

# CRFCA

Council of Reserve Forces'  
and Cadets' Associations

Annual Report and Accounts  
**2018/19**

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AND ACCOUNTS  
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## Background

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

The RFCAs have three core tasks: Managing the Volunteer Estate (VE) and providing Infrastructure Support (Facilities Management); Employer Engagement; and support to the Services' Cadets and Youth. Throughout this, all are engaged in Community Engagement, which is carried out through their extensive network of volunteer members, who, being based within the community, enable the RFCAs to reach into the community in a way that the Services and Chains of Command are unable to do. The RFCA organisation employs some 850 salaried Crown Servants regionally<sup>1</sup> and 40 centrally. 488 of the regional staff support the Army Cadet Force (ACF) across the UK leaving 376 working in the Regional RFCA HQs and at the Council, with the balance providing Schools expansion roles and operating in direct support of the single Services chain of command.

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

## Vision, Characteristics and Values

### The Vision

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

### RFCA CHARACTERISTICS

#### (What defines us?)

We are a Central Government Body with Crown status, set up by statute.

We are a manifestation of the volunteer ethos.

Our voluntary membership brings with it an unparalleled breadth of expertise and experience.

We are tri-Service.

We are of the regions, operating throughout the United Kingdom.

We are a not-for-profit organisation.

We are demonstrable value for money.

### RFCA VALUES

#### (How we behave)

We promote the interests of the Armed Forces.

We champion the volunteer ethos both within and outside the Services.

We are apolitical.

Through our collegiate behaviour, we have national responsibility, influence and recognition, while being independent (from the MOD and the chains of command) and autonomous (from each other).

We support the work of third sector organisations which also contribute to the well-being of Service personnel and dependents, veterans and youth.

We supplement government funding through our income generation for our dependencies.

<sup>1</sup> This includes Cadet Expansion Officers, HQ Regional Command augmentees and Cadet training Team AOs.

## RFCA USPs

### The Volunteer Estate. Stewardship:

The ability to safeguard a fit-for-purpose estate, optimised for ease of use by reserves and cadets, rationalised and progressively modernised to meet future challenges.

The ability to act as an intelligent customer on behalf of the single Services and their R&C dependencies.

The ability to be an informed SME supplier for facilities management on non-complex but widely dispersed properties, drawing on a regional/local supply chain.

The ability to re-invest in maintenance of the VE (using income generated from it) and to rationalise and modernise it with receipts from 'RFCA title' disposals.

The ability to retain effective contacts with R&C constituencies through close RFCA VE management.

### Community Engagement. A network of networks:

The ability to engage collaboratively with Lieutenancies, local authorities, veteran, welfare, community, business, employer, education and youth organisations to foster support for Defence, as well as for R&C communities.

The specific ability to provide the beneficial, HR-related interface between employers and Defence requirements for reserves, cadets, veterans, recruiting, transition and other covenant opportunities.

The ability to leverage the Covenants to support the Firm Base and similar Service support frameworks.

The ability to engage on behalf of the Services and MOD, where defence traditionally finds it difficult to do so, drawing on informed analysis and using bespoke MIS.

The ability to develop strong relationships with non-service supporters, keeping them well-informed in order for the strongest to act as third party advocates.

The ability to sustain **enduring** relationships with these organisations, **nationally** and **regionally**. The ability to call on pro bono support.

### Cadets and Youth. End-to-end support:

The ability to provide an integrated administrative and logistic support framework, through the use of RFCA professional cadet staff who are familiar with and capable of working within Service systems.

The ability to offload most support tasks from the volunteer staff and adults, thereby increasing their ability to concentrate on delivering the cadet experience.

The ability to specialise and reduce risk in key areas of youth activity, such as provision of optimised estate and expertise in safeguarding.

The ability to generate income to fund non-core cadet activities, facilities improvement and volunteer recruiting. The ability to act as a 'cadet conscience' at national and regional level.

## President's Foreword

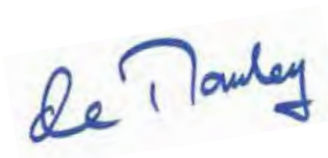
As President I would not normally write the Foreword to the Annual Report as this falls to the Chairman of the Council to complete. This year however there is not currently a Chairman in post as Lieutenant General Robin Brims, to whom we are all hugely grateful, stepped down following the Annual Briefing in December 2018. It is a real honour and a privilege for me to do so and I am grateful for the ongoing support from the Board and volunteer members of the Associations who willingly give so much of their time and expertise for free.

The past year has been busy yet again for all the Associations although, while working within tightened budgets, we have been fortunate in not having to deal with the financial pressures and savings measures of previous years. We were boosted by a late injection of MOD funds towards the end of the 2018 financial year which helped considerably with improvements to the volunteer estate and both the reserve and cadet experiences.

Employer Engagement through Defence Relationship Management (DRM) and the RFCAs goes from strength to strength. As at the end of March 2019 there had been 3,590 Armed Forces Covenant (AFC) signings. Fifty-one employers were awarded Employer Recognition Scheme (ERS) Gold in 2018, recognising the truly great support they are providing to our reservists, adult volunteers and spouses of serving personnel.

Of note this year is the commencement of a Tailored Review of the RFCAs sponsored by the MOD. This is a comprehensive examination of our governance, outputs and structures in accordance with Cabinet Office guidelines which will report in late 2019. While 'reviews' are often daunting, I hope that it will identify opportunities and potential areas which the RFCAs could expand into such as support to veterans, subject of course, to this being adequately resourced.

Enthusiasm remains high across the wider communities of the RFCAs and what they deliver is well received by those we serve. I have enjoyed meeting many of our members over the year and am happy in the knowledge that we are an organisation that remains both valued by and valuable to Defence.



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

President  
Council of Reserve Forces' and Cadets' Associations

## Chief Executive's Introduction

Observant readers will notice that we have changed the format of this year's report in order to put what we have done – our achievements – at the front and the required report information towards the back. We have also simplified the section on our achievements so that there is greater focus on the deliverables of our three core tasks – the Volunteer Estate, Cadets and Youth and Employer Engagement. The more eagle-eyed readers also will notice that we have refined and sharpened our Vision;

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

One could say that this year has been the year of review. First, as in line with our Regulations, we are required to review our individual Schemes of Association every five years, the last having been carried out in 2014. Member ratios are set out in legislation but Schedule 4 of the Reserve Forces Act 1996 still gives considerable freedom for Associations to find members from the military (tri-Service), Local Authorities, universities, cadets, employers, employees etc. from their local communities so that we are truly representative of our regions. Revised Schemes will be forwarded to the MOD in December for Ministerial endorsement in the New Year.

Secondly, the Cabinet Office recommends that sponsors conduct tailored reviews of their Arm's-Length Bodies (ALBs) once in the period of every fixed-term parliament. The last formal review of the RFCAs was the Paterson Review, which reported in December 2014. The review will examine whether we are aligned with Cabinet Office best practice for governance of classified ALBs, identify Defence activities that could be done more cost effectively by the RFCAs in order to ensure RFCAs are delivering value for money and are fit for purpose. It will report in December 2019.

Early findings show that we provide a vital voice for Reserves and Cadets; have a highly committed and passionate workforce; are highly valued by our customers; our National/Regional knowledge and staff continuity provide an essential element in support of the Armed Forces; and we are flexible and agile in delivering our outputs. None of this should be a surprise, and I would be disappointed if it were not so, but it is still good to hear it. Again, but no surprise, the RFCAs do not fall into the classification of a Non-Departmental Public Body (NDPB), Executive Agencies (EA) or Non-Ministerial Departments (NMD). Not surprising since we have been around since 1908! The review has identified areas where we, perhaps, do not reflect best practice in terms of our organisation, and work to take this forward once MOD has had to consider the recommendations and appropriateness of what needs to be done.

I will not repeat what is written in the report under our three main tasks, but I would like to highlight:

- On behalf of the Royal Navy, we are managing the build of HMS CAMBRIA, a £11.138m project in Cardiff. The first sod was cut in the autumn 2018 with a completion date for the building of the end of February 2020, with the fitting out to be completed by the summer 2020. Progress has been outstanding with the programme on budget and the contractor heading to completion of the building at the end of January 2020.
- We provide a considerable amount of support to the Cadet Expansion Programme (CEP). We have RFCA employed staff embedded within the Joint MOD/Department for Education Team, Regional Command, RAF Air Cadet Headquarters, the Regional Point of Command (RPoC) and their cadet training teams and well as the School Cadet Expansion Officers, who have acted as the MOD 'field force' and the key interlocutors with schools. Collectively they have been pivotal to the delivery of the CEP which is on track to deliver the ambitious target of 500 hundred units in schools by the end of March 2020 as agreed with the Government.
- Chief Constable (Retd) Tim Holliss has retired as the Chair of the Cadet Health Check Team and I would like to thank him for all he had done to set this Team up and produce its first two reports. I would like to welcome The Right Honourable Susan Garden, Baroness Garden of Frognal, who has agreed to become the new Chair.
- I wrote last year how impressed I was with the number of applicants for and winners of the Gold ERS – 51 from 140 nominations. This year, from 170 applicants, there were 100 winners. This demonstrates the huge support employers give to reservists as well as veterans and spouses of serving personnel. Of particular note was the 3,000th signing of the AFC by the Post Office Ltd alongside other notable employers such as Salesforce, Halfords and Morgan Stanley (at time of writing it is over 4,000 and rising).

I finished last year by espousing one of our Unique Selling Points – that we are a nationally coordinated and directed organisation, but our effect is delivered by local people, who know their localities well, for their local communities. It is this that we will ensure we hang on to as we take the various reviews forward.



