I reported that the process had 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. Space was bid for in the 4th Legislative Session, but that too failed. We are now in a 'pause' until a new Government and Parliamentary programme is in situ. The RFCA Reform team has been disbanded and after three and half years since the RFCA Review was published in March 2020, the RFCAs remain as they are. Although the RFCA Review identified financial and governance risks with the unclassified nature of the RFCAs, MOD's assessment of governance now is positive. We continue to implement the recommendations in the RFCA Review.

The Value for Money (VfM) study to assess whether the Hard Facilities Management (HFM)<sup>1</sup> on the VE should be met by the FDIS Built Estate (BE) suppliers, rather than through the existing arrangements, is in full flow. At the end of this reporting year, the current cost of delivery of HFM is being evaluated against the bids received from the BE suppliers.

The detail of what has taken place this year is in the report, but I highlight some of the key achievements:

- The 10,000th Armed Forces Covenant signing was achieved in March 2023 with John Lewis Partners and the upward trajectory continues, showing no sign of any let up. Gold and Silver Defence Employer Recognition Scheme (ERS) awards also continue rise – 156 Gold awards made in 2022, bringing the total to 643.

- The Cadet Expansion Programme (CEP) Phase 3 has seen a steady growth in the number of cadets with an increase in the region of 6,000 since the beginning of this Phase (Apr 20). The support provided to school senior management teams by the staff employed by the RFCAs, in support of the CEP, has been pivotal to the overall delivery of this phase.
- As well as keeping the VE safe and compliant, the estate teams have been heavily engaged in delivering Tranche 1 of the Reserve Estate Optimisation Programme (REOP) – refurbishment of 37 of 59 Joint Cadet Centres (JCC) has been completed and a number of disposals made. The contract to build 16 new modular JCCs is in the process of being let, with all projects expected to be complete by March 2025.
- The bid for funding to start Tranche 2 – the establishment of large Reserve force hubs (now known as Defence Collaboration Hub (DCH)) failed - and is being re-bid for 2024/25.
- We were also able to examine and increase the pay levels of a number of CRFCA and RFCA employees not considered in 2022-23.

In conclusion, 2022/23 remained 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 J H Gordon CB CBE**

Chief Executive  
Council of Reserve Forces' and Cadets' Associations

<sup>1</sup> 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 all injected works up to a value of £5m (incl VAT) per task.





# FY2022/23 Key Achievements

## Engagement

The 2022/23 reporting year has been marked by remarkable progress and achievements in Employer Engagement, Assistance to Community Engagement & Representation, and support for the Armed Forces Covenant (AFC) and the Defence Employer Recognition Scheme (ERS). The RFCAs have successfully strengthened their relationships with local communities and employers, contributing to the recruitment and retention efforts of the Armed Forces and the overall Defence agenda. This report highlights the key milestones and advancements made during this period.

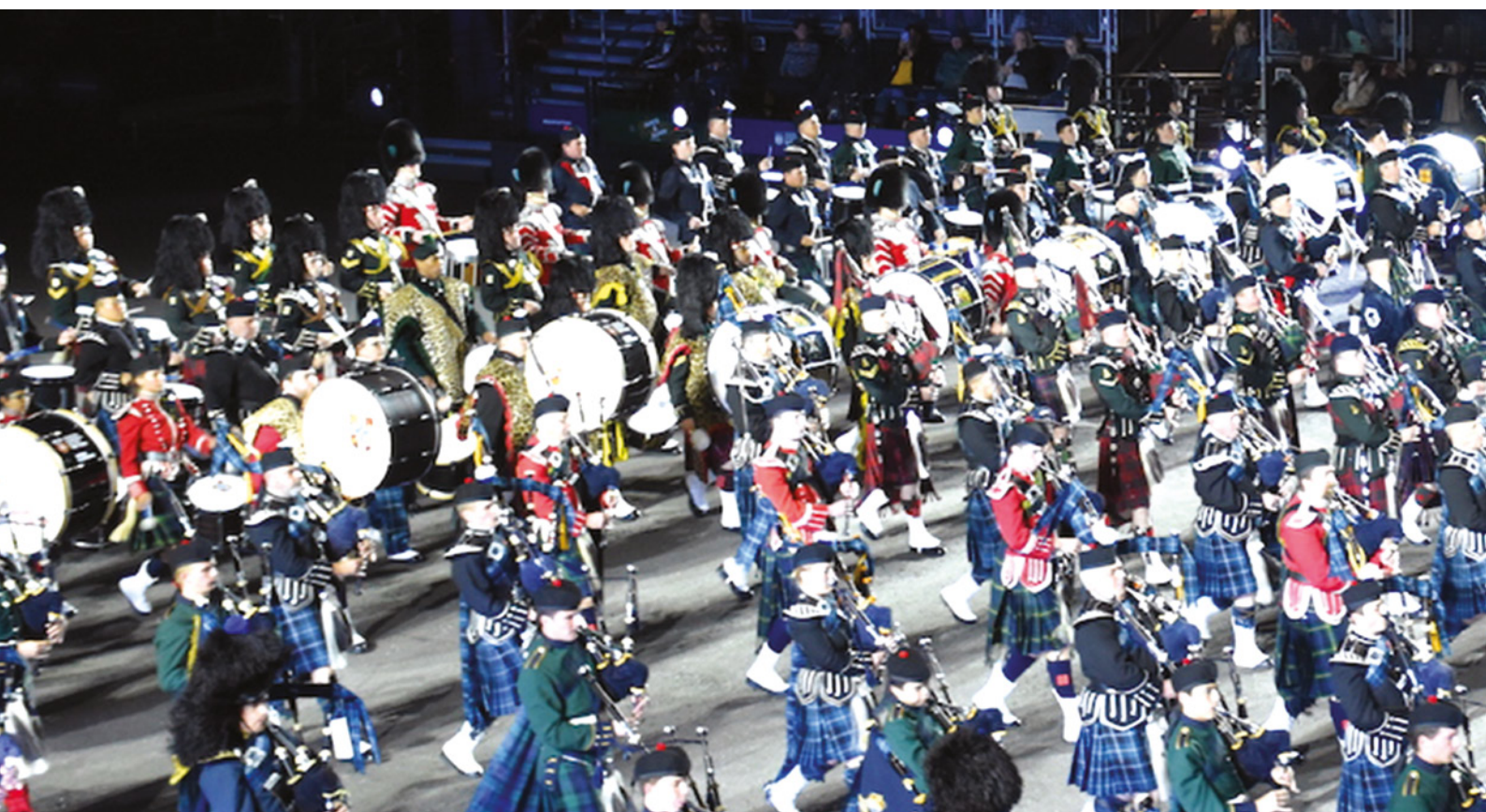
### Employer Engagement and Support – National and Regional Delivery:

Throughout the reporting year, the RFCAs have continued to forge positive relationships with businesses across every region in the UK, supporting the Armed Forces community and fostering collaboration with Lieutenancies, local authorities, veteran organisations, welfare groups, community organisations, employers, education institutions, and youth organisations. The regional communication teams have played a vital role in delivering innovative and creative campaigns, aligning with Defence's communication objectives and effectively engaging employers and communities.

## Employer Engagement

The 2022/23 reporting year witnessed remarkable progress and achievements in Employer Engagement, Assistance to Community Engagement & Representation, and support for the Armed Forces Covenant (AFC) and the Defence Employer Recognition Scheme (ERS). The RFCAs successfully strengthened relationships with local communities and employers, contributing to recruitment and retention efforts and the overall Defence agenda. Key milestones include:

- AFC signings grew steadily, with an average of 35 new signatories per week. Notable organisations, including John Lewis Partnership PLC, Johnson Matthey PLC, Majestic Wine and Port of Aberdeen joined the AFC, reflecting the increasing recognition of the importance of supporting the Armed Forces community.
- The annual Partnering with Defence Conference (PWD) facilitated meaningful engagement between employers and the Defence sector. Esteemed speakers and delegates from various sectors shared insights and fostered productive discussions, enhancing collaboration opportunities.
- The Defence Employer Recognition Scheme acknowledged 156 new organisations with Gold and 357 new organisations with Silver awards, recognising their exceptional commitment to Defence People issues.



- The RFCAs' measurement of effectiveness model captured positive activities benefiting the Armed Forces community, while also identifying areas for improvement, such as Defence discussion forums and workplace employer engagement sessions.

Overall, the RFCAs' efforts in Employer Engagement, exemplified by AFC signings, the PWD Conference, and ERS recognitions, have reinforced their role as trusted partners and catalysts for positive change in supporting the Armed Forces community. The Employer Awareness and Attitudes Monitor consistently demonstrates high levels of employer support and appreciation for Reserves and the Armed Forces.

#### Employer Awareness and Attitudes:

The Employer Awareness and Attitudes Monitor, conducted annually, provides valuable insights into employer perspectives on Reserves and Defence People issues. The results from the 2022/23 survey indicate a consistently positive attitude towards Reserves, with high levels of recognition and appreciation for their contributions. Key findings include:

- 92% of employers believe Reserves are a necessary element of the UK's Armed Forces.
- 91% of employers acknowledge Reservists as an asset to the UK's workforce.
- 91% of employers believe Reserves should be supported by their employers as a matter of principle.
- 93% of employers recognise the benefits of Reservists' skills and experience.
- Satisfaction levels among employers with their relationship with Defence have increased to 67%, indicating a strong partnership.
- Awareness of the AFC has risen to 61%, showcasing the growing recognition of its significance.
- Employers value Veterans in the workforce, with 86% acknowledging them as an asset and 92% believing they bring valuable skills and experience.

The 2022/23 reporting year has witnessed significant progress and achievements in Employer Engagement, Assistance to Community Engagement & Representation, and support for the AFC and ERS. The RFCAs' efforts in fostering positive relationships with employers and communities have yielded remarkable results, as reflected in the growing number of AFC signatories and the recognition of organisations through the ERS. The Employer Awareness and Attitudes Monitor confirms the enduring support and appreciation employers have for Reserves and the Armed Forces community. The RFCAs remain committed to driving targeted campaigns and continuous improvement, ensuring the sustained momentum in Employer Engagement.



## Regional Engagement

### East Anglia

**Gold Award Presentation:** Our 11 esteemed Gold Award recipients were celebrated at The Royal Automobile Club, an event graced by prominent defence personnel, including Rear Admiral Hally, Major-General Marc Overton, and Air Vice-Marshal Ranald Munro.



**Military Leadership Events:** Two special events, featuring local reservists, introduced the principles of military leadership to 80 employers, presenting them with hands-on problem-solving activities.



**Royal Norfolk Show Reception:** ACDS Major-General Marc Overton updated attendees on the Reserve Forces' utilisation, providing a platform for employers to interact and pose questions.



### East Midlands

EM RFCA reached the major milestone of 1,000 AFC signatories in the East Midlands since the scheme was launched in 2014. The 1,000th signing, which took place in May, was Caterpillar BCP.

### Greater London

**3 MI Intelligence Challenge 2023:** Organised by the City-based 3rd Military Intelligence Battalion and hosted at Moody's Corporation, Canary Wharf, this challenge spotlighted the synergy between military skills and business acumen. Featuring teams from entities like BNY Mellon, HFW, and Accenture, BNY Mellon clinched the top spot with HFW securing a commendable runner-up position.



**Exercise Cockney Warrior:** Prior to the Coronation, Army Reservists from the 1st Battalion London Guards underwent rigorous training in Brecon Beacons, honing skills ranging from live firing to grenade handling. These reservists, hailing from diverse professional realms, epitomise the spirit of the Guards.



### Highland

Knockhill Racing Circuit held an Armed Forces and NHS 75 Appreciation weekend, where guests from various sectors enjoyed the racing action. They received a briefing, watched the races, had closer access to race cars, and experienced thrilling laps. The event showcased Knockhill's commitment to the Armed Forces, and it included races from different car categories and stands from Service Cadet organisations, RAF Reserves, and Armed Forces charities.



HRFCA invited employers to attend a demonstration of Aeromedical Evacuation Capability at Leuchars Station, where they witnessed the RAF Reserves' Operational Patient Care Pathway. The event featured the United States Air Force's 911th Aeromedical Evacuation Squadron, providing an opportunity for employers to learn from RAF Reservists and explore a Boeing C-17 Globemaster.



### Lowland

The Cadets and Youth Job Fair, supported by Lowland RFCA, Developing Young Workforce Ayrshire, and Ayrshire Chamber of Commerce, connected over 20 businesses and organisations with young people from Ayrshire, providing employment advice, skills, and opportunities while generating positive feedback from attendees and exhibitors.



Lowland RFCA's communications team attended a Marketing Strategy Day with 603 Squadron RAF Reserves in Edinburgh, advising and contributing to their marketing strategy and recruitment goals. The discussions resulted in identifying quick wins and laying the foundation for a long-term marketing plan.



NHS Scotland's Gold Employer Recognition Scheme (ERS) Award was revalidated for a second time, highlighting their support to Defence personnel. Chief Operating Officer John Burns emphasises the mutual benefits of their relationship and encourages NHS employees to consider becoming Reservists or Cadet Force Adult Volunteers.



Lowland RFCA hosted 14 employers from across the UK on Exercise Aquila in Bardufoss, Norway, where they spent a week with Royal Marines Reservists, gaining insights into cold-weather warfare training and the skills needed to operate in hostile environments. The employers participated in activities such as skid pan exercises, tent pitching, and snowshoe walks, fostering camaraderie and bonding with the Reservists. The experience provided valuable lessons on teamwork, resilience, and supporting the Armed Forces, inspiring the employers to further support and facilitate training for Reservists in their respective organisations.



### North of England

Queen's Platinum Jubilee Celebrations: In June 2022, the NE RFCA EE Team celebrated with Gold Award holders at the special Jubilee celebrations in London.

Royal Edinburgh Military Tattoo: Supportive employers were recognised and invited in August 2022 as a gesture of gratitude for their unwavering support to the Armed Forces.



Silver Employer Recognition Scheme Awards: On 13 October 2022, a dinner and certificate presentation for the winners took place.



**Gold Employer Recognition Scheme Awards:** Winners participated in the Royal Gun Salute for King Charles's 74th birthday in a joint event with Yorkshire & The Humber RFCA on 14 November 2022 in York.



**Commando of the Week:** In March 2023, Deputy Chief Constable of Northumbria Police, Debbie Ford, was distinguished as 'Commando of the Week' during Ex Aquila, a winter training exercise in Norway organised by Highland RFCA.



**RFCA Engagement:** In February 2023, 68 companies that signed the AFC during the COVID lockdown met face-to-face at the George Washington Hotel to maximise their association with RFCA.



### Northern Ireland

Local Health and Social Care Trusts' employers visited Reservists at Army Medical Services Hospital Exercise in York, enhancing collaboration.

Two employers experienced Infantry Battle School (IBS) Insight event in Brecon, Wales, fostering understanding.

Employers engaged in ships visits, notably RFA ARGUS, promoting mutual appreciation.

Growing local 'home grown' NI employers signing Covenant, fostering community support.

HUBB Community Resource Centre, a social regeneration charity, embraced Covenant.

HUBB's 5-year strategic plan includes flagship multi-purpose community facility for diverse needs.

**Gold Award Alumni Event:** A special Defence Insight Brief and Dinner was hosted on 16 March 2023 at The Hardwick Hall Hotel, Sedgfield, featuring speakers from all three Services.



### North West of England and the Isle of Man

**Record-Breaking Recognition:** The Ministry of Defence has distinguished 22 businesses from the North West with the Gold Award under the Employer Recognition Scheme – a milestone achievement for the region. Additionally, 56 other North West businesses have earned the Silver accolade in the same scheme.



### South East

**Armed Forces Briefings & Ceremonies:** SE RFCA organised five Armed Forces Briefings across the South East and celebrated eight Lord-Lieutenant Award ceremonies, drawing over 1,500 participants.



**Digital Presence:** Maintained active social media, revamped the main website, and released four promotional magazines for Reserves, Cadet Force Adult Volunteers, and Cadets.

**Tri-Service Communications Advisory Group:** Convened in January 2023 to strategize on 'Recruiting Best Practices in the Reserves', with resultant discussions and SE RFCA's inclusion in the HQ SE Regional Engagement Fusion Board.

**Gold Awards Celebration:** Hosted onboard HMS WARRIOR in Historic Dockyard Portsmouth, marked by award ceremonies, RAF Chinook flypast, and performances by Queen's Colour Squadron and Royal Marine Band Collingwood.

**Employer Engagement & Recognition:** Conducted two 'Going for Gold' workshops, Blighmont Barracks/Solent Units employer engagement event, and emphasised support for Civil Military Partnership Boards. Acknowledged Gold ERS award-holding authorities in the South East.



**Wales**

Promotion of Cadet Forces: Professor Simon Denny delivered an insightful presentation on the significance of the Cadet Forces to society during Wales' Annual Briefing at HMS CAMBRIA, Cardiff, aimed at rallying support from influential figures in business and Welsh society for our reservists and cadet forces.

Gold ERS Award Ceremony: At Hensol Castle, Vale of Glamorgan, Hannah Blythyn MS, Deputy Minister for Social Partnership, engaged with Brigadier Jock Fraser MBE ADC Royal Marines and Rear Admiral Jude Terry OBE, recognising 12 employers with their Gold ERS award.

Zip World Experience: Brigadier 'Jock' Fraser MBE ADC Royal Marines relived his Royal Marines Commando days at Zip World. This thrilling event also saw senior Armed Forces representatives and supportive employers partake during an Armed Forces Covenant mass signing.



Silver ERS Awards: We honored our supportive employers with a grand Silver ERS awards evening at the National Museum Wales, Cardiff.



**West Midland**

Reserve Unit Showcase: West Midland RFCA debuted its 'Going for Gold' event, gathering over 187 attendees from various sectors. Attendees got a chance to interact with units, their equipment, and understand the symbiotic relationship between sustainability and the Armed Forces.



Supporting the Armed Forces Covenant: Summit Learning Trust, along with 10 affiliated schools, committed to the Armed Forces Covenant in March 2023. They've been recognised as an ERS Silver Award recipient for this year in the West Midland RFCA region.

First Armed Forces Friendly High Street: In a pioneering move initiated by Great Dawley Town Council and backed by West Midland RFCA, the entirety of Dawley's high street signed up as Armed Forces-friendly outlets. They are imminent Gold ERS award recipients for this year.



### Wessex

Armed Forces Day 2023, Falmouth: Wessex RFCA played a crucial role in Cornwall's successful bid to host this national event. Their Engagement and Communications teams have been extensively involved since Autumn 2022. The media launch at Pendennis Castle, Falmouth was a memorable event with extensive participation.



Service of Rededication at 43rd Wessex Heritage Trust: His Royal Highness The Duke of Edinburgh was present at a service at Longleat Estate, overseeing the handover of responsibility for the Trust to Army Headquarters South West. Post-ceremony, Lord and Lady Bath reiterated Longleat's support for the Defence community by resigning the Armed Forces Covenant.



Armed Forces Breakfast Events: To promote the Armed Forces Covenant and the broader Armed Forces community, breakfast networking events were conducted in Falmouth, Plymouth, Bristol, and Bournemouth.



### Yorkshire and The Humber

RAF Day: A detailed peek into the lives of Royal Air Force Reservists was offered at RAF Leeming. The occasion provided guests insights into the multifaceted skills Reservists contribute to civilian roles. The session included a tour and hands-on group activities, courtesy of Squadrons 607 and 609 Royal Auxiliary Air Force.



ERS Gold Recognition: Fourteen distinguished forces-friendly employers from Yorkshire, Humber, and the North East were celebrated at the Royal Gun Salute in York. These institutions received Gold Awards under the Defence Employer Recognition Scheme, acknowledging their unparalleled support for the Armed Forces Community. The ceremony, coinciding with King Charles' birthday salute, was graced by regional Lord-Lieutenants and eminent military personalities.





## Estates

### Provide Facilities Management Services

Financial Year 22/23 has seen an enhanced focus on health and safety within CRFCA and the RFCAs, enabled by the establishment of a Head of Health and Safety post within the CRFCA Estates Team and of Safe Estate Compliance Manager positions within each RFCA. A new system for reporting and investigating Health, Safety and Environmental Protection incidents was implemented across all RFCAs from December 2022. RFCAs received face-to-face training on the new system, as well as being provided by CRFCA over the year with continuous professional development events covering the Construction (Design and Management) Regulations 2015 and MOD's Building Regulations Compliance System. CRFCA visited each RFCA to undertake desk-top compliance audits in respect of MOD's six no. primary estate compliance pillars of asbestos, fire, gas, legionella, fuel and electrical safety management. Over the year, through their membership of MOD's Infrastructure Steering Group, Infrastructure Compliance Committee and sub-ordinate safety working groups, Director Volunteer Estate and Assistant Director Volunteer Estate were able to represent the Volunteer Estate perspective where appropriate and to keep abreast of emerging compliance and safety management matters.

Continuing the focus on compliance and safety, over the year specialist fire protection surveys were commissioned for 304 buildings on the Volunteer Estate containing designated sleeping accommodation. Coherent with the findings of the same surveys conducted recently on the Regular Estate, defects and areas of improvement were identified on the Volunteer Estate, though not necessarily non-compliances. In consultation with MOD's fire safety advisors and with the Single Services, in the vast majority of instances it has been possible in the short term to mitigate risk to a tolerable level, pending completion of remedial works. In respect of gas safety management, the programme of intrusive gas network surveys initiated in 2021 continued to deliver to schedule over 2022/2023, with 231 gas safety management plans produced and 72 networks surveyed.

The provision of a safe and compliant estate will always remain the estates priority of the RFCAs, with 79,228 planned maintenance tasks undertaken, however, at the specific request of the Single Services, to sustain and enhance the capability of the Volunteer Estate the RFCAs also managed 381 tasks valued at £28.311M. In support of the Reserve Estate Optimisation Programme CRFCA tendered a national contract to build off-site manufactured Joint Cadet Centres across the UK in 2023/24 and 2024/25. A snapshot of what each RFCA achieved over the year is outlined as follows.

## Regional Highlights

### East Anglia

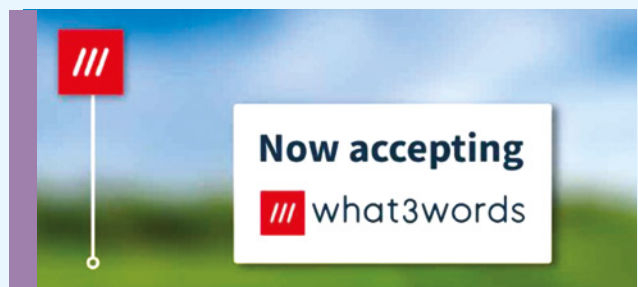
**New RAF Air Cadets' Facilities:** EA RFCA proudly inaugurated the RAF Air Cadets' hut and the new Essex Wing HQ, situated at the East Anglia RFCA headquarters. These state-of-the-art facilities have been built to the DREAM standard.



**Financial Growth:** The region's commercial wing, Alternative Venues, has seen a 90% surge in income over the past half-decade. A special bonus of £115K, awarded by the Financial Scrutiny Committee, has been allocated to refurbish Army Reserve Centre facilities.



**Innovative Maintenance:** East Anglia RFCA now employs the What3Words app, streamlining estate maintenance tasks and assisting our Logistics Support Officers and contractors in locating precise repair sites across our vast estate. Safe Estates Compliance Manager, Matt Ponder, highlighted its usage for movable assets, enhancing efficiency during repairs or refurbishments.