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

Chief Executive Council of Reserve Forces' and Cadets' Associations





## FY2018/19 Key Achievements

### Engagement

#### Assistance to Community Engagement & Representation

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

The RFCAs continue to develop and strengthen positive relationships with local communities and employers from across every region, providing invaluable support to Armed Forces recruitment and retention efforts as well as the wider defence agenda, developing networks of with Lieutenancies, local authorities, veteran, welfare, community, employer, education & youth organisations to foster support for Defence, as well as for the R&C communities.

November 2018 saw the adoption of a new Corporate Communications Strategy aimed at strengthening the collaborative delivery of communications and common processes across the UK, between each RFCAs, with DRM and with Defence and cadet stakeholders.

Regional communication teams have continued working hard to deliver innovative and creative campaigns to support engagement and the wider Defence communication objectives by developing low cost initiatives, PR opportunities and digital campaigns to promote the role of Defence plays in a prosperous UK and the value of its people at its heart.

This year also saw the roll-out of Hootsuite, a social media management platform introduced across the regions to help with the planning and publication of digital activity, supporting not only core campaigns but the day-to-day engagement and interaction with businesses and communities. Since the introduction of Hootsuite in October 2018 there has been a substantial increase in activity collectively across the 13 regions, including:

- 95.3% increase in posts, up 4,811 from previous year to total of 9,400
- Engagement is up 304.5%, from 46,700 to total of 142,200 interactions across all channels

### Employer Engagement

DRM continues to enhance its reputation as a trusted partner with employers with another strong year for Employer Engagement (EE). AFC signings have grown exponentially, seeing a 66% rise to 3,590 signatories as of March 2019.



The rate of signings is ever-increasing, and currently growing at an average rate of around 27 new signatories a week. Key signings this year have included the Post Office Ltd, who were the 3,000th signing, Salesforce, Halfords, Microsoft and Morgan Stanley.

Since its launch in 2014, the Defence ERS has presented 128 Gold Awards to a wide variety of organisations, in recognition of their outstanding support to the Armed Forces. 2018 saw a record number of businesses receive the award (51 in total, an increase of 54% from the 33 awarded in 2017) including a number of well-known organisations as well as Small and Medium-sized Enterprises (SMEs). These included EY, Standard Life Aberdeen, Handy Heroes, Lloyd's of London, NHS Orkney, Swansea Council and Stoll.

A major focus of this year has been to improve the process of measuring the effectiveness of the pledges made by businesses in support of the Covenant. This Measurement of Effectiveness (MoE) model was created to report empirically and credibly on the effect of Defence's EE activity and to demonstrate value for money. The model provides greater granularity and understanding of what is, and is not, really making a difference in this arena.

It specifically aligns Defence employer engagement activity to the objectives within the Chief of Defence People's (CDP) Defence People Strategy & Defence People Plan. The MoE captures records against a number of categories that were chosen to best

demonstrate the impact of EE, with strong links to the AFC and the Defence ERS. These categories include Advocacy and Mentoring, Collaborations, Commercial Fairness, Communications Campaigns, Defence Discussion Forums, Event Attendance, HR, Internal Military Network, and Work Place Employer Engagement (there are sub-categories within each of these).

Regional EE teams have also been hard at work, helping to facilitate inspirational activities and events between employers and UK Armed Forces. Events included Exercise MINI STRETCH at HMS SCOTIA in Rosyth, Highlands, attracting employers who took part in various challenging activities included firefighting, sea survival, ship damage control and leadership tasks.

Regional highlights have included:

**East Anglia:** Local employers were invited to join reservists on foreign training exercises and see them in action. Employers Abroad is an exclusive, immersive experience which involved four days in the company of 'The Steelbacks', the Reserve battalion of the Royal Anglian Regiment, on Exercise ROMAN STAR in Turin, Italy.

**East Anglia:** EA RFCA has worked to support local authorities in the delivery of their Armed Forces Covenant pledge and helped to secure the commitment of all County Councils and Unitary Authorities across region.

**East Midlands:** Three businesses received a Gold Award in the Employer Recognition Scheme. The businesses were the University of Lincoln, University Hospitals of Leicester NHS Trust and SkillForce. They received their awards from HRH The Earl of Wessex and the Secretary of State for Defence at a special event in London. The total number of Gold Award holders in the East Midlands is now six.

**Greater London:** Building pathways to success Employers Abroad 2018 saw NHS employers witness first-hand what it takes to be a Reservist with 144 (Parachute) Medical Squadron.



**Highlands:** ChamberFORCE was launched in Dundee in partnership with five Chambers of Commerce to help streamline engagement between Defence and key business stakeholders.



**Highlands:** RFCA invited employers to take part in the The Royal Navy's Exercise MINI STRETCH at HMS SCOTIA in Rosyth.

**Highlands:** First-year nursing students braved wet and windy weather to take part in Exercise TEAM SPIRIT at Oliver Barracks in Dundee. The event was a collaboration between 225 (Scottish) Medical Regiment and the School of Nursing and Health Sciences of Dundee University.

**Highlands:** Police Scotland signed the Armed Forces Covenant.

**Highlands:** Wood PLC signed the Armed Forces Covenant at Edinburgh Castle during Armed Forces Week.

**Northern Ireland:** An innovative programme currently under construction with the Department of the Economy and Invest Northern Ireland to create opportunities for reservists, veterans, spouses of serving personnel and senior cadets to develop cyber capability and expertise within the UK's second largest 'Cyber Hub'.

**North West:** North West has seen 14 businesses receive the Employer Recognition Scheme Silver Award and one Gold Award, which was presented to Sovini by The Earl of Wessex and the Rt Hon Gavin Williamson CBE MP in November 2018.



**South East:** RFCA hosted five Armed Forces Briefing events to a mix of civil/military leadership and inclusive organisations on the Armed Forces' approach to diversity and youth, whilst highlighting the Reserves and Cadets.



**Wessex:** Somerset charity Ferne Animal Sanctuary pledged their support to the Armed Forces Community by signing the Armed Forces Covenant during celebrations for their 80th birthday.

**Wales:** The Zulu King Goodwill Zwelithini kaBhekuzulu visited the marquee of 160 Brigade at this year's Royal Welsh Agricultural Show, where he was greeted by Major General Simon Brooks-Ward CVO OBE TD VR and Brigadier Alan Richmond OBE on behalf of the UK's Reserve Forces.



## Estates

### Provide Facilities Management Services

#### Context

The RFCA managed Estate, referred to as the Volunteer Estate (VE) or the Reserve and Cadet Estate, is an ever-changing landscape. The infrastructure itself changes very slowly, although it is Statutory and Mandatory compliant, it is generally declining in condition. To this end, late injections of money at year end were welcome, generating much work for estates staff. However, it did help to reduce the backlog of smaller maintenance tasks that we usually carry forward.

Project REVIVE was initiated in 2014 in order to ensure that our procedures and processes were aligned with the Next Generation Estate Contracts (NGEC). That work has been completed and we close to a unified delivery platform and common user experience across the 13 Associations in that they now have a common Helpdesk and Statutory / Mandatory inspection regime. The first tenders for Defence's Future Defence Infrastructure Strategy (FDIS) Phase 1 – the 4 Regional Prime Contracts on the Regular estate – have been released. The VE is not in scope in Phase 1, but we will be required to take part in a Value for Money (VFM) comparator exercise in the last quarter of 2022 to ensure that we do deliver VFM on the VE. On behalf of the Army, we also are engaged in Project AINTREE to upgrade the Reserves' armouries and ammunition stores across the UK. It is a multifaceted programme not without its complexities, but we are over the first difficult hurdles.

#### East Midlands

Received approval from DIO Scrutiny for new garages and workshops at Sobraon Barracks in Lincoln with work set to start in Autumn 2019.

Demolished an unsafe building at the Army Reserve Centre on Ulverscroft Road in Leicester, repaired the roof at Kingsway in Derby and Chesterfield Army Reserve Centres.

Continued to carry out improvements and major repairs to Army and RAF Cadet Centres across the region, utilising Local Infrastructure Improvement Funding and Regionally Generated Income (RGI).

Made improvements to the Cadet Estate through an injection of funding from DIO, Air Training Corps (ATC) and RGI. These improvements included;

- Over-roofing at Eckington ACF facility to prevent leaking.
- Provision of heating in a former garage at Phoenix Street in Derby to create additional classroom space.
- Refurbishment of Stamford ACF building.



- Refurbishment of Long Sutton ACF building.
- Conversion of the AARON Block at the Derby ATC site to create additional storage.
- Internal refurbishment at Blidworth and Sutton-in-Ashfield ACF buildings.
- Servery and toilets upgrades at many sites.

Gratefully received the freehold of the Joint Cadet Centre at Spring Gardens in Wellingborough from the local council, securing the future of the Air and Army Cadets.

Implemented a new IT systems to better manage the leasing and hiring for the Estate.

#### Northern Ireland

Following difficulties between landmark and local contractors, RFCA NI has been given a £4.5 million contract to deliver new accommodation to the Army Training Unit in Ballykinler. The project is progressing well, is on schedule and is a prime example of RFCAs' ability to deliver challenging projects across the whole of the Defence Estate efficiently and flexibly as well as an overall value for money basis. Further exploiting its flexibility and commitment to Defence as well as its not-for-profit status, RFCA NI has found a source of funding outwith the MOD to meet the immediate needs arising from an increase in reserve liability beyond the Reserve Estate's ability to house them. Pending a longer term capital programme when funding becomes available, RFCA NI is working with the Army Chain of Command to find innovative and efficient short term solutions to bridge that funding gap.