### East Midlands

A £2.2 million pound project to improve facilities at Sobraon Barracks, Lincoln, was officially opened at the end of November. The new garages provide a state-of-the-art environment for the vehicle servicing central to the work of 160 Transport Squadron, an Army Reserve Squadron which is part of 158 Royal Logistic Corps.



### Highlands

The £1.75 million redevelopment project at Boddam's Cadet Training Centre, including a new drill hall and stores provision, has been successfully completed. This enables over 300 cadets and 80+ adult volunteers from 2nd Battalion The Highlanders ACF to train and learn in improved facilities. The project was handed over to Highland RFCA, with gratitude expressed for their support, and officially handed over by Morrison Construction Site Manager on April 21, 2023.



### Northern Ireland

- Sustainability: Integrating sustainable principles in design, construction, and operation for lasting impact.
- Electric Vehicle
- Fleet: Strengthened EV charging infrastructure prioritizes strategic sites for enhanced accessibility.
- Windsor Park HQ: Upgraded car park with faster EV Charging units, aligning with eco-friendly norms.
- Tyrone House: Benefited from new guarding facilities and structural repairs, ensuring safety.
- Hydebank: Anticipated completion by September 2023, delivering advanced Multi-role Medical Unit facilities.
- Gas Network Upgrades: Completed for safeguarding essential infrastructure and operational continuity.
- Coleraine ARC: Planned extension and refurbishment approved, enriching available resources.
- Armagh JCC: Exploring new JCC development options, enhancing capabilities on current site.
- Ballykilner: Evaluation underway for upgraded sleeping accommodation, enhancing facilities.



### North West of England and Isle of Man

NW RFCA has become a front-runner within Defence in terms of its pioneering sustainability projects. These initiatives showcase both innovation and the drive to ensure a greener future:

#### Altcar Training Camp:

Boasts a one-megawatt solar farm.

#### Army Reserve Centre, Barrow-in-Furness:

A Victorian-era facility has been entirely decarbonised.

#### RAF Air Cadet's Site, Workington:

This site is now fully off the grid, eliminating dependency on external electricity sources.

#### Merseyside Army Cadet Force Training Centre:

Achieved complete decarbonisation for its 170-bed facility.

#### Project Liverbird, HMS Eaglet, Liverpool:

Recognised with the Sanctuary Award, this initiative featured the installation of the UK and Europe's maiden Hover Energy wind-powered microgrid.



### South East

**Estate Management:** Improved management of SERFCA estate attributed to the efficient Estates team and the appointment of a Safe Estate Compliance Manager (SECM) to oversee SMIT requirements. Anticipation for the introduction of 'The Future Defence Infrastructure Services (FDIS)' in 2024.

**EV Infrastructure:** Initiated 9 Electric Vehicle Charging Points across the region.

**Reserve Estate Optimisation:** Prepared for REO programme and Funding Business Case 2 stage, including significant builds over the next 18 months. Also, facilitated the relocation of A Company 3 PWRR from RAF Manston to ARC Ashford.



### Wales

**Caldicot Joint Cadet Centre:** Unveiling the 3D artist's visualisation of the upcoming Caldicot Joint Cadet Centre.



## West Midland

**Naval Reserve Unit Upgrades:** West Midland RFCA enhanced the sole Naval Reserve unit premises, HMS FORWARD, by refurbishing all its windows.

**Cadet Training Centre Improvements:** Investments were made to revamp all four regional Cadet Training Centres. Kitchen refits were completed in three sites, and one centre saw the completion of an extension.

**Trench Army Reserve Centre Facelift:** Enhancements at Trench Army Reserve Centre now boast a brand-new gym and classroom space.



## Wessex

**Rededication of Falklands Memorial:** In a moving ceremony, a memorial dedicated to former Cannington cadet, Andrew Barr, who tragically lost his life in the Falklands conflict, was rededicated. The memorial, initially at the Cadet Hut at Cannington, was relocated to Bridgwater due to the declining condition of the Cannington Cadet centre. This move ensures that the legacy of Andrew Barr continues to be remembered and honoured.



## Cadets and Youth

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

#### Cadet Health Check Team

The Cadet Health Check Team was established in 2016 following the Patterson Review of the RFCAs in 2014. The Review recommended an independent annual report on the overall health of the Cadet Forces but that this Annual Health Check should be a 'light touch' process and, unlike the External Scrutiny Team, for the Reserves not be put into statute.

The Health Check Team consists of six members who bring a mix of skills and experience across a range of military, education, local and national government. Administrative support is provided by the Council of RFCAs.

The Report is provided annually to the Chief of Defence People and the single Service cadet leads. The date of submission has been amended this year in order that the Team could have the opportunity to review the statistics provided by the MOD on the number and breakdown of the MOD sponsored cadets and Cadet Force Adult Volunteers (CFAVs).

In order to compile the Report the Team visit local, regional and national cadet activities across the UK as well as receiving briefings from the cadet force leads themselves. This provides the Team with the unique opportunity of receiving details of the high level intent and the ability to see how that translates on the ground.

The 2021 Defence Command Paper confirms that the five MOD-sponsored cadet forces will be sustained, and the Cadet Expansion Programme (CEP) expanded. The paper also made reference to the University of Northampton study designed to help understand the social impact of the spending on cadets and the CEP, as well as the benefits of the qualifications provided by CVQO.

#### A sample of the key areas highlighted to CDP can be found below:

Much of what the Team witness reinforces the fact that the Cadet Force Adult Volunteers (CFAVs) provide the centre of gravity. Without their dedication and selfless commitment the MOD would not be able to provide to the youth of the UK an experience that helps them to develop and grow in a positive and safe environment. The continued health of the cadet organisations depends on the ability to recruit and train sufficient numbers of adult volunteers, and to retain and upskill those currently on strength.

Although all of the cadet forces have reported a bounce back following COVID the recently published statistics paint a very mixed picture with an increase of 14% for community cadets but a small decrease in the numbers of CFAVs. However, statistics alone does not capture the full story. During the two year hiatus Senior cadets 'aged out' without being in a position to act as role models and peer 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. Equally, although the number of CFAVs was getting closer to the pre-pandemic level the small decrease in numbers is of concern especially if this trend isn't quickly arrested. Greater pressure will be placed on the trained CFAVs as the more recently joined volunteers, for the most part, need to undergo a significant amount of training and gain experience before they are able to be fully utilised.

Access to the Defence Estate remains a problem and last summer saw a number of camps cancelled at short notice to accommodate the requirement to support higher priority users. However, in some cases we found that actual cancellation of bookings was unnecessary, and a more flexible response to pressure on facilities might have avoided cancellation where shared usage could be achieved. The situation this year has had an even greater bearing on the number of facilities available for cadet camps. The impact on changes of location may also mean that transport arrangements are compromised and that planning assumptions have to be re-assessed. The way that this was dealt with for the 2022 annual camp programme, by both the CFAVs and the employed staff that support them, was commendable. Changes in venue may be tolerated but changes to dates may result in CFAVs, who have booked holiday to accommodate their time at camp, may be unable to change these dates at short notice. That being the case, much more emphasis must be placed on utilising facilities that will be guaranteed and that may result in a complete review of what facilities can reasonably be expected to be available.

All of the cadet forces' major activities, such as annual camps, rely on the provision of vehicles through the Babcock contract. It appears that there is no minimum notice period that the contractor is required to give if they are unable to provide transport having previously accepted the booking. In many cases the failure to support a requirement is due to the inability of sub-contractors to meet their obligations but the bottom line is that a short notice cancellation requires the demanding Unit to seek alternative provision. Such provision, if found, invariably comes at an inflated cost.



The Cadet Expansion Programme (CEP) Phase 3 has seen a steady growth in the number of cadets with an increase in the region of 6,000 since the beginning of this Phase (Apr 20). The number of contingents in schools has roughly remained the same and currently stands at 470, supported by an additional 64 junior partner schools. This growth has been achieved despite the challenges of COVID 19 and is due to the considerable combined efforts of the schools, single Services and the School Cadet Expansion Officers (SCEOs). However, numbers have begun to level out with some contingents questioning whether they can achieve their growth ambitions. The continuation of the SCEOs contracts to support CCF growth and sustainability for the long term has been welcomed but challenges remain with the recruitment and retention of CFAVs remaining as the highest risk. The School Staff Instructors (SSIs) are a pivotal component of the CCF. Turnover of SSIs is high and recruiting suitable replacements is problematic, not helped by remuneration offered, particularly by schools in the state sector. The Department for Education match funding, in England, has helped stem the outflow of SSIs but it would appear that this funding is unlikely to be continued after the end of this academic year; if this is the case the impact could be significant. The reduction in annual camps and the commensurate loss of places for CCF Cadets is also having a detrimental effect. To compound the overall situation any change in the charitable classification of independent schools could result in the loss of many independent school CCFs and the 64 junior partnerships associated with them.

All of the cadet forces utilise Multi-Terrain Pattern (MTP) clothing and although issued to the Army's cadets, as their primary uniform, they are not available as issue to the other cadet forces. Suppliers such as the Cadet Kit Shop even advertise 'surplus/used MTP' for sale to cadets on their website with 'basic starter kits (RAF AC)' retailing for between £136 and £147. There is currently no formal linkage with the disposal of 'used' MTP and any potential reallocation to the cadet forces. The introduction of a formal scheme would be hugely beneficial to all of the cadet forces and potentially result in significant saving to individual cadets and the MOD as well as the benefits associated with recycling.

Amongst AVs there was a recognition that the efficient and safe functioning of the organisation relied on a certain volume of administration and paperwork. There was a feeling across all of the organisations, however, that the burden associated with this area of activity was reaching a volume where it was becoming difficult to manage and was acting as a disincentive to adult retention or individuals seeking advancement. This was an area where strong concerns were expressed and will therefore be of interest to headquarters at all levels.

The team were briefed on, and welcome, the RN's 'Project Powerful' (the development of an RN Cadet Headquarters in HMS Excellent) and place particular importance on the planned reinstatement of a suitable harbour training ship in Portsmouth – since cadets find the experience of being accommodated in a warship particularly valuable.

### Provision of Staff Support

Dedicated staff provision, to support the cadet forces, encompasses several delivery areas and the RFCAs are being asked to do more. Staff have been employed at the Royal Air Force Air Cadet (RAF AC) Activity Centre, in Inskip, since 2016 but at the request of the RAF AC Headquarters CRFCA are now in the process of providing staff to support the Activity Centres at 4 further sites; Fairbourne, Little Rissington, Windermere and Wittering. The provision of staff support to the RAF ACs has enabled Inskip alone to provide training opportunities for in excess of 13,000 personnel over this reporting year and when all of the other sites are fully up and running this figure will provide an expansion of the RAF AC offer and the number of cadets and CFAVs that will benefit will increase significantly.

The decision by the MOD to retain the staff employed by the RFCAs in support of the Cadet Expansion Programme has been welcomed by all quarters. The School Cadet Expansion Officers (SCEOs) act in a mentoring role and primarily deal with the school senior leadership teams where their focus will be to provide them with advice, practical and tangible support, guidance and encouragement in order that they are better prepared to grow their units for the long term. This requires the SCEOs to consult with single Services' training teams and the relevant Cadet Force HQs' representatives to ensure that a collaborative and coordinated approach is taken and so that the SCEOs' efforts complements that of single Services' primary focus and routine business of sustaining the unit and delivering training. Also key to the delivery of the CEP is the RFCA employed members of the Joint MOD/ Department for Education Team. This post represents the MOD, within the Joint Team and acts as the tasking authority for the SCEOs who in turn act as the MOD's 'field force'. Additionally, SE RFCA employs the lead for CEP within the Army's Regional Command Headquarters and EM RFCA employs a member of staff in support of the RAF AC delivery of the CEP. Finally, in respect to the CEP, further staff are employed to work within the Army's Cadet Training Teams where they provide administrative support to the delivery of training.

The largest percentage of RFCA employees are made up of the Professional Support Staff (PSS) who provide support to the Army Cadet Force (ACF). Nearly 500 of these staff are spread across the ACF Counties, Sectors and Battalions which extend across the whole of the UK. The members of the PSS do much to relieve the administrative burden from the adult volunteers including the booking of facilities, vehicle management, movement of arms and ammunition and the delivery of kit and equipment. In addition to their other duties the Cadet Executive Officers' (CEO), the senior member of the PSS in each 'County' cohort, acts the Designated Safeguarding Lead. As such the CEOs have a statutory obligation to ensure that 'referrals' are in accordance with the Disclosure and Barring Service and the devolved administrations' mandated requirements.

## Regional Highlights

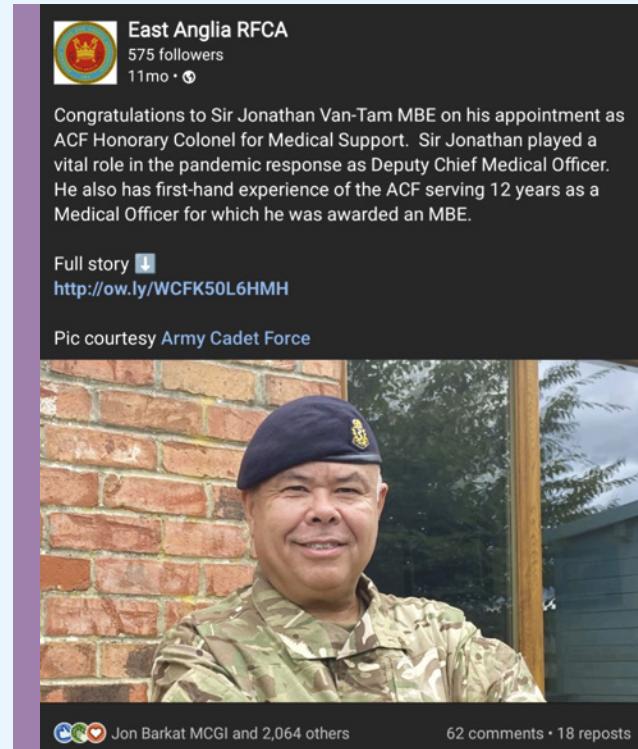
### East Anglia

Growth at Gilberd School: The CCF contingent at the Gilberd School in Colchester expanded its cadet numbers from 87 to 100, a growth facilitated by the Contingent Growth Fund Programme.



### Highlighting Achievements:

East Anglia RFCA's LinkedIn post, celebrating Jonathan Van Tam's honorary Colonel appointment for the ACF, achieved viral status, garnering significant engagement from UK Defence, Health, and Government Departments.



**Social Media Presence:** East Anglia RFCA's posts reached 350k timelines, maintaining a robust 9% engagement rate. Popular content celebrated cadet achievements, profiles of RFCA staff, local reservists, and partner organisations.

**Employee Growth:** EA Staff attended a specialised course and are now aiding in the management of the Cadet Non-Public Funds. Most Cadet Administrative Officers underwent residential JPA Career Management training, enhancing their administration efficiency.

### East Midlands

Cadets embarked on a journey through time and space in April as East Midlands RFCA hosted a STEM day at the National Space Centre, Leicester. Some 300 Cadets and CFAVs were in attendance from the Sea Cadets, Army Cadets and Air Cadets.



### Greater London

Adventure in Snowdonia: Sponsored by RFCA, 48 cadets from the Greater London South East Sector ventured on a week-long training exercise in Snowdonia. Activities encompassed kayaking, rock climbing, and visits to regional landmarks. This camp was pivotal in boosting teamwork, resilience, and overall cadet development.



### Highland

Dundee's tri-service cadet open day, hosted by Sea Cadets, Army Cadet Force, and RAF Air Cadets, was a successful event held on May 23, 2022. Over 100 guests, including family groups from Dundee International Women's Centre, enjoyed activities such as laser shooting, fieldcraft, first aid demonstrations, boat displays, and a flight simulator. The event brought together over 50 cadets and adult volunteers, with support from Highland RFCA.



### Lowland

Cadet Fraser Jørgensen's Work Experience: After attending the Lowland RFCA Chairman's Reception, Fraser secured a two-week work experience at Brodie Engineering. Contributed to the overhaul of carriages and acquired skills in electrical and mechanical tasks.



**CV Writing Workshop by Joint Force Alba:**

Held at the West Lowland Battalion ACF Visitors' Day, topics included CV structuring, writing skills, interview tips, and the significance of Cadet experience.



**Cadet Adult Recognition Awards 2022:**

Recognised ten outstanding Cadet Force Adult Volunteers (CFAVs) from the Lowlands. Online event with awardees receiving CARAs certificates and sponsored gift vouchers.



**North of England**

**Tri-Service Cadets and Youth:**

The dedication of permanent staff and volunteers has led to thriving cadet and youth activities, ensuring all safeguarding measures are in place.

**Annual Camps:**

Despite some location changes due to operational reasons, over 1,000 cadets had an enriching experience in this year's successful camps.

**Tri-Service Offer:**

NE RFCA supports a collaborative approach, organising events for cadets across the region at a tri-Service level.

**Regional Cadet Shooting:** A one-day event featuring three competitions with 259 cadets participating was held at Napier Armoury, Gateshead.



**Indoor Climbing – TRICLIMB 22:**

This annual event, led by CFAVs and volunteers, saw around 120 cadets participate, with various activities organised throughout.



## Northern Ireland

### Youth Engagement:

Remarkable surge in Cadet & Youth activities, focusing on personal development. Annual Camps: Camps held UK-wide with nearly 1,000 cadets participating, broadening their horizons.

### School Support:

Cadet Expansion Programme accelerates with strong backing from schools and services.



### Awards:

Cadets earn distinguished accolades such as bravery awards, celebrating their exemplary contributions.

### National Involvement:

Active roles in parades, Coronation events, and Queen Elizabeth II commemorations.

### Tech Achievement:

Ballycastle High School clinches the RFCA NI Cyber Schools Challenge, showcasing tech skills.



## North West of England and Isle of Man

### Resilient Participation:

North West Cadets and Adult Volunteers played prominent roles in key national events, including the late Queen Elizabeth II's Platinum Jubilee, the 80th Anniversary of the Battle of the Atlantic, and the Coronation of King Charles III. This engagement has boosted public support, leading to a spike in Cadet enrolments and Adult Volunteer participation.

## South East

### ACF & RAFAC (ATC) Cadets:

Participated in Remembrance, the 2023 Coronation, and notable recognitions like Staff Cadet RSM Joshua Siggers' National Champion Cadet 2022 award.

### SCC Activities:

Hosted the Berkshire SCC District's post-pandemic parade, continued Multi Activity Cadet Weekends, STEM weekends, and updated the SCC working uniform.



### VCC Activities:

Acquired a new HQ, engaged in field gun training, marked recruit influx with 5 Cap Ceremonies, and initiated 'Project Powerful'.

### CCF Update:

101 schools encompassing 11,145 CCF Cadets. Concerns noted regarding recruitment and retention of CFAVs, with several CCF achievements highlighted.



## Wales

### Summer Camps 2022:

Thanks to our dedicated Cadet Force Adult Volunteers and the RFCA's professional team, cadets from across Wales had an unforgettable summer camp experience, with enthusiastic participation from Gwent and Powys ACF at Castlemartin, Pembrokeshire.

### Skydiving for a Cause:

Major John Baxendale, RFCA for Wales member and Press Officer for Clwyd and Gwynedd ACF, embarked on a charity skydive after winning the AB The Soldiers' Charity photo competition, raising funds for Welsh cadets' 2023 trip to South Africa.

### Lord-Lieutenant Cadets Induction:

Gwent's Lord-Lieutenant cadets showcased their discipline and dedication during their induction day, guided by Brigadier Robert Aitken CBE at Raglan Barracks, Newport.



### Lord-Lieutenant Awards:

The Powys Lord-Lieutenant awards ceremony saw enthusiastic participation from the Newtown detachment of Gwent and Powys Army Cadet Force, marking one of the eight ceremonies we conduct throughout Wales from January to April.

### Commemorative Statue at Hightown Barracks:

Wrexham, Wales's newest city, unveiled a bronze statue to honour its deep-rooted bond with the Armed Forces. Army cadet Matteo Molica-Franco of Clwyd and Gwynedd ACF served as the inspiration for sculptor Nick Elphick.



## West Midland

### Cadet Field Gun Run Competition:

A unique Cadet Field Gun Run contest was held as part of the Queen's Platinum Jubilee celebrations in Birmingham, April 2022. Teams from diverse cadet forces contended for the trophy, with King Edward's School CCF emerging victorious.

### Youth Organisations in Uniform West Midlands (YOU WM):

With West Midland RFCA as a catalyst, the YOU WM initiative was launched. Inspired by YOU London, it comprises various youth organisations, including cadet services, St John Ambulance, and more. Now in its second year, YOU WM has successfully organised events with local authorities, amplifying the importance of youth organisations.



## Wessex

### Recognition for Meritorious Service:

Three staff members – Andy Carr, Julie Gould, and Alan Brown – were awarded the Lord-Lieutenant's Certificates of Meritorious Service at the annual Awards Ceremonies for their exemplary service to the ACFs in Bristol, Devon, and Dorset respectively.



# 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 2023 was £144.5M, up 16% from the previous FY. Funding income totalled £133.8M and RGI totalled £20.4M which resulted in an excess of income over expenditure of £9.6M.

Of the £144.5M spend, £50.1M was spent on the reserves estate and infrastructure, £40.0M was spent on the cadets estate and infrastructure, £27.6M was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation, £5.9M was spent on employer support and engagement, £9.5M was spent on estate delivery and the remaining £11.4M (8%) was spent on RFCAs' overheads.

Estate funding was again supplemented in-year by RGI, to the sum of £6.5M (£5.1M Revenue and £1.3M Capital).

RGI was also used in year to supplement recruiting/engagement funding (£0.2M), Reserve and Cadet grants (£0.5M), administration (largely legal fees) (£0.3M) and sub-letting costs (£2.6M).

Further details of the outputs delivered within this expenditure can be found under FY22/23 achievements.

## Result for the Year

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

## Financial Risks and Uncertainties

During FY2022/23 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 3,369 days and short-term sickness were 1,494 days being the equivalent of five days per employee.

In comparison with national average within the public sector, the RFCA sickness absence rate is 2.3% days lost as opposed to 2.6% (Labour Force Survey – Office for National Statistics for 2022) nationally.

## Personal Data Related Incidents and Other Losses

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

## Auditors

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

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

## Disclosure of Relevant Audit Information

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



# Remuneration Report

## Remuneration Policy

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

## Salary

'Annual Emoluments' include gross salary; 6% NPA - Non-Pensionable Addition (where applicable); bonuses; overtime; reserved rights to London weighting; recruitment and retention 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% contributions 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. Members also benefit from a payment of twice annual pensionable salary to cover death in service. Members can also pay Additional Voluntary Contributions into the AVC Scheme which is invested with Standard Life. There is a provision for an early retirement due to ill health, further details can be requested from the Scheme Secretary.

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. 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 Service Level Agreement (SLA). 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 Regionally Generated Income (RGI). All resources are managed in accordance with MOD and HMT rules and regulations, e.g. Managing Public Money.

## Risk

### Price Risk

RFCAs are subject 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.

## RFCAs Sustainability Report for the Year ended 31 March 2023

Sustainability Reporting was introduced in FY12/13 in order to meet the public sector requirements of the Financial Reporting Manual, 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, whilst most utilities consumption is captured and reported by DIO, who manage the majority of the utilities contracts. The figures in the Sustainability Report are used to monitor RFCAs performance only.