#### North West

NW RFCA have been running a Multi-Skilled Operative (MSO) scheme for the past two years with the aim of tackling the routine – niggling – faults that are currently insufficiently financed by the external funding streams; RGI pays for its running. This scheme was rolled out from its pilot scheme in Merseyside and Cheshire to Greater Manchester, Lancashire and Cumbria last year. We now have three MSOs that continue to chip away at the list of unfunded routine faults across the

region with great success. The scheme continues to develop and the workload in Greater Manchester and Lancashire is such that we will be looking to appoint another contractor to deal with the faults. A significant, secondary effect of tackling these routine issues is preventing minor faults from developing into urgent or critical matters that may be significantly more expensive and time-consuming to resolve. They may also avoid a problem affecting other areas, for example a blocked rainwater gully – a relatively inexpensive fix – may precipitate a roof leak which, apart from being a much more expensive repair can lead to expensive collateral damage elsewhere.

ATC Sqns who have received long-overdue refurbishments following the re-direction of just under £400,000 from other projects that could not be completed in-year by HQ Air Command. These works, the requirement for which was only generated in January, are a testament to our ability to deliver works on-time and on-budget and there will be a considerable number of NW cadets in training facilities that have been modernised and refreshed.

At Naval Regional Headquarters in Liverpool (HMS EAGLET), Royal Navy Infra provided £90,000 to enhance security features at the Brunswick Dock



site including; 360 degree laser coverage, turnstile pedestrian access, new automated front entrance gate and an upgraded HD CCTV system.

The Army Local Infrastructure Improvement Fund (LIIF) awarded over £108,000 for NW unit projects including the redecoration of the Welfare Facility at Bidston Road Army Reserve Centre (£24,000), the redecoration of the Junior Ranks Club at Chavasse House Army Reserve Centre (£18,000) and a refurbishment of the ablutions at LUOTC (£24,000). In addition there was £42,000 granted for incidental works across the Army Reserve Estate.

Headquarters Air Cadets (HQAC) have invested heavily in the NW this year including two significant projects at Inskip and the National Activity Centre at Windermere.

At the Inskip Cadet Centre, £150,000 was secured for the installation of a Command Task and Low Ropes Course as well as a new access control system to front vehicle/pedestrian entrance, automated vehicle barrier, automated gates, pedestrian access and intercom. Works were also completed on replacing the heating and hot water systems throughout the site.

At Windermere HQAC, funded the full refurbishment of Windermere Adventure Training Centre. The first phase of the works to install a replacement roof and rainwater goods have been completed and handed over.

Main contract works are underway for the full refurbishment of the Centre throughout and providing additional 20 bed spaces through remodelling the existing layout. The Centre will also expand into the adjacent unoccupied ATC building on the site to provide additional space for accommodation, ablutions and offices. This is probably the most significant project we will see delivered during the period leading up to the AGM at £1.3 million and demonstrates our status as trusted partners to deliver significant infrastructure projects on behalf of Defence.

### South East

Over the past 12 months, the South East RFCA (SERFCA) have provided planning and guidance support to the National Cadet Training Centre, Frimley Park. It is the centre of excellence for Army Cadets and Combined Cadet Force Training. The work completed included upgrading the showers and en-suite accommodation blocks for the permanent staff who work and live onsite, as well as building a new theatre and dining facility, which can accommodate around 70 individuals. These upgrades will enable the CTC to train and assess more Cadet Force Adult Volunteers (CFAVs) in the coming years.

SERFCA are currently mid-way through a 20-week contract to completely refurbish an 18th Century building known as 'The Keep' on the former Roussillon Barracks, Chichester site for use as a newly designated ACF/ATC Joint Cadet Centre. The current c.19th Century Grade II Listed building in East Row, which is in need of significant repair and financial investment, is under-scale as premises for the Cadet Experience.

In the near future, SERFCA will have completed FR2020 Basing works for:

- 295 Bty RA (ARC Peronne Road, Portsmouth) – Re-roofing works to the Technical Training Wing (TTW).
- 135 Geo Sqn RE (Brock Bks, Reading) – Complete refurbishment of the areas allocated to the Unit.
- Blighmont Barracks, Southampton – Phase 2 of perimeter security fencing and CCTV System upgrade.

**West Midlands:** The £1.2M construction of a stand-alone cadet building on the Cobridge, Stoke on Trent, Army Reserve Centre site started on the 5 February 2018 and was completed on the 19 March 2019, to time, cost and specification. It resulted from the rationalisation of cadet units within the Stoke-on-Trent area – the demise of 235 (Stoke-on-Trent), 238 (Hartshill), 239 (Longton) Sqns ATC and the establishment of 388 (City of Stoke-on-Trent) Sqn ATC that incorporated all three former ATC Sqns. The building was installed with Solar PV panels which generate enough electricity to be self-sufficient, has an IT/Wi-Fi Network throughout the building with modern interactive instructional facilities to accommodate over 120 Cadets. It also benefited from the construction of a 25M four lane tube range with state-of-the-art CCTV target system to assist in the coaching of cadets. WM RFCA handed over the keys to the new building to the Air Commodore RAF Air Cadet Organisation, and OC 388 Sqn, Flt Lt Chris Holloway, on the 10 April 2019. This has been an exciting and complex project expanded in scope during the build process. It has culminated in a first-class facility, possibly the best in the UK, located in the centre of the community at Cobridge, which will enhance the cadet experience for both the Air Cadets and their adult volunteers.

### Wessex

Yoxter Camp on the Mendips has become the first Army training area to offer overnight accommodation and facilities for wheelchair users, opening up huge opportunities for Cadets with disabilities. The former range warden's cottage has undergone a £60,000 refurbishment to make it compliant with the Equality Act. The project has been paid for and managed by Wessex RFCA.



The building is called 'Richardson Lodge' in memory of Colonel Paul Richardson who was Commandant of Somerset ACF from 2011 to 2015 and who died suddenly last year. The Lord-Lieutenant of Somerset, Annie Maw, cut the ribbon and then handed over to Paul's widow, Mary, who unveiled a plaque commemorating the official re-opening and renaming. Yoxter is used by the Regular Army, the Royal Marines, the Reserves and Cadet forces, primarily for its eight-lane, 550-metre rifle range, but also for field craft exercises as well as helicopter training and instruction in driving non-tracked vehicles. The camp has billet accommodation for 150, storerooms, a kitchen, classrooms and toilet facilities. The work on Richardson Lodge included providing access for wheelchair users to the communal dining room.

The Commander of the nation's Maritime Reserves has officially opened newly refurbished accommodation for Royal Marines Reservists based within the national Commando Training Centre (CTCRM) at Lymington, near Exeter.

In addition to the excellent delivery work completed by individual Associations, we have re-structured a number of back room processes to more fully reflect the needs of DIO and the wider TLB community to compare outputs of the RFCAs against the Amey output for the regular estate. That work is almost complete and we are now looking towards the next challenge of the Future Defence Infrastructure Strategy.

We have standardised across all RFCAs the handling of fault reports through a comprehensive helpdesk platform. All calls are recorded and added to the general feed of planned tasks, prioritised and resolved within the stipulated and agreed time and cost.

Our work on Statutory and Mandatory Inspections and Tests is common across the Estate. This has led to a marginal increase in cost but with that comes an absolute assurance that the estate is being inspected to the agreed standard.

Better reporting of faults and a more structured inspection regime leads to more confidence and clearer use of Dashboard reporting. As with most new work this is still being polished but it is already giving a far greater level of transparency than hitherto and can only add to the RFCA reputation for excellence.







## Cadets and Youth

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

The RFCAs continue to support cadets and youth, providing advice, guidance and activities in support of the tri-Service Cadet Forces across each of the 13 regions.

The largest area of support is provided to the Army in the form of the ACF Professional Support Staff (PSS). Nearly 500 PSS are employed by the RFCAs to provide the day-to-day logistical and administrative support to the ACF Counties (can also be referred to Battalions and Sectors). A significant development within this reporting cycle has been the introduction of the Joint Asset Management and Engineering Solution (JAMES) which is relied upon by the single Services to identify swiftly the location, quantity and 'Fit for Mission' readiness of all its land-based equipment. The introduction of this Management Information System (MIS) to the ACF Counties has not been without its challenges but the PSS have successfully undertaken the significant amount of training associated with this MIS and the system is now being utilised across all of the Counties.

### Cadet Expansion Programme

This year saw the ongoing provision of support to the Cadet Expansion Programme (CEP). The RFCAs employ many of the key staff who are pivotal to the successful delivery of the CEP. The School Cadet Expansion Officers (SCEOs) have worked closely with schools to take them from their initial expression of interest to a position where they are approved by the Cadet Expansion Steering Group (CESG) which is co-Chaired by MOD and Department of Education representatives. The RFCAs employ MOD representatives, embedded within the Department for Education, to direct the engagement of this 'field force' and provide all of the documentary evidence required to keep all of the appropriate authorities informed. This ranges from the Prime Minister's office, the Cabinet Office, CESG as well as the single Services. Additionally, RFCAs employ staff who can be found within Regional Command and the Army's Regional Points of Command. The target of 500 cadet units within schools is on track to being achieved and the RFCAs employ staff who can take much credit on making a significant contribution to this achievement. Worthy of special mention is Lowland RFCAs who are in the vanguard of rolling out the CEP in Scotland with nine Linked Detachments north of the border. This model is very different to the rest of the UK but still forms part of the CEP and is included in the overall target.