**Sustainable Procurement and Construction.** In respect of construction works 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, utilities consumption 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 RFCAs staff, not that provided for use by Reserves and Cadets, and to the activities undertaken and commissioned directly by RFCAs and CRFCA staff.

**Transport.** RFCAs remain responsible for the procurement, operation and disposal of support vehicles. Where financially viable, at the end of their life vehicles are being replaced by hybrid and fully electric vehicles.

GREENHOUSE GAS EMISSIONS		FY19/20	FY20/21	FY21/22	FY22/23	Emissions Graph
Non-Financial Indicators (1000 tCO <sub>2</sub> e)	Total gross emissions	2	2	2	1	<p><b>Emissions</b></p> <p>2.5 2 1.5 1 0.5 0</p> <p>19/20 20/21 21/22 22/23</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	1.4	0.6	0.7	0.2	
	Electricity: Renewable	-	-	-	-	
	Gas	0.3	0.3	0.1	0.1	
	LPG	-	-	-	-	
	Other	-	-	-	-	
Financial Indicators (£million)	Expenditure on energy	0.5	0.7	1.1	-0.4	
	CRC Licence expenditure	-	-	-	-	
	Expenditure on accredited offset	-	-	-	-	
	Expenditure on official business travel	0.3	0.7	0.1	0.4	

### 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 460,000m<sup>3</sup>/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 RFCA's 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 RFCA's Appointed: 01/09/16	110-115 5-10	5.8	-	-	-	-	-
Brig (Retd) M P Dodson MBE Highland RFCA Appointed: 11/5/15	70-75 0-5	9.3	-	-	-	-	-
Col H E Shields MBE Lowland RFCA Appointed: 04/05/20	70-75 0-5	8.7	-	PEN 15-20 LS 20-25	31	23	54
Brigadier (Retd) P Baker OBE North of England RFCA Appointed: 15/08/2016	65-75 0-5	12.4	-	PEN 5-10 LS 15-20 Age 64	102	38	140
Colonel (Retd) J Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	75-80 0-5	7.0	-	FSP 0-5 CP 20-25 LS 40-45	FS 23 CP 76	31	FS 28 CP 102
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	80-85 0-5	7.8	-	PEN 10-15 LS 25-30 Age 65	159	47	206
Col D C H Morgan Wales RFCA Appointed: 01/07/2021	70-75 0-5	0.0	-	CP 15-20 LS 25-30	11	20	31
Col R L Maybery West Midland RFCA Appointed: 13/12/17	60-65 0-5	7.5	-	CP 20-25 LS 30-35	74	25	99
Brigadier S C H Williams East Midland RFCA Appointed: 23/02/22	65-70 0-5	2.3	-	CP 20-25 LS 30-35	1	19	21
Brigadier S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	70-75 0-5	5.9	-	PEN 5-10 LS 15-20 Age 65	117	39	156
Colonel R K Wilkinson QVRM TD East Anglia RFCA Appointed: 01/04/15	65-70 0-5	6.3	-	PEN 5-10 LS 20-25 Age 66	121	40	161

## 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						
Col P S Germain Greater London RFCA Appointed: 01/05/2019	90-95 0-5	3.0	–	PEN 20-25 LS 30-35	56	25	81
Col P T Crowley South East RFCA Appointed: 01/02/2014	70-75 0.5	5.5	–	PEN 10-15 LS 20-25 Age 63	153	48	201
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	40-45 0-5	0.4	–	PEN 10-15 LS 30-35 DOR 30/09/22	192	44	235
Brigadier M B Murdoch Northern Ireland RFCA Appointed: 10/10/2022	30-35 –	0.4	–	CP 15-20 LS 25-30	–	–	8
Brigadier A Fraser-Hitchen Council of RFCA Appointed: 05/12/2022	20-25 –	–	–	CP 20-25 LS 35-40	–	–	5
Mr G R Bushell Council of RFCA Appointed: 01/06/2009	60-65 0-5	–	–	FSP 5-10 CP 10-15 LS 40-45	FS 154 CP109	61	FS 182 CP 142
Mr N R A Jackson Council of RFCA-DRM Appointed: 01/10/2017	65-70 0-5	–	–	CP 25-30 LS 40-45	CP 89	27	117
Mr P J Wallace Council of RFCA Appointed: 04/01/2021	60-65 0-5	–	–	CP 15-20 LS 25-30	–	–	30
Mrs L S Richards Council of RFCA Appointed: 31/05/2022	55-60 –	–	–	CP 45-50 LS 65-70	–	–	13
Mrs J Mills Council of RFCA Appointed: 12/07/2021	60-65 0-5	–	–	CP 30-35 LS 40-45	–	–	32

### 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	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
<£10,000	–	1	–	–	–	1
£10,000 - £25,000	–	–	–	2	–	2
£25,000 - £50,000	–	–	–	–	–	–
£50,000 - £100,000	–	–	–	–	–	–
£100,000 - £150,000	–	–	–	–	–	–
£150,000 - £200,000	–	–	–	–	–	–
<b>Total Number of Exit Packages</b>	<b>–</b>	<b>1</b>	<b>–</b>	<b>2</b>	<b>1</b>	<b>3</b>
	£000	£000	£000	£000	£000	£000
Total Resource Cost	0	5	0	36	0	41





## 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.

### Statement of Chief Executive's Responsibilities

- 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 Kleyman LLP provide employment legal advice. Clive Owen have conducted a comprehensive audit of the CRFCA and completed the consolidation process that allowed them to provide opinion across all RFCAs which is contained in the audited accounts.

## The Purpose of the System of Internal Control

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

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

## Capacity to Handle Risk

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

- Comprehensive budgeting systems with an annual budget which is agreed as part of CRFCA's resource allocation process;
- Regular reviews by the CRFCA Board of periodic and annual financial reports which indicate financial performance against the forecasts;
- Setting targets to measure financial and other performance;
- Clearly defined capital investment control guidelines;
- 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 FY22/23:

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 FY2022/23 there were any governance or control issues that needed to be addressed by the Board.

## Issues Raised During Audits

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

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

## Related Parties Disclosure

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

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

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

## Assurance Documents

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

### MOD Documents

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 ( <a href="http://www.gov.uk">www.gov.uk</a> ))
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 FY2022/23.

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.

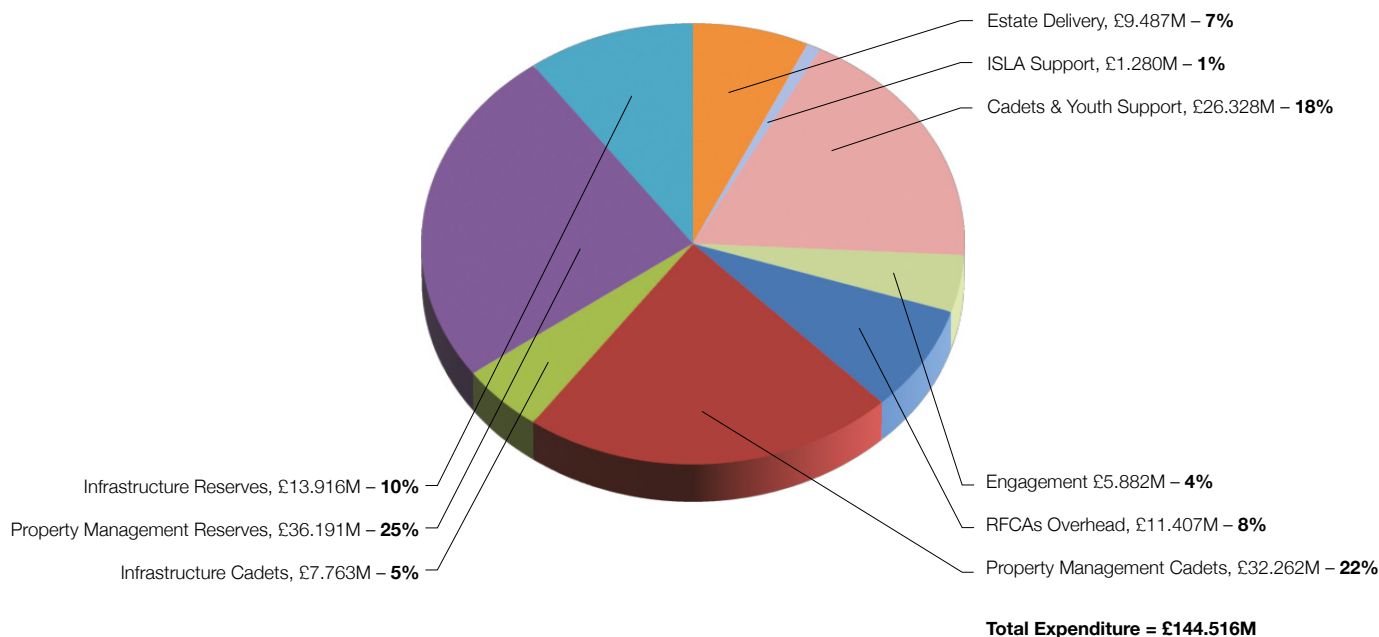


**Maj Gen JH Gordon CB CBE**  
Chief Executive and Accounting Officer

## FY22/23 Accounts Consolidated Expenditure of RFCAs

2022/23 Consolidated Expenditure of RFCAs for Year Ended 31 March 2023

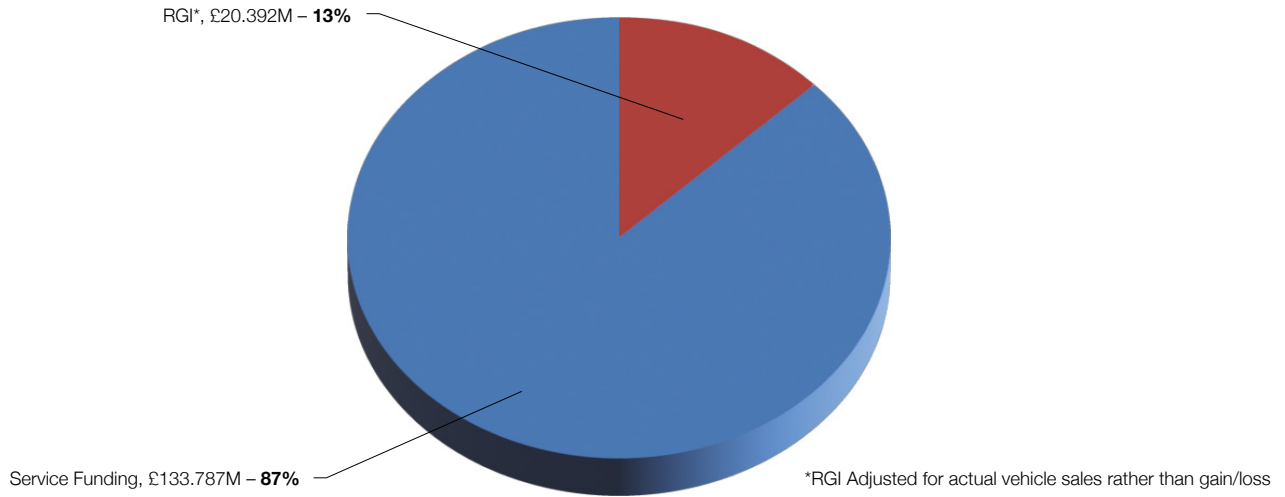
(including Funded Outputs and expenditure from RGI)



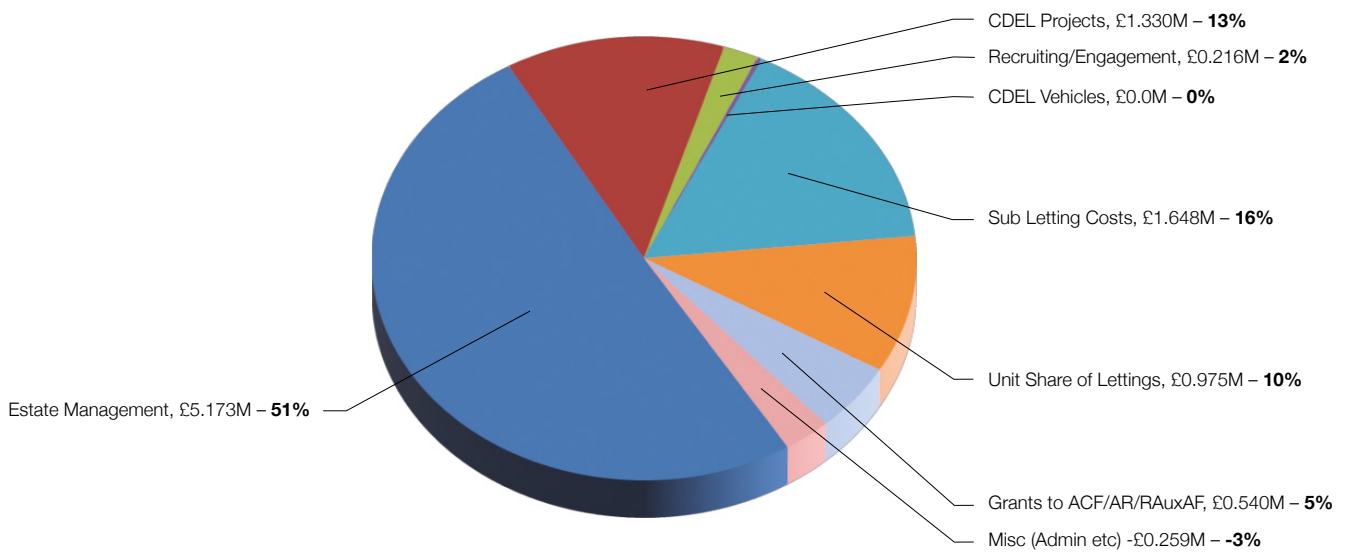
Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves VE.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves VE.
Property Management Cadets	The Estates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



### 2022/23 Income Breakdown



### 2022/23 RGI Spend Breakdown





FY22/23 Accounts

# Consolidated Financial Statements for the year ended 31 March 2023

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**Contents**

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

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**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 and Statutory Auditors Oak Tree House Harwood Road Northminster Business Park Upper Poppleton York YO26 6QU
Senior Statutory Auditor	Phillipa Symington ACA CA(SA)
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 2023**

**Independent Auditor's Report**

We have audited the financial statements of Reserve Forces' and Cadets' Association for the year ended 31 March 2023 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 2023 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.

**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 reasonably 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 2023**

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://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.

*Clive Owen LLP*

.....  
Phillipa Symington ACA CA(SA) (Senior Statutory Auditor)  
for and on behalf of Clive Owen LLP  
Chartered Accountants & Statutory Auditors  
Oak Tree House  
Harwood Road  
Northminster Business Park  
Upper Poppleton  
York  
YO26 6QU

4 December 2023

Date



**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**CHAIRMAN'S AND CHIEF EXECUTIVE'S REPORT**

**Statement of Chairman's and Chief Executive's Responsibilities**

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



.....  
Chairman

4 December 2023

.....  
Date



.....  
Chief Executive

4 December 2023

.....  
Date

**Reserve Forces' and Cadets' Association**  
**Consolidated Financial Statements**  
**For the Year Ended 31 March 2023**

**Consolidated Income & Expenditure Account**

	Note	2023		2022	
		£	£	£	£
<b><u>Income</u></b>					
Funding via Council of RFCAs	2	133,786,575		125,362,862	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCAs	2	19,928,904		11,165,028	
<b>Total Income</b>			<b>153,715,479</b>		<b>136,527,890</b>
<b><u>Expenditure</u></b>					
<b>Estates Management</b>					
Statutory & Mandatory		19,881,112		20,076,757	
Planned Maintenance		1,764,579		1,753,003	
Reactive Maintenance		12,429,832		11,313,771	
Incidental Work		599,619		101,050	
Life Cycle Replacement		37,998		465,101	
Condition Grade Improvement		1,418,882		982,340	
Injections / Projects RDEL and MNW		6,509,211		8,320,134	
Works in Aid of Disposal		-		6,579	
Prof Fees / Ext Assistance		85,816		23,589	
<b>Sub total</b>			<b>42,727,048</b>		<b>43,042,324</b>
<b>Capital Expenditure</b>					
Land & Buildings		14,464,315		1,769,552	
Purchase of Vehicles		-		-	
Assets in the Course of Construction		12,657,426		14,620,139	
<b>Sub total</b>			<b>27,121,741</b>		<b>16,389,691</b>
<b>Staff Costs</b>					
	3				
LE NI Civ Staff Pay		26,323,160		24,829,702	
UK NI Civ ERNIC		2,704,763		2,419,074	
LE Civ Ind Staff Pay		1,147,597		1,164,841	
UK Ind Civ ERNIC		77,264		73,532	
Non PCSPS Pens Payments		3,200,970		3,044,985	
Redundancy Payments		-		40,504	
<b>Sub total</b>			<b>33,453,754</b>		<b>31,572,638</b>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

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

		2023		2022	
	Note	£	£	£	£
<b>Infrastructure</b>					
Heating Oil		150		-	2,345
Gas	-	6,214			35,642
Electricity	-	379,851			1,074,809
Water & Sewage		22,398			7,016
Estate & FMS Accom Stores		1,529,383			1,418,023
Energy Cons & Env Chge		1,404,012			1,448,279
Rates / NDR		14,866,049			15,089,328
Sub-Letting Costs		2,170,781			1,876,874
Rents / Leases / Alarms / Lettings		2,516,560			2,285,238
Sub total			22,123,269		23,232,864
<b>IT &amp; Comms</b>					
IT Minor Equipment HW / SW		2,379,388			862,123
IT Maintenance Services & Contracts		3,107,574			2,275,842
Line & Tel Rental		540,449			694,729
Sub total			6,027,411		3,832,694
<b>Transport &amp; Movement</b>					
Lease of Vehicles		161,703			143,452
Vehicle Maint		250,813			236,271
Fuel (Non Utilities)		99,128			65,159
Depreciation		2,001,501			2,363,582
Loss on Sale of Vehicles		19,410			34,422
Sub total			2,532,554		2,842,886
<b>Recruiting Support</b>					
Employer Support (DRM)		879,339			653,446
Recruiting Support		244,954			205,845
Sub total			1,124,293		859,291
<b>Grants</b>					
CRFCA Payment		1,683,072			1,348,854
Payments to Welfare Association		1,280,185			1,494,105
ACF Travel & Consolidated Grants		3,088,234			2,825,138
Reserve Establishment & Band Grant		440,721			187,778
RAuxAF Admin & PR		56,101			56,037
Sub total			6,548,312		5,911,912

**Reserve Forces' and Cadets' Association**  
**Consolidated Financial Statements**  
**For the Year Ended 31 March 2023**

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

	Note	2023		2022	
		£	£	£	£
<b>Administration</b>					
Office / General Administration		1,179,163		855,012	
Education / Training		167,379		143,159	
Professional Fees		503,749		439,185	
Legal Costs		43,239		19,769	
Insurance		58,575		73,036	
Travel & Subsistence		650,914		281,660	
Entertainment		1,567		-	
Sub total			<u>2,604,585</u>		<u>1,811,821</u>
<b>HR Support</b>					
HR & Recruiting - Civilian Assoc Staff		252,992		481,689	
Sub total			<u>252,992</u>		<u>481,689</u>
<b>Total Expenditure</b>			144,515,959		129,977,810
<b>Excess income / (expenditure) for the year</b>			<u><u>9,199,519</u></u>		<u><u>6,550,080</u></u>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**Consolidated Balance Sheet**

		2023		2022	
	Note	£	£	£	£
<b>Non Current Assets</b>					
Motor Vehicles	5	8,813,286		9,172,398	
			8,813,286		9,172,398
<b>Current Assets</b>					
Bank	6	75,730,361		76,435,160	
Petty Cash		6,362		5,470	
Sundry Debtors	7.1	10,766,853		6,987,192	
Prepayments & Accrued Income	7.2	2,554,254		2,460,443	
			89,057,829		85,888,265
<b>Current Liabilities</b>					
Sundry Creditors	8.1	4,725,725		14,104,870	
Accruals / Deferred Income	8.2	8,334,090		9,743,398	
Advance Receipts	8.3	27,782,723		23,476,183	
			40,842,538		47,324,450
<b>Total Assets Less Total Liabilities</b>			<u>57,028,578</u>		<u>47,736,213</u>
<b>Financed By</b>					
General Reserves	11	48,215,292		38,563,815	
Capital Reserves	11	8,813,286		9,172,398	
			<u>57,028,578</u>		<u>47,736,213</u>

The financial statements were approved by the CRFCA Board on 04/12/2023 and signed on its behalf by:

Chairman

Chief Executive

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**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 Reserve Forces' and Cadets' Association (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, unless otherwise stated.

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). Fixed assets, other than vehicles, are included on the Balance Sheet at HQ Army level and accounted for using both historic cost accounting and modified historic cost accounting.

**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.

**1.5 Operating Leases**

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

**1.6 Non-public funds and assets**

Non-public funds and assets are not included within these accounts and are identified and accounted for separately.

Notes to the Consolidated Account (Continued)

**1.7 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.

**1.8 Contingent liabilities**

The Association has undergone a process to review leases committed to by the Association to identify any dilapidation provisions that may arise in the future. The policy as from FY 2023 will be that the Association will disclose the maximum potential liability that could occur for dilapidations. This requires the Association's best estimate of the expenditure that will be incurred based on contractual requirements. In addition, the timing of the cash flows and the discount rates used to establish net present value of the obligations require judgement.

**1.9 Reserves**

Reserves comprise a general reserve and a capital reserve.

**1.10 Critical accounting estimates and judgements**

In the application of the organisation's accounting policies, the officers are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**1.11 Going concern**

These financial statements are prepared on the going concern basis. The Council of RFCA have reasonable expectation that the Association will continue in operational existence for the foreseeable future based on budgets, forecasts and projections for 2023-24 and up to 12 months from the date the financial statements are approved. The Council of RFCA are not aware of any material uncertainties that may cast doubt upon the Association's ability to continue as a going concern.

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

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

**2 Income**

<b>2.1 Funding via Council of RFCAs</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
RC - RFCA Grant In Aid	39,529,197	39,797,625
RC Grants to RF and Cadets (RDEL)	80	4,937
RC - Vehicles	1,297,449	1,817,618
Defence Infrastructure Organisation - Maintenance	33,089,396	34,263,943
Defence Infrastructure Organisation - Projects RDEL	4,262,475	4,813,454
Defence Infrastructure Organisation - Projects CDEL	26,598,874	15,801,677
RF&C (DRM)	4,619,661	3,900,511
Fleet	-	3,907
Funding Sundry	2,470,347	1,742,361
RAF RDEL	210,000	232,268
RAF CDEL	-	-
RAuxAF	51,317	80,411
ATC (Input)	1,736,128	2,369,673
ATC RDEL/CDEL	282	3,704
DIO Infrastructure	18,430,075	19,042,308
Dinfra - RDEL	1,286,344	1,488,465
Dinfra - CDEL	-	-
RGI - Regionally Generated Income	204,950	-
	<u>133,786,575</u>	<u>125,362,862</u>
<b>2.2 Funding Received direct from funders</b>	<b>2023</b>	<b>2022</b>
		<b>£</b>
Funding Received direct from funders	<u>-</u>	<u>-</u>
<b>2.3 Funding generated by the RFCA</b>	<b>2023</b>	<b>2022</b>
		<b>£</b>
Sale of land and buildings	7,921,174	216,570
Gains on sale of Other Equip	-	-
Gains on sales of vehicles	359,857	508,785
Employer Support Events	-	-
Rent Receipts - Land	1,429,176	1,643,278
Rent Receipts - Buildings	3,929,085	3,359,251
Bank Interest	529,425	10,952
Receipts - Misc (inclusive of NDR relief / rebates)	5,760,186	5,426,192
	<u>19,928,904</u>	<u>11,165,028</u>



**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**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:

	2023	2022
Civilian (Full Time Equivalent)	<u>972</u>	<u>952</u>

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

	2023 £	2022 £
Salaries - Civilian	27,470,757	25,994,543
Social Security Costs	2,782,027	2,492,606
Other Pension Costs	3,200,970	3,044,985
Redundancy Payments	-	40,504
	<u>33,453,754</u>	<u>31,572,638</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 2022/23 the employer contributions were 13% of pensionable payroll (2021/22 : 13%) and employee contributions were 5% of pensionable salary (2021/22 : 5%).