## Value Added

The RFCAs through their association with their Lord-Lieutenants provide the opportunity to all of the Cadet Forces, within their regions, to receive recognition for the achievements of the CFAVs and the Cadets themselves. This might be in the shape of awards or as a Lord-Lieutenant Cadet. The latter is an extremely high profile position where the Cadet will almost certainly support their Lord-Lieutenant in events that are attended by members of the Royal Family.

One such event included Cadets from the East Midlands who were part of the welcoming party for HRH The Duke of Cambridge, HRH the Crown Prince of Bahrain and the Prime Minister at the handover of the new Defence National Rehabilitation Centre at Stanford-on-Soar.

The CFAVs continue to be an invaluable resource in support of cadets and youth in the delivery of the cadet experience. In Wessex, CFAVs received the new Queen's Commission at Longleat House in recognition of their outstanding contribution.

Cadets have also been given the opportunity to meet with prominent and influential advocates of defence, including 150 Cadets who performed in a Mini-Tattoo at Edinburgh Castle and then went on to take part in an event in London's Horse Guards Parade.



Greater London RFCAs held an event to mark 'the beginning of the end' of the First World War with a parade, Drumhead Service and youth and community event at the Royal Hospital Chelsea.

Northern Ireland RFCAs have developed a youth outreach programme called Pathways Adventure Activities. The programme delivers youth development experiences, based on those of cadet movement, across NI to just under 60,000 young people in the year up to last December. This is delivered in tandem with a wide range of community and church groups, other youth charities, the Princes Trust, local authorities and schools.



It is now NI's largest single youth outreach programme, the governance of which involves Head Children NI, and is making a measurable contribution to local community and youth welfare. In addition to the Pathways programme, the NI RFCA also organises overseas visits which are opened up to members of the cadet community. In August 2018 a group of adults and cadets went on a three city tour of Poland to Gdansk, Warsaw and Krakow, the latter culminating in a very moving and informative visit to Auschwitz/Buchenwald concentration camps.

North of England RFCA support activities that are not part of the mainstream cadet offer and give cadets the opportunity to meet and collaborate with cadets for other cadet forces.

These events consist of the following:

### Regional Cadet Shooting Competition

Hosted by Durham ACF and 8 Rifles in Bishop Auckland. In 2018 over 150 Cadets turned up to participate in the event for three trophies:

Summers Bowl – Air Rifle for Cadets aged U16.  
(Won by Barnard Castle CCF in 2018).

Jarvis Cup – for the Cadet small bore target rifle for Cadets aged U17.  
(Won by South Shields Sea Cadets in 2018).

Surtees Shield – Anschutz Target Rifle open age category (Won by Durham/Northumberland Wing in 2018).

Cadets who have shot at Bisley are not permitted to enter, however they may be team coaches on the range.

### Cadet Regional Indoor Climbing Competition – TRI-CLIMB

The event is held on the first Saturday in December and again is open to cadets from the region. CFAV's volunteer to run the competition and belay climbers. Prizes are awarded by age category (male and female) with an overall Trophy awarded to the overall cadet force/Contingent winning team. DNW RAF AC provide the admin support and the event is held at The Simonside Climbing Wall in South Shields. In 2018 there were 118 cadets who attended the event.

### Regional Cadet Triathlon Series

This is a multisport series open to Cadet and Adults the series comprises of:

Three skills days run across the region during the school holidays. No CFAV or parental involvement is required as the days are run by a qualified Triathlon Coach.

## Cadet Health Check Team

The Health Check Team delivered their second report to the Chief of Defence People in January and it was then subsequently presented to the three star Youth and Cadet Steering Group in May. The Team provides MOD with objective and independent advice on the overall health of the Cadet Forces, their ability to deliver MOD-endorsed outcomes, and risks to their future well-being and sustainability. This independent advice complements the MOD and single Service assurance and performance management regimes which will be developed further under the Cadet Force 2025 programme.

## MOD Summary

*The team reports that the MOD-sponsored cadet forces continue to deliver a challenging and stimulating cadet experience both within a well-controlled environment and in line with the MOD-endorsed outcomes. It notes that the cadet forces are in the strongest position they have been for many years, particularly now that delivery of the cadet forces is included as a formal Defence Task.*

*Following up on concerns raised last year, the report makes four positive observations: the Cadet Expansion Programme is on track to achieve its target; the number of cadets in community units is increasing; follow-up work into the reviews of non-*

*recent safeguarding cases is nearing completion; and the introduction of the Cadet Forces Commission was achieved without significant difficulty. It also reiterates the importance of gaining Ofsted recognition of the benefit delivered by cadet units in state schools, in order to secure the enduring commitment of schools to the cadet programme. It is therefore pleasing that, since the report's completion, Ofsted's chief inspector has published a new draft education inspection framework which proposes to judge 'personal development' separately from 'behaviour and attitudes' to encourage schools to prioritise extra-curricular activities such as their cadet unit.*





# 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 2019 was £120.4M, up 5% from the previous FY. Funding income totalled £110.2M and RGI totalled £10.3M which resulted in an excess of income over expenditure of £0.1M.

Of the £120.4M spend, £37.9M was spent on the reserves estate and infrastructure, £30.6M was spent on the cadets estate and infrastructure, £29.4M was spent on support towards the ACF, Army Reserve, RAuxAF and WIS Living Accommodation, £4.7M was spent on employer support and engagement, £6.5M was spent on estate delivery and the remaining £11.2M (9%) was spent on RFCAs' overheads.

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

Estate funding was again supplemented in-year by RGI, to the sum of £6.6M (£5.4M Revenue and £1.2M Capital).

RGI was also used in year to supplement recruiting/engagement funding (£0.4M), Reserve and Cadet grants (£0.5M), administration (largely legal fees) (£0.1M) and sub-letting costs (£1.2M).

Further details of the outputs delivered within this expenditure can be found under FY2018/19 achievements.

## Result for the Year

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

## Financial Risks and Uncertainties

During FY2018/19 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 5,218 days and short term sickness were 1,695 days being the equivalent of 6 days per employee. In comparison with national average within the public sector, the RFCA sickness absence rate is 3.3% days lost as opposed to 1.9% (Labour Force Survey – Office for National Statistics for 2016) nationally.

## Personal Data Related Incidents and Other Losses

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

## Auditors

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

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

## Disclosure of Relevant Audit Information

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





# Remuneration Report

## Remuneration Policy

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

## Salary

'Annual Emoluments' include gross salary; 6% NPA (where applicable); bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation.

## Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue & Customs as a taxable emolument.

## Pension

Pension benefits are provided through the Council of RFCA Pension Scheme. This is a defined benefits scheme. Pensions payable are increased annually in line with changes in the Consumer Price Index (CPI) as defined by the Pension (Increase) Act 1971. There is a 13% contribution paid by the employer into the pension scheme on behalf of members as well as employee contributions set at the rate of 5% of pensionable earnings. Members may opt to give up (commute) pension for a lump sum up to the limits set by scheme rules, currently a maximum of 2.5% of the value of benefits. Employees also benefit from a payment of twice pensionable salary to cover death in service. There is no compensation for early retirement due to ill health; however pension payable from early retirement due to ill health is included within the Pension Scheme's liabilities. The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age.

## Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which the disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the RFCA pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

## Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

## Key relationships and resources available

The CRFCA and the RFCAs have key relationships with all funders/stakeholders and ultimately the MOD and Parliament. As the RFCAs are closely linked to the MOD, long term views of Parliament on the MOD and any subsequent MOD reviews are likely to affect the position of RFCAs.

The CRFCA and the RFCAs themselves are dependent on the direction given by the Defence Council and their Stakeholders set out in Regulations, Annual Plans and SLAs. Strategic direction through the RFCA Customer Board provides objectives out to four years. Individual Stakeholder direction and outputs are set out in respective SLAs and financial provision over the Annual Business Cycle (ABC). At both levels, variations to outputs and policy are imposed on CRFCA and the RFCAs as a result of the long-term Defence reviews or as a result of the short-term and increasing in-year financial imperatives.

The resources available to the RFCAs are mainly provided by key stakeholders through the CRFCA in the form of funding (grant-in-aid and grants) and some use of the volunteer estate for RFCA HQ staff as business accommodation. However, additional resources are created through RFCA RGI. All resources are managed in accordance with MOD and HMT rules and regulations, e.g. Managing Public Money.

## Risk

### Price Risk

RFCAs are subject increasingly to inflationary pressures through the negotiation of MOD contracts to deliver the reserve estate, CIS Support and other non-negotiable costs such as non-domestic rates. RFCAs are managing this risk by forecasting price increases using market data and producing early four year planning round bids to reflect requirements. Economies of scale and Environmental Management measures continue to be investigated. Whilst ABC planning is net of VAT the RFCA expenditure is VAT inclusive thereby introducing risk equivalent to the value of VAT.

### Credit Risk

Credit risk within RFCAs is relatively low due to the minimal amount of sales made and the requirement for upfront payment of any lettings/wider market activities agreed. The RFCA Wider Markets Initiative (WMI) Guidance and use of the events booking system and sales ledger on SYMPHONY, combined with an effective and corporate marketing approach through our WMI which advertises as 'Alternative Venues', has increased efficiency of the management of sales and debtors and therefore reduced the risk further.

### Liquidity Risk

The RFCAs' liquidity risk is low due to the planned disposal of assets. Vehicles are disposed as per the RFCAs' vehicle replacement programme and sold through a variety of options: trade-in, sale, auction or internal sale. Therefore the expected sale value is frequently met. Other fixed asset disposals, i.e. the VE, are disposed of in accordance with DIO plans and the liquidity risk lies with them.