**Reserve Forces' and Cadets' Association**  
**Consolidated Financial Statements**  
**For the Year Ended 31 March 2023**

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

<b>5</b>	<b>Motor Vehicles</b>	2023	2022
		£	£
	<b>Cost</b>		
	At 1 April 2022	17,926,913	17,997,915
	Prior Year Adjustments	-	-
	MHCA	181,460	- 172,961
	Additions	2,031,875	3,035,211
	Disposals	- 1,681,634	- 2,933,252
	At 31 March 2023	<u>18,458,614</u>	<u>17,926,913</u>
	<b>Depreciation</b>		
	At 1 April 2022	8,754,515	8,597,757
	Prior Year Adjustments	-	-
	MHCA	88,614	- 82,626
	Charge for the year	2,001,501	2,363,584
	Eliminated on disposal	- 1,199,302	- 2,124,200
	At 31 March 2023	<u>9,645,328</u>	<u>8,754,515</u>
	<b>Net Book Value</b>		
	At 31 March 2023	<u>8,813,286</u>	<u>9,172,398</u>
	At 31 March 2022	<u>9,172,398</u>	<u>9,400,158</u>
<b>6</b>	<b>Cash at bank</b>	2023	2022
		£	£
	Net Current Account	46,360,798	39,705,364
	Deposit Account	29,369,563	36,729,796
		<u>75,730,361</u>	<u>76,435,160</u>
<b>7</b>	<b>Debtors</b>	2023	2022
		£	£
	Sundry Debtors (note 7.1)	10,766,853	6,987,192
	Prepayments & Accrued Income (note 7.2)	2,554,254	2,460,443
		<u>13,321,107</u>	<u>9,447,635</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 2023**

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

7.1	<b>Sundry Debtors</b>	2023	2022
		£	£
	Due from MOD	8,998,946	5,170,392
	Sundry Debtors	602,946	1,238,525
	Employees Pensions and AVC Contributions	867,813	400,359
	Sub Letting Rent Receivable	297,148	177,916
		<u>10,766,853</u>	<u>6,987,192</u>
7.2	<b>Prepayments &amp; Accrued Income</b>	2023	2022
		£	£
	IT	-	53,854
	Pension Contributions	1,298,468	1,254,593
	Rent	341,543	298,839
	Other Prepayments	914,244	853,157
		<u>2,554,254</u>	<u>2,460,443</u>
8	<b>Creditors (due within one year)</b>	2023	2022
		£	£
	Sundry Creditors (note 8.1)	4,725,725	14,104,870
	Accruals & Deferred Income (note 8.2)	8,334,090	9,743,398
	Advance Receipts (note 8.3)	27,782,723	23,476,183
		<u>40,842,538</u>	<u>47,324,450</u>
8.1	<b>Sundry Creditors</b>	2023	2022
		£	£
	CIS Tax	11,677	33,454
	Due to MOD	290,108	11,871,779
	Lettings Due	453,769	417,814
	HMRC	277,754	207,646
	Sundry Creditors	3,692,417	1,574,177
	Disposal proceeds	-	-
		<u>4,725,725</u>	<u>14,104,870</u>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

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

<b>8.2 Accruals &amp; Deferred Income</b>	<b>2023</b>	<b>2022</b>
	£	£
Utilities	193,900	910,791
Estate Management	4,861,361	5,343,526
Legal & Professional	172,416	138,104
Other Accruals	3,106,413	3,350,977
	<u>8,334,090</u>	<u>9,743,398</u>
<b>8.3 Advance Receipts</b>	<b>2023</b>	<b>2022</b>
	£	£
Funding Received in Advance	32,604	-
In-Year Project Balances Authorised to Carry Forward	26,859,682	22,553,631
RGI / Other Deferred Income	890,437	762,402
	<u>27,782,723</u>	<u>23,316,033</u>

**9 Commitments under operating leases**

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

<b>Land &amp; Buildings</b>	<b>2023</b>	<b>2022</b>
	£	£
Within 1 year	1,376,827	1,229,241
Between 2 and 5 years	4,291,997	4,045,967
Over 5 years	18,215,361	15,536,751
	<u>23,884,185</u>	<u>20,811,959</u>
<b>Other</b>	<b>2023</b>	<b>2022</b>
	£	£
Within 1 year	102,202	117,103
Between 2 and 5 years	169,846	88,194
Over 5 years	-	-
	<u>272,048</u>	<u>205,297</u>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2023**

**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 2024.

The liability for dilapidation costs is ultimately a matter for the MoD because the Association only takes a lease to meet operational output. Funds are called for to meet these costs as leases end when actual costs are more certain and is the prescribed approach from the MoD. This is the MoD policy up to now and is unlikely to change.

11 Reserves	2023		2022	
	General £	Capital £	General £	Capital £
Balance at 1 April 2022	38,563,815	9,172,398	31,876,310	9,400,158
MHCA		92,846	-	90,335
Excess income / (expenditure) for the year	9,651,477	451,958	6,687,505	137,425
Balance at 31 March 2023 (note 10.1)	<u>48,215,292</u>	<u>8,813,286</u>	<u>38,563,815</u>	<u>9,172,398</u>
<b>11.1 General Reserve</b>		<b>Reserves Carried Forward £</b>	<b>Current Year's Grant £</b>	<b>Maximum Permitted Balance £</b>
RC - RFCA Grant in Aid		4,155,035	39,529,197	790,584
ATC (Input)				
ATC CDEL		-		
RC Grants to RF and Cadets (RDEL)		- 1,794		
RF&C (DRM)		7,226		
Funding Sundry		33,095		
RAuxAF		5,912		
DIO Infrastructure		1,443,763	18,430,075	368,601
DIO Maintenance		1,119,844	33,089,396	661,788
DIO Projects CDEL		804,584		
DIO Projects RDEL		95,973		
Dinfra RDEL		- 7,080		
RAF CDEL		- 9,338		
RAF RDEL		62,137		
RAFAC - Input		66,443		
Navy		- 7,690		
RC - Vehicles		- 1		
Regionally Generated Income		<u>40,447,183</u>		
Total General Reserves		<u>48,215,292</u>		

In the current year, the reserve for RC - RFCA Grant in Aid is beyond the previous maximum permitted balance of 2% (at 10.5%) but this has been allowed by MOD this year, with a move to full annuality from FY23-24 onwards. 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, including historic disposal receipts which will be tasked for the delivery of REOP.

## RFCA Governance

The Reserve Forces' and Cadets' Associations (RFCAs) are a Central Government body with Crown Status<sup>1</sup>. They are established in accordance with the provisions of the Reserve Forces Act 1996 Part XI (RFA 96 Pt XI) and Schedule 4 (RFA 96 Sch 4).

### The following is an extract from the RFCA Regulations 2014

#### RFCAs: Constitution, Composition, Appointments, Duties and Governance

1.6 1 Cabinet Office Propriety & Ethics Team direction DTG 041322 October 2007

An RFCA has been established for each of thirteen administrative areas. A list of the Associations and the administrative areas they serve is at Annex A. RFA 96 section 112 has assigned two general duties that constitute its prime functions in respect of land and air forces, and reserve naval and marine forces. These are:

- a. To give advice and assistance to the Defence Council, including advice on the use of the resources of its area relevant to Defence.
- b. To conform to the MOD Departmental Plan.

Additional detail is contained in Annex A, Appendix 1.

1.7 Each Association is an autonomous and tri-Service corporate body with a common seal. It is representative of the area for which it is responsible and is linked to the Crown prerogative through the County Lieutenancies. Its membership is prescribed by means of a Scheme of Association, drawn up and funded by the Defence Council under RFA 96 section 111 and schedule 4. Each five-year Scheme will be reviewed during its final year of operation.

1.8 Each Association will appoint a Management Board headed by the Chairman of the Association. All matters relating to the exercise of powers or the performance of duties of the Association will be under its direction. The composition of the Board shall be detailed in the Scheme of Association.

1.9 With the exception of regular officers commanding units, each Association is composed of serving members of the Volunteer Reserve Forces and civilians. Members are unpaid for their Association duties, although they may claim Travel

and Subsistence expenses when appropriate.

Appointment of members will be made in accordance with the Office of the Commissioner for Public Appointments (OCPA) Guidance. Procedures for Membership Appointment are contained in Annex B and shall be incorporated in each RFCA's Scheme of Association.

1.10 The Chairman of the Association will be elected by those Members present and voting at its Annual Meeting. His duties and responsibilities, as outlined in Regulations 2.15, 2.16 and Annex B, Appendix II, will be confirmed on first appointment by Letter of Authority signed by Director Resources Army (D Res (A)).

1.11 Each Association will employ a Chief Executive (CE) (in the regulations referred to as the 'CE RFCA'). He and his salaried secretariat will support the Members in discharging the tasks assigned to the Association. The appointment, terms of reference and terms and conditions of employment of the CE RFCA will be subject to Director Resources Army prior written approval on the Association Chairman's formal recommendation.

1.12 Ultimate responsibility for membership appointments rests with the Defence Council. Director Resources Army will act on its behalf in this regard and confirm in writing such appointments, each for a five-year term. With the exception of the Chairman and CE appointments, Director Resources Army may delegate the task of approving membership appointments to individual Chairmen of The Council of Reserve Forces' and Cadets' Associations (in these Regulations referred to as the 'Council' or CRFCA) and RFCAs. Once confirmed, notification of Chairman and CE appointments is to be passed to Assistant Chief of the Defence Staff (Reserves & Cadets) (ACDS (R&C)). Director Resources Army may ask for or insist on the resignation of a member following consultation with the President of the Association and ACDS (R&C).

<sup>1</sup> Cabinet Office Propriety & Ethics Team direction DTG 041322 October 2007.

## The Council of Reserve Forces' and Cadets' Associations

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

## RFCAs People

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

Major General (Retd) G S Smith CB QVRM TD  
*Board Chair Council of RFCAs*

Air Commodore (Retd) I R W Stewart  
CBE DL BSc FRAeS

Major General (Retd) S F N Lalor CB TD

Capt (Retd) N R V Dorman RD RNR

Colonel (Retd) P Jobbins OBE GM RD MSc  
(retired Nov 22) succeeded by

Brigadier (Retd) G M Salzano MBE  
*Vice-Chair Council of RFCAs*

### COUNCIL SECRETARIAT

Major General J H Gordon CB CBE  
*Chief Executive*

Brigadier A Fraser-Hitchen DL CEng  
*Chief of Staff*

Commander (Retd) G R Bushell RN  
*Director Cadets and Youth*

Mr P Wallace CEng MICE MInstRE  
*Director Volunteer Estate*

Mr N Jackson  
*Director Engagement*

Mrs L Richards ACMA  
*Director Finance*

Mrs J Mills MCIPS (Chartered)  
*Commercial Director*

Mrs J Craig  
*Head of Human Resources*

Mrs J Sicak  
*Secretary Pension Scheme*

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

### BOARD CHAIR



#### Major General (Retd) G S Smith CB QVRM TD

Born in Norwich, educated at Norwich School and Newcastle University (BSc (Hons) Agricultural and Food Marketing 1979). Business career as a market researcher; until 2009 he was Managing Director of Ipsos MORI. Returned to live in

Norfolk in 2011 and was CEO of the Royal Norfolk Agricultural Association 2012- 2020. He now manages a portfolio of consultancy and non-executive roles in agri-tech and digital marketing businesses in the UK, Germany and Spain.