### Counter Party Risk

Due to the financial climate, RFCAs continue to face counter party risk (i.e. the risk of a contractor/supplier not being able to provide the goods/services due to going into liquidation). This risk is low due to the maintenance of an approved contractor list through the pre-qualification questionnaire process.

## Cash Flow Risk

RFCAs' cash flow risk is managed by the drawdown process. At the beginning of the FY the drawdown timetable for each Accounting Period (AP) is sent out to each RFCAs and funder. This provides the basis for each AP drawdown financial instruction which instructs RFCAs to drawdown their actual requirement for the upcoming month. The consolidated drawdown is then submitted to funders by CRFCA. The main cash flow risk lies in late payment by funders, however to combat this RFCAs and CRFCA take the following actions:

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

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

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

Maintain a safeguard of two weeks operating expenses at month end, as endorsed in the Financial Framework.

Use the aged debtors list on the SYMPHONY Sales Ledger.

Complete detailed cash flow plans for capital projects to ensure funding is received prior to when part/certificate payments are required.

Re-profile cash flow when necessary and at each quarterly finance meeting against known and adjusted Control Totals (CTs).

## Employee Involvement

The actions taken throughout the year to achieve employee awareness of financial factors affecting the RFCAs and to encourage employee involvement were as follows:

Financial position, in year pressures and planning round measures were continually reported and formally reported and updated to Chief Executives four monthly at the Internal executive Board (XBI), to Finance Officers quarterly at the Finance Review Meetings (FRM) and to Heads of Estates in their quarterly meetings.

Spend to Save measures encouraged and communicated to Chief Executives, Heads of Estates, Facilities Managers and Finance Officers.

Continual updates of funding timelines to Finance Officers to assist in managing cash flow, through monthly financial instructions, drawdown programmes and monthly budget adjustments.

Appropriate training.

## Going Concern

The RFCAs are a going concern organisation on the grounds that current and future sources of funding (as confirmed in the ABC and indicative CTs) or support will be adequate for the RFCAs' needs. A period of twelve months from the date of approval of the financial statements was considered in this assessment.

## Payment Policy

The RFCAs' policy on payments is in accordance with Managing Public Money that states: "Public sector organisations are also bound by The Late Payment of Commercial Debts (Interest) Act 1988 (as amended by The Late Payment of Commercial Debt Regulations 2002 (SI 1674)). It provides a statutory right for suppliers to claim interest on late payments of commercial debt. Payment is regarded as late if made outside the agreed terms, or where no terms are agreed, 30 days after receipt of a valid invoice. Public sector organisations should note any expenditure made outside these terms should be exceptional and noted in resource accounts." Additionally RFCAs adhere to the Government's Better Payment Practice Code which requires that timing of payments should reflect the following four principles:

Agree payment terms at the outset of a contract and abide by them.

Explain the payment procedures to suppliers.

Pay invoices in accordance with any contract agreed with the supplier, or as required by law.

Tell suppliers without delay when any invoice is contested, and settle quickly on receiving a satisfactory response.

## Equality Act 2010 and MOD Policy

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

## RFCA Sustainability Report for the Year ended 31 March 2019

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

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

**Environmental Management System (EMS).** Under NGEN the EMS is only applicable to the estate occupied by RFCA staff – normally at our headquarter offices. This represents a change to the previous understanding but should lead to less duplication of responsibilities with the single Service occupants of the Reserve Estate that we maintain on behalf of Defence.

**Transport.** RFCAs remain responsible for the procurement, operation and disposal of the Cadet Support Vehicles.

GREENHOUSE GAS EMISSIONS		FY15/16	FY16/17	FY17/18	FY18/19	Emissions Graph
Non-Financial Indicators (1000 tCO2e)	Total gross emissions	48	48	3	5	<p><b>Emissions</b></p> <p>15/16 16/17 17/18 18/19</p> <p>■ Travel ■ Electric ■ Gas</p>
	Total net emissions	–	–	–	–	
	Gross emissions Scope 1 direct	1.5	1.4	1.4	1.4	
	Gross emissions Scope 2 & 3	–	–	–	–	
Related Energy Consumption (million kWh)	Electricity: Non-renewable	43.5	43.5	2.6	5.6	
	Electricity: Renewable	–	–	–	–	
	Gas	130.7	130.7	1.9	1.9	
	LPG	–	–	–	–	
	Other	–	–	–	–	
Financial Indicators (£million)	Expenditure on energy	12.1	12.1	0.8	0.8	
	CRC Licence expenditure	–	–	–	–	
	Expenditure on accredited offset	–	–	–	–	
	Expenditure on official business travel	0.8	0.8	0.5	0.6	

### Performance Commentary (inc. measures)

All consumption and emissions reporting is carried out separately via DIO – figures provided from Symphony. One obvious benefit from the Life Cycle Replacement of older heating boilers across the Estate has been the overall reduction in gas consumption, reducing cost, waste and adding to our reduction in the carbon footprint in line with Government sustainability targets – although most of those savings (Gas) now sit with DIO.

### Controllable Impacts Commentary

The VE is not included in DIO spend to save funding, RFCAs are therefore reliant on limited RGI spending for efficiency measures. Increased availability of VTC and PH2 is reducing the need to travel but funded IT developments are not yet keeping pace with the need for change. Combining meetings and Working Groups in one location has also reduced the necessity for travel. The increasing use of video conferencing capabilities will have similar benefits.

### Overview of Influenced Impacts

FR20R studies on Future Reserve basing options does take energy efficiency of existing buildings into account, the next stepped reduction in utilities consumption can only be achieved with a reduced footprint.

Scope 1- gross emissions from Cadet minibuses and Allocated vehicle business use

Scope 2 and 3- gross emissions on RFCA staff business travel using public transport (to be captured when required and once an efficient recording tool is investigated and developed)

## WASTE

### Performance Commentary (inc. measures)

Waste quantities remain static but we have a target of 34% reduction by 2020. RFCAs have been using central MOD contracts for hazardous waste disposal, and some Associations also have waste removed from ARCs under MOD contract.

### Controllable Impacts Commentary

A standard methodology for measuring and reporting waste is ongoing.

### Overview of Influenced Impacts

Main effort remains in educating units to segregate waste and use correct channels for hazardous and non-hazardous, and recording waste quantities by site.

## WATER

### Performance Commentary (inc. measures)

RFCAs represent 2% of total MOD water consumption equating to 460,000m<sup>3</sup>/yr. Along with MOD, targets for a 34% reduction by 2020 have already been met.

### Controllable Impacts Commentary

Early reporting and repairing of leaks helps reduce consumption but only by reducing the size of the VE will substantial economies result.

### Overview of Influenced Impacts

Only the top 150 sites will be given funding for water saving measures. RFCAs are working with Aquatrine Service Providers to secure small investment in savings measures for building internals.

## Salaries and Pension Entitlements

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

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Salary and allowances --- Performance Pay/Bonuses						
Maj Gen (Retd) JH Gordon CB CBE Council of RFCAs Appointed: 01/09/16	100-105 - 10-15		-	-	-	-	-
Brigadier (Retd) M P Dodson MBE Highland RFCA Appointed: 11/5/15	70-75 - 0-5	5.6	-	10-15	49	19	68
Col R D Gibson MBE Lowland RFCA Appointed: 20/09/2004	65-70 - 0-5	4.7	-	40-45 (at age 64)	226	15	241
Brigadier (Retd) P Baker OBE North of England RFCA Appointed: 15/08/2016	50-55 - 0-5	7.4	-	5-10	27	19	46
Colonel (Retd) J Wright Yorkshire & The Humber RFCA Appointed: 25/04/2016	50-55 - 0-5	4.2	-	50-55	27	17	44
Col M C H Underhill OBE North West of England & Isle of Man RFCA Appointed: 08/04/2013	65-70 - 0-5	5.9	-	15-20 (at age 61)	86	19	105
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	70-75 - 0-5	6.1	-	40-45 (at age 67)	244	12	256
Col R Maybery West Midland RFCA Appointed: 13/12/17	55-60 - 0-5	6.7	-	40-45	4	15	19

## Salaries and Pension Entitlements

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

	<b>Annual Emoluments:</b> Salary and allowances --- Performance Pay/Bonuses	<b>Non-cash benefits:</b> Benefits in kind e.g. Company car	<b>Real increase in Pension and related lump sum at age 60:</b>	<b>Value of accrued Pension and lump sum at age 60 at the end of the reporting year:</b>	<b>Value of the cash equivalent transfer value at the beginning of the reporting year:</b>	<b>Real increase in the cash equivalent transfer value during the year:</b>	<b>Value of the cash equivalent transfer value at the end of the reporting year:</b>
<b>Chief Executives:</b>	FY2018/19 (£'000)	FY2018/19 (£'000))	FY2018/19 (£'000)	FY2018/19 (£'000)	FY2018/19 (£'000)	FY2018/19 (£'000)	FY2018/19 (£'000)
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	60-65 - 0-5	4.1	-	20-25	114	22	136
Brig S P Hodder (Late RE) Wessex RFCA Appointed: 03/08/15	60-65 - 0-5	7.3	-	10-15 (at age 61)	46	18	64
Colonel R K Wilkinson QVRM TD East Anglia RFCA Appointed: 01/04/15	55-60 - 0-5	6.0	-	10-15 (at age 62)	52	17	69
Col H M Purcell OBE DL Greater London RFCA Appointed: 01/09/2009	60-65 - 0-5	-	-	30-35 (at age 67)	163	16	179
Col P T Crowley South East RFCA Appointed: 01/02/2014	60-65 - 0-5	5.8	-	15-20	69	21	90
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	75-80 - 0-5	7.1	-	25-30	130	16	146

The ratio between the banded remuneration of the highest paid Chief Executive and the median remuneration of the RFCAs staff (£26k) was 1.85. This was due to a large proportion of the work force being of Grade E1 and the Chief Executive being on Senior Civil Service Scale.