An Army Reservist from 1981-2016, starting as a Rifleman in London; final appointment as ACDS (Reserves and Cadets) in the Ministry of Defence. He has been Chair of the board of the UK's Council of Reserve Forces' and Cadets' Associations since 2018 and is President of the UK Reserve Forces' Association.

Passionate about life-long education, he has remained involved with Newcastle University since graduating, as a NED on the Business School Advisory Board and member of the University's Court. He was recognised by Newcastle with an Honorary Fellowship for his services in 2020. In 2019 he was awarded an honorary doctorate in civil law from the University of East Anglia, reflecting his support to land-based education in the region.

Married to Rebecca, they have three grown up children and a growing flock of grandchildren. He enjoys gardening and sailing, keeps bees, breeds Boreray sheep and supports the Canaries, of course.

### VICE-CHAIRS



#### Captain (Retd) 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 RFCAs, Vice Chairman Navy on the Council of RFCAs and in his civilian career he is a director of a ship owning company. He lives in Angus with his wife Lesley and their three children.





**Colonel (Retd) 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.

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 until stepping down in November 2022.



**Brigadier (Retd)**  
**G M Salzano MBE**

*Vice-Chair (Marines) from November 2022*

Vice-Chairman joined the Royal Marines, initially as a recruit before commissioning in May 1985.

He served in various roles across

the (Marines) Ged Salzano Royal Navy and Royal Marines and a number of senior operational appointments in the Ministry of Defence and the UK Permanent Joint Headquarters.

He commanded 42 Commando and the Commando Training Centre, and is a graduate of the Royal Navy Staff College and the Ministry of Defence Higher Command and Staff Course.

Since leaving the Service Ged has undertaken a number of senior HR roles in major corporates such as Barclays and Royal Mail with responsibility for leadership, learning and development, DEI and culture. Ged is a Fellow of the Chartered Management Institute and is currently the Colonel Commandant Royal Marines Cadets.



**Major General (Retd)**  
**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 Chairman of Britam Arabia in Saudi Arabia providing contracted firefighting services to industrial sites.

In August 2018 he was appointed Chair of the CRFCA Eternal 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 (Retd)**  
**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 Airbase Ramstein in Germany. His last appointment in the military was as the Senior National Military Representative for the UK in the NATO Headquarters in SHAPE, Belgium. He left the military in 2013 and now has voluntary responsibilities in the East Riding of Yorkshire and is Chair of the Yorkshire and Humber Reserve Forces' and Cadets' Association. Ian is a Fellow of the Royal Aeronautical Society.

## BOARD MEMBERS

### Captain (Retd) 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 90s to work with T C Young Solicitors. He specialises in litigation and has developed particular experience in advising social and private sector housing providers.

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

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

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



### Colonel (Retd) 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 (Retd) 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 (Retd) 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 profession 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 Chairman at Virtualis, 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.

## BOARD MEMBERS

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 Chairman in October 2021.



**Brigadier (Retd)  
R Wardle OBE DL**

*(Chair Wales RFCA)*

Brigadier Russ Wardle was elected as Chairman, RFCA for Wales in March 2020.

He attended Exmouth Comprehensive School before joining the Army in

1977. After Sandhurst he commissioned into 1st Battalion the Duke of Edinburgh's Royal Regiment (1 DERR) in 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. 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 (Retd)  
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 almshouse 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.

## BOARD MEMBERS



**Colonel (Retd) 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 Chairman 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.



**Colonel (Retd) 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 Chairman of Wessex Reserve Forces' and Cadets' Association which is based in Taunton.

Additional voluntary appointments that he currently holds include:

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

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 Chairman and recently stepped down as a Vice President of Group1 automotive, a Fortune 500 Retailer that owns 48 UK Dealerships that include BMW, Audi, Jaguar, Land Rover and Ford.

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

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

Ian was Chairman of Team Ipswich for five years and a Trustee of the Inspire Suffolk Charity for three years. He is a fellow at Suffolk New College and loves spending time motivating the students. In 2014 Ian was instrumental in establishing the annual Suffolk Skills show, where 5,000 young people engage with over 100 local businesses.

Ian was elected Chairman of East Anglia RFCA in April 2018.

## BOARD MEMBERS



### **Air Vice-Marshal R T I Munro CB CBE TD VR DL**

*(Chair Greater London RFCA)*

AVM Randal Munro was appointed as Commandant General Royal Auxiliary Air Force (CG RAuxAF) September 2019, and in addition Chief of Staff Reserves (COS

Reserves) in July 2020.

A career Reservist, he joined the 10th Battalion The Parachute Regiment in December 1986 and having served for a year as a private soldier was commissioned into the Battalion from the Royal Military Academy Sandhurst in 1988. Having served in several appointments at Regimental Duty he was appointed Battalion Second in Command in 1996 and subsequently attended the TA Command and Staff Course in 1997. Promoted to Lt Col in 1998, he was posted as Chief Instructor to the London District Specialist Training Team (LDSTT).

AVM Munro received his Territorial Decoration in 1999. He was awarded the Volunteer Reserves Service Medal (VRSM) in 2009, a Clasp in 2014 and a 2nd in 2019.

Having completed his tour at the LDSTT he was posted to Headquarters London District for a year as SO1 Operations and Training TA and commanded Bristol University Officers' Training Corps between April 2002 and August 2004.

Prior to his promotion to Colonel and taking up his appointment in October 2005 as Col TA at the Directorate of Individual Training (Army), AVM Munro served as the Chief of Military Operations (Op Law) in the Multi-National Coalition HQ's Office of the Staff Judge Advocate in Baghdad, Iraq on OP TELIC 6 between May 2005 and October 2005.

Between April 2008 and January 2009, he served as Deputy Commander 43 (Wessex) Brigade followed by a posting to the MOD as Colonel (Reserves) on the General Staff in January 2009.

On promotion to Brigadier he was appointed Assistant Commander of 4th Division in November 2009, and subsequently Assistant Commander Support Command upon its formation. He is a member of The Royal College of Defence Studies, having attended the 2010 course. In 2012 he was promoted Major General and appointed Deputy Commander Land Forces (Reserves) in October 2012 – at that time the British Army Reserve's most senior appointment, serving until October 2015. He was awarded his CBE in 2014.

In April 2016 he was appointed Assistant Chief of Defence Staff (Reserves and Cadets), a tri-service appointment – Defence's senior Reserve appointment.

He is a Trustee of the Parachute Regiment and Airborne Forces Charity, an Elder of the Parachute Regiment, a former Honorary Colonel 4 PARA, currently Honorary Colonel of Bristol University Officers Training Corps, Regimental Colonel The London Scottish Regiment, Honorary Colonel of SE Sector Army

Cadet Force, Chairman of the Greater London Reserve Forces and Cadet Association (GL RFCA), a member of the Surrey Committee of SE RFCA. He is a Freeman of the City of London, Lieutenant of the City of London, Chairman of Trustees of the First Aid and Nursing Yeomanry (FANY), an ambassador of the Defence Medical Welfare Services, Chairman of the Military in Law Network (MilNet), and is a Vice President (past Chairman) of The Caledonian Club in Belgravia, London. He was appointed DL for Greater London in January 2019.

AVM Munro is a barrister in civilian life and is a General Counsel and Company Secretary for financial services companies in the City of London.



### **Colonel (Retd) 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, chairman 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.

## BOARD MEMBERS



**Lieutenant Colonel (Retd)  
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.

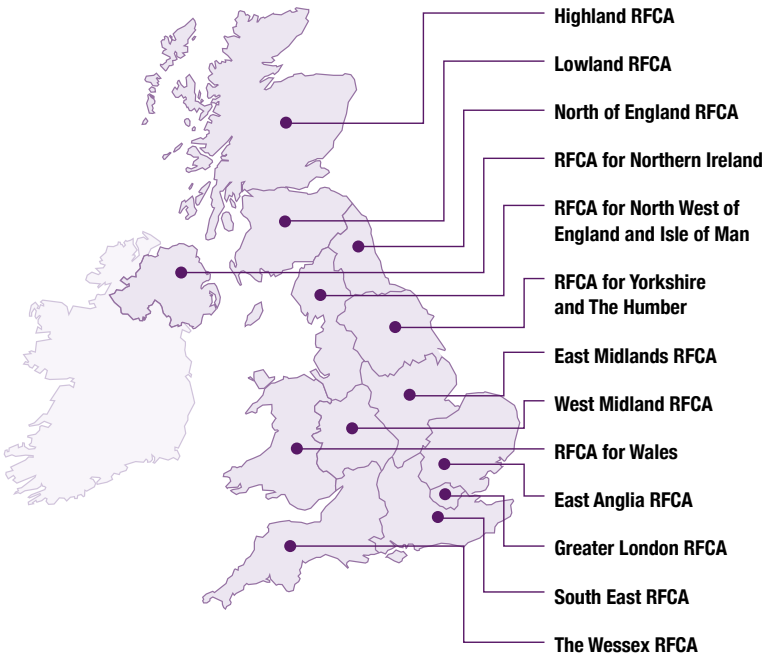
After graduating he was Called to the Bar of Northern Ireland in 1983. Calls to the Bar of England and Wales (Middle Temple) and the Republic of Ireland (King's Inn) followed.

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 chairman of the Pensions Appeal Tribunal. As his legal practice intensified, it was time to retire from the army after 30 years' full and part-time service.

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

Appointed Chairman of RFCA NI in March 2018.

# RFCA Locations



## 1. HIGHLAND ASSOCIATION (HIGHLAND RFCA)

*President:* Mr R W Balfour, HM Lord-Lieutenant of Fife  
*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  
**E-mail:** hi-hss@rfca.mod.uk  
**Web:** www.hrfca.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:** Office Manager mobile: 07766 060941  
**E-mail:** lo-offman@rfca.mod.uk  
**Web:** www.lowlandrfca.org.uk

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

*President:* Ms Lucy Winskill 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  
**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 CBE,  
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 THE 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:* Mr C Wilson

##### 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 7JD  
**Tel:** 0151 541 5752 (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:* Mr D Chipp

**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  
CStJ, HM, Lord-Lieutenant of Worcestershire  
*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:** Tennial Grange, Tennial 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:* Brigadier S C Williams OBE  
*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:* Mr E Gillespie OBE,  
HM Lord Lieutenant of Gloucester  
*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 259935  
**E-mail:** wx-offman@rfca.mod.uk  
**Web:** www.wessex-rfca.org.uk

**10. EAST ANGLIA ASSOCIATION (EA RFCA)**

*President:* Robert Voss Esq CBE,  
HM Lord-Lieutenant of Hertfordshire  
*Chair:* Mr I R 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:* Air Vice-Marshal R T I Munro CB CBE TD VR DL  
*City Secretary:* Captain P Hill RD RNR  
*Chief Executive:* Colonel P Germain  
*Head of Youth & Cadets and Chief of Staff:*  
Lieutenant Commander A Pringle MRAS MCMI MCGI  
*Head of Engagement:* Mr A Jeacock  
*Head of Estates & Commercial Lettings:* Mr S Sams

**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 357605  
**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  
*Chief Executive designate wef 10 Oct 22:*  
Brigadier M B Murdoch MBE L/R Irish Regt  
*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

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



## The Council of RFCAs

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

Tel: 020 7426 8350

Email: [co-info@rfca.mod.uk](mailto:co-info@rfca.mod.uk)

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