## Disclosure of exit packages

The following table details the number and cost of exit packages for the RFCAs. This includes payments under the Civil Service Compensation Scheme (CSCS), payments under any other compensation schemes where applicable and any other payments made (special severance payments).

Exit Package Cost Band	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band	
	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18
<£10,000	1	-	-	-	1	-
£10,000 - £25,000	1	1	-	-	1	1
£25,000 - £50,000	3	1	-	-	3	1
£50,000 - £100,000	-	-	-	-	-	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
<b>Total Number of Exit Packages</b>	<b>5</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>2</b>
	£000	£000	£000	£000	£000	£000
Total Resource Cost	101	51	0	0	101	51





## Statement of Chief Executive's Responsibilities

### Extract from the Financial Framework

6. Responsibilities of the Chief Executive as RFCA Accounting Officer General
- 6.1 The Chief Executive (CE CRFCA) as Accounting Officer (AO) is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the CRFCA and RFCAs. In addition, he should ensure that the CRFCA and RFCAs as a whole are run on the basis of the standards, in terms of governance, decision-making and financial management that are set out in Box 3.1 to Managing Public Money.
- 6.2 General responsibility of the RFCAs' grant-in-aid income rests with, and will be exercised by, the CRFCA Board. Whilst general responsibility for the management of the RFCAs' funds rests with and will be exercised by the CRFCA Board, personal accountability rests with the CE CRFCA, in accordance with his letter of appointment and terms of reference. The Chairman CRFCA Board and its members share with Association Boards corporate responsibilities, and in particular ensuring that the RFCAs fulfil the aims and objectives set by the SofS.

### Responsibilities for accounting to Parliament

- 6.3 The accountabilities under this financial framework include:

Signing the accounts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Secretary of State;

Signing a Statement of the Accounting Officer's responsibilities, for inclusion in the annual report and accounts;

Signing a Statement on Internal Control regarding the system of internal control, for inclusion in the annual report and accounts;

Ensuring that effective procedures for handling complaints about the CRFCA and RFCAs are established and made widely known within the CRFCA and RFCAs;

Acting in accordance with the terms of the Financial Framework, Managing Public Money and other instructions and guidance issued from time to time by the MOD, the Treasury and the Cabinet Office;

Giving evidence, normally with the Accounting Officer of the MOD, when summoned before the Public Accounts Committee (PAC) on the CRFCA's and RFCAs' stewardship of public funds.

## Responsibilities to the MOD

6.4 Particular responsibilities to MOD (ACDS R&C) as Chairman of the Stakeholders Board and by CS Res LF include:

Establishing, in agreement with MOD, the CRFCA's and RFCAs' corporate and business plans in the light of the MOD's wider strategic aims and current PSA(s), in accordance with Part 3 of the RFCAs' Regulations;

Informing the department of progress in helping to achieve the department's policy objectives and in demonstrating how resources are being used to achieve those objectives; and

Ensuring that timely forecasts and monitoring information on performance and finance are provided to MOD; that MOD is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the department in a timely fashion.

## Responsibilities to the CRFCA

6.5 CE CRFCA is responsible, through the CRFCA Board, for:

Advising the CRFCA on the discharge of the RFCAs' responsibilities as set out in this document, in the founding legislation and in any other relevant instructions and guidance that may be issued from time to time;

Advising the CRFCA on the RFCAs' performance compared with its aim(s) and objective(s); Ensuring that financial considerations are taken fully into account by the CRFCA at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed;

Taking action as set out in paragraphs 3.8.5 of Managing Public Money if the CRFCA Board, or its Chairman, is contemplating a course of action involving a transaction which the CE CRFCA considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, questionable feasibility, or is unethical.

## Statement of Internal Control

### The Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the CRFCA policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

The CRFCA corporate governance arrangements benefit from active involvement with a number of individuals and bodies who have the knowledge and expertise to aid me in properly discharging my role as Accounting Officer.

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

Strategic and in-year guidance and support through Board meetings, P&P Directives, Executive Board meetings and Stakeholders.

The CRFCA Board, Annual Plan, Customer Board, and Stakeholders offer me direction and assistance and advice, as follows: Governance, Transparency of Spending, Financial and Requirement Scrutiny, Best Practice Guidance.

The CRFCA auditors Clive Owen provide support on audit matters, work plans and financial and risk items and Geldards LLP provide employment legal advice. Clive Owen have conducted a comprehensive audit of the CRFCA and completed the consolidation process that allowed them to provide opinion across all RFCAs which is contained in the audited accounts.

### The Purpose of the System of Internal Control

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

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

## Capacity to Handle Risk

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

- Comprehensive budgeting systems with an annual budget which is agreed as part of CRFCA's resource allocation process;
- Regular reviews by the CRFCA Board of periodic and annual financial reports which indicate financial performance against the forecasts;
- Setting targets to measure financial and other performance;
- Clearly defined capital investment control guidelines;
- Formal project management disciplines;
- Regular reviews of the CRFCA key risks and actions being taken to minimise the effects of these risks.

Additionally, CRFCA ensures RFCAs are kept up to date of risk and that RFCAs report risk to CRFCA by:

- Regular Finance Review Meetings, Estates Meetings, Executive Board Meetings.
- Training direction – Information Risk Awareness Training, Fraud Awareness.

## The Risk and Control Framework

The following governance processes continued to exist during FY2018/19:

The CRFCA has in place a management risk register which is reviewed quarterly by the CRFCA Board. This provides the CRFCA with the ability to identify new or emerging risks and, where possible, agree and put in place risk mitigation actions.

The biggest challenge for the CRFCA is managing efficiency measures and reducing budgets. Mitigation planning is therefore difficult and risk can often only be passed back to the Stakeholders.

CRFCA risk is promulgated up the Chain of Command to the relevant Stakeholders via regular in-year meetings, ABC screenings and half yearly Army HQ Performance and Risk returns. Key to this process is the engagement of our TLB customers in order to understand the potential impacts of risks as they emerge.

## Audit Risk and Assurance Committee Report on Governance and Structural Issues

The Audit Risk and Assurance Committee (ARAC) have reviewed each individual Association's Management Letter and the responses to such letters.

They have adopted DIA as the RFCA internal auditor and DIA are members of that Board. The ARAC manages the Internal Audit process and reports to the CRFCA Board on progress to deliver agreed management actions against a formal plan.

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

The ARAC do not believe that during the financial year 2018/19 there were any governance or control issues that needed to be addressed by the Board.

## Issues Raised During Audits

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

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

## Related Parties Disclosure

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

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

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

## Assurance Documents

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

### MOD Documents

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;
Spec 024;
DE Spec 005;
Service Specification;
Service Level Agreements;
CE CRFCA Letter of Delegation;
Other relevant instructions and guidance issued by the central Departments (e.g. Selling into Wider Markets (the MOD guide to Income Generation).

### Government/Treasury Documents

Reserve Forces Act 1996 (RFA#96);
Managing Public Money;
Relevant Dear Accounting Officer letters;
Government Internal Audit Standards;
Management of Risk – Principles and Concepts;
Managing the Risk of Fraud;
Government Financial Reporting Manual (FRoM);
Government Resource and Accounts Act 2000;
Regularity, Propriety and Value for Money;
The Parliamentary Ombudsman's Principles of Good Administration;
Relevant guidance and instructions issued by the Department of Constitutional Affairs on the Freedom of Information Act;
Model Code for Staff of Executive Non-departmental Public Bodies;
Other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts;
Recommendations made by the PAC, or by other Parliamentary authority, that have been accepted by the Government and relevant to the NDPB.

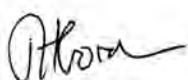
## Internal

Internal Letters of Delegation;
The RFCA H&S Safety Management System (SMS) incorporating: the CRFCA H&S Policy, the RFCA H&S Policy and the RFCA H&S Manual;
Quality Management System;
Environmental Management System Ch1 and Ch2;
Register of H&S legislation;
Induction and Awareness Training;
RFCA Standing Administration Instructions;
RFCA Finance Standing Instructions;
RFCA Fraud and Loss Policy;
CRFCA Privacy of Information Policy and Register;
WMI Guidance;
SYMPHONY SOP, Instructions and Permission and Access Matrix.

### Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the Directors within the CRFCA who have responsibility for the development and maintenance of the internal control framework and comments made by the 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 FY2018/19.

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

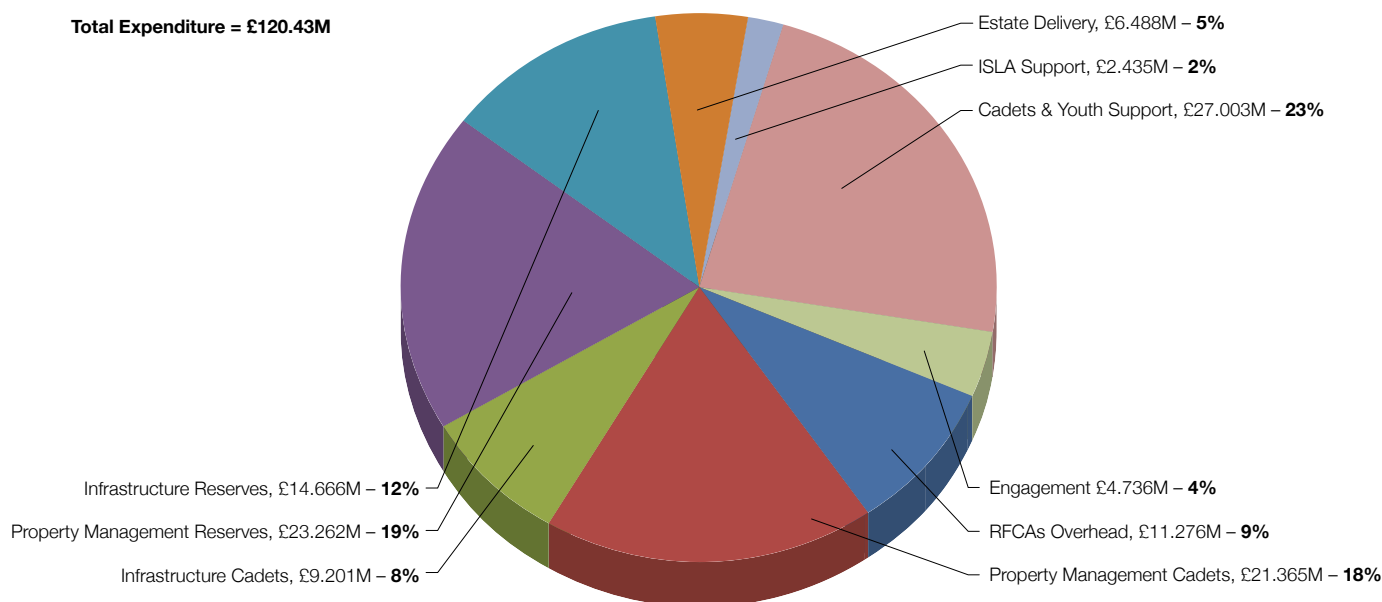




## FY18/19 Accounts Consolidated Expenditure of RFCAs

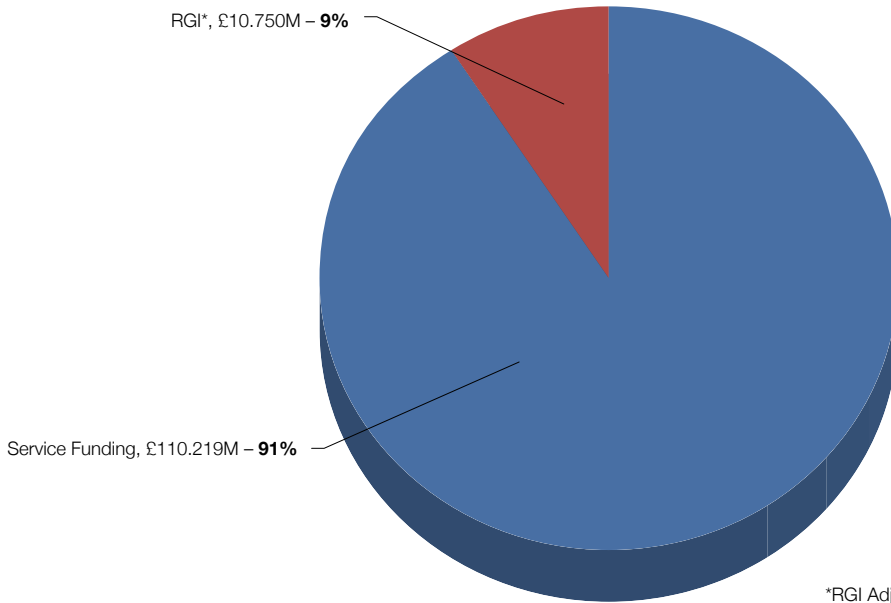
2018/2019 Consolidated Expenditure of RFCAs for Year Ended 31 March 2019  
(including Funded Outputs and expenditure from RGI)

**Total Expenditure = £120.43M**



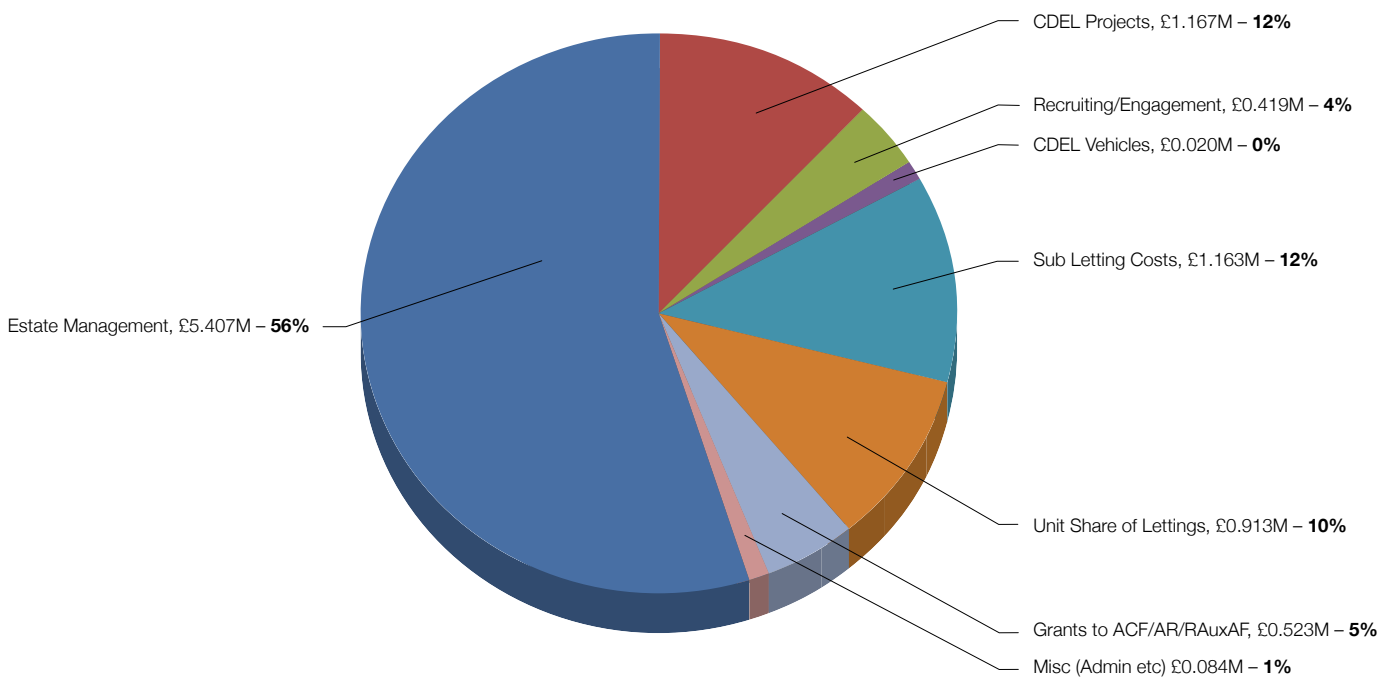
Graph Expenditure Area	What this covers in the Accounts
Property Management Reserves	The Estates Management and Capital Expenditure costs (Hard FM) attributed to the Reserves VE.
Infrastructure Reserves	The Infrastructure costs (Soft FM) attributed to the Reserves VE.
Property Management Cadets	The Estates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

### 2018/19 Income Breakdown



\*RGI Adjusted for actual vehicle sales rather than gain/loss

### 2018/19 RGI Spend Breakdown





FY18/19 Accounts

# Consolidated Financial Statements for the year ended 31 March 2019

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

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**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

**Information**

**Association Headquarters**

**Council of RFCA  
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**

**Auditors**

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

**Senior Statutory Auditor**

**Simon Hook FCCA**

**Top Level Budget Holders**

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

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

**Independent Auditors Report**

We have audited the financial statements of Reserve Forces and Cadets Association for the year ended 31 March 2019 on pages 4 to 16 in accordance with the RFCA Financial Framework. These financial statements comprise the Balance Sheet, the Income and Expenditure Account and the related notes and have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the Council of RFCAs, as a body. Our audit work has been undertaken so that we might state to the Council of RFCAs those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Council of RFCAs as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective Responsibilities of Chairman, Chief Executive and Auditors**

The Chairman and Chief Executive are responsible for the preparation of the financial statements and the regularity and propriety of the public finances in accordance with applicable law and the requirements of the Financial Framework.

Our responsibility is to audit and express an opinion on the financial statements in accordance with International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

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

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

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures included in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Association's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Chairman and Chief Executive; and the overall presentation of the financial statements.



**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

**Independent Auditors Report (Continued)**

**Basis of Audit Opinion**

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

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

**Opinion**

In our opinion:

- the financial statements give a true and fair view of the state of affairs of the Association as at 31 March 2019 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.



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

Date ..... 8<sup>th</sup> July 2019 .....

Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019

**Consolidated Income & Expenditure Account**

	Note	2019		2018	
		£	£	£	£
<b>Income</b>					
Funding via Council of RFCAs	2	110,219,094		105,433,769	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCA	2	10,319,240		11,422,651	
<b>Total income</b>			<b>120,538,334</b>		<b>116,856,420</b>
<b>Expenditure</b>					
<b>Estates Management</b>					
Statutory & Mandatory		10,615,027		8,727,206	
Planned Maintenance		1,722,987		2,526,835	
Reactive Maintenance		12,047,274		11,146,762	
Incidental Work		545,272		295,692	
Life Cycle Replacement		102,848		45,837	
Condition Grade Improvement		1,646,642		1,157,731	
Injections / Projects RDEL and MNW		10,048,544		7,856,295	
Works in Aid of Disposal		6,645		4,581	
Prof Fees / Ext Assistance		674,048		268,741	
Sub total			<b>37,409,287</b>		<b>32,029,680</b>
<b>Capital Expenditure</b>					
Land & Buildings		2,323,410		4,823,092	
Purchase of Vehicles		10,575		(34,754)	
Assets in the Course of Construction		6,769,411		7,099,064	
Sub total			<b>9,103,396</b>		<b>11,887,402</b>
<b>Staff Costs</b>					
LE NI Civ Staff Pay	3	24,577,591		24,288,767	
UK NI Civ ERNIC		2,370,244		2,382,363	
LE Civ Ind Staff Pay		984,155		967,990	
UK Ind Civ ERNIC		61,620		64,714	
Non PCSPS Pens Payments		2,981,108		2,862,173	
Redundancy Payments		101,118		50,915	
Sub total			<b>31,075,836</b>		<b>30,616,922</b>

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

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

Note	2019		2018	
	£	£	£	£
<b>Infrastructure</b>				
Heating Oil	7,732		9,849	
Gas	80,996		69,571	
Electricity	686,501		690,261	
Water & Sewage	60,349		50,847	
Estate & FMS Accom Stores	2,026,338		921,293	
Energy Cons & Env Chge	1,734,981		2,221,538	
Rates / NDR	15,232,668		15,858,075	
Sub-Letting Costs	1,681,504		1,470,257	
Rents / Leases / Alarms / Lettings	2,905,944		2,955,678	
Sub total		24,417,013		24,247,369
<b>IT &amp; Comms</b>				
IT Minor Equipment HW / SW	1,566,437		244,945	
IT Maintenance Services & Contracts	1,999,874		2,113,030	
Line & Tel Rental	471,328		493,573	
Sub total		4,037,639		2,851,548
<b>Transport &amp; Movement</b>				
Lease of Vehicles	182,193		139,762	
Vehicle Maint	234,958		240,088	
Fuel (Non Utilities)	86,430		90,231	
Depreciation	1,965,462		1,962,197	
Loss on Sale of Vehicles	41,299		86,944	
Sub total		2,510,342		2,519,222
<b>Recruiting Support</b>				
Employer Support (DRM)	780,511		663,598	
Recruiting Support	568,928		550,339	
Sub total		1,349,439		1,213,937
<b>Grants</b>				
CRFCA Payment	1,084,430		997,296	
Payments to Welfare Association	2,435,146		2,655,798	
ACF Travel & Consolidated Grants	3,496,401		2,323,727	
TA Establishment & Band Grant	340,292		252,869	
FAuxAF Admin & PR	67,453		53,309	
Sub total		7,423,722		6,282,999

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

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

	Note	2019		2018	
		£	£	£	£
<b>Administration</b>					
Office / General Administration		1,338,793		1,402,249	
Education / Training		145,880		122,686	
Professional Fees		711,162		652,774	
Legal Costs		65,885		155,861	
Insurance		59,761		59,024	
Travel & Subsistence		593,606		569,204	
Entertainment		-		-	
Sub total			2,915,087		2,961,798
<b>HR Support</b>					
HR & Recruiting - Civilian Assoc Staff		190,314		132,539	
Sub total			190,314		132,539
<b>Total Expenditure</b>			120,432,075		114,743,416
<b>Excess income / (expenditure) for the year</b>			106,259		2,113,004

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

**Consolidated Balance Sheet**

	Note	2019		2018	
		£	£	£	£
<b>Non Current Assets</b>					
Motor Vehicles	5	8,417,821		9,000,780	
			8,417,821		9,000,780
<b>Current Assets</b>					
Bank	6	68,159,840		49,468,136	
Petty Cash		6,326		9,798	
Sundry Debtors	7.1	5,220,049		3,187,660	
Prepayments & Accrued Income	7.2	2,007,173		2,350,930	
			75,393,388		55,016,524
<b>Current Liabilities</b>					
Sundry Creditors	8.1	6,023,123		5,571,318	
Accruals / Deferred Income	8.2	6,839,664		4,505,127	
Advance Receipts	8.3	46,690,300		29,843,427	
			59,553,087		39,919,872
<b>Total Assets Less Total Liabilities</b>			<u>24,258,122</u>		<u>24,097,432</u>
<b>Financed By</b>					
General Reserves	10	15,840,301		15,096,652	
Capital Reserves	10	8,417,821		9,000,780	
			<u>24,258,122</u>		<u>24,097,432</u>

The financial statements were approved by the CRFCA Board on 8th June 2019 and signed on its behalf by:

Chairman

Chief Executive

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

**Notes to the Consolidated Account**

**1 Accounting Policies**

**1.1 Accounting convention**

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

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

**1.2 Basis of preparation**

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

**1.3 Vehicle Fixed Assets**

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

**1.4 Net operating costs**

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

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

**1.5 Provisions for liabilities**

Environmental Liabilities

Measurement of liabilities is based on current legal requirements and related extant technical knowledge. The provision for liabilities is regularly reviewed and adjusted, as appropriate, for changes in law or technical knowledge.

Restructuring Provisions

These provisions are only to be recognised when the entity has detailed plans for, and is inextricably committed to reorganisation.

Provisions only include expenditure which is both necessarily entailed by a reorganisation and not associated with ongoing or new activities. Examples include redundancy and relocation costs.

**1.6 Operating Leases**

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

**1.7 Reserves**

Reserves comprise a general reserve and a capital reserve.

**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

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

**2 Income**

<b>2.1 Funding via Council of RFCAs</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
CRF - Grant in Aid (CRFCA Payment)	44,554,132	38,552,777
CRF - Grants to RF and Cadets (RDEL)	75,292	90,815
CRF - Vehicles	1,202,468	1,638,265
Defence Infrastructure Organisation - Maintenance	17,536,007	17,265,116
Defence Infrastructure Organisation - Projects RDEL	9,666,707	8,652,942
Defence Infrastructure Organisation - Projects CDEL	7,665,061	7,852,402
RF&C (DRM)	3,634,947	3,503,606
Fleet	6,806	570,198
Funding Sundry	1,332,397	1,027,741
RAF RDEL	227,724	200,000
RAF CDEL	-	-
RAuxAF	170,742	197,220
ATC (Input)	2,724,209	2,598,497
DIO RDEL/CDEL	3,460	276,162
DIO Infrastructure	19,093,933	20,429,256
Dinfra - RDEL	2,325,209	2,578,772
Dinfra - CDEL	-	-
	<u>110,219,094</u>	<u>105,433,769</u>
<b>2.2 Funding Received direct from funders</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Funding Received direct from funders	-	-
<b>2.3 Funding generated by the RFCA</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Sale of land and buildings	317,001	1,330,017
Gains on sale of Other Equip	6,242	605
Gains on sales of vehicles	150,207	86,276
Employer Support Events	320	-
Rent Receipts - Land	1,377,076	1,367,144
Rent Receipts - Buildings	3,516,909	3,103,430
Bank Interest	235,752	81,840
Receipts - Misc (inclusive of NDR relief / rebates)	4,715,733	5,453,339
	<u>10,319,240</u>	<u>11,422,651</u>



**Reserve Forces' and Cadets' Association  
Consolidated Financial Statements  
For the Year Ended 31 March 2019**

**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:

	2019	2018
Civilian	<u>916</u>	<u>935</u>

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

	2019 £	2018 £
Salaries - Civilian	25,561,746	25,256,757
Social Security Costs	2,431,864	2,447,077
Other Pension Costs	2,981,108	2,862,173
Redundancy Payments	101,118	50,915
	<u>31,075,836</u>	<u>30,616,922</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 2018/19 the employer contributions were 13% of pensionable payroll (2017/18 : 13%) and employee contributions were 5% of pensionable salary (2017/18 : 5%).

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

<b>5</b>	<b>Motor Vehicles</b>	<b>2019</b> £	<b>2018</b> £
	<b>Cost</b>		
	At 1 April 2017	15,552,058	14,681,368
	Prior Year Adjustments	-	(2,690)
	MHCA	94,049	846,133
	Additions	1,821,155	2,344,263
	Disposals	(1,791,123)	(2,317,016)
	At 31 March 2018	<u>15,676,139</u>	<u>15,552,058</u>
	<b>Depreciation</b>		
	At 1 April 2017	6,551,278	5,901,452
	Prior Year Adjustments	-	3,117
	MHCA	39,618	340,183
	Charge for the year	1,965,462	1,962,197
	Eliminated on disposal	(1,298,040)	(1,655,671)
	At 31 March 2018	<u>7,258,318</u>	<u>6,551,278</u>
	<b>Net Book Value</b>		
	At 31 March 2018	<u>8,417,821</u>	<u>9,000,780</u>
	At 31 March 2017	<u>9,000,780</u>	<u>8,779,916</u>
<b>6</b>	<b>Cash at bank</b>	<b>2019</b> £	<b>2018</b> £
	Net Current Account	33,979,129	20,022,016
	Deposit Account	34,180,711	29,446,120
		<u>68,159,840</u>	<u>49,468,136</u>
<b>7</b>	<b>Debtors</b>	<b>2019</b> £	<b>2018</b> £
	Sundry Debtors (note 7.1)	5,220,049	3,187,660
	Prepayments & Accrued Income (note 7.2)	2,007,173	2,350,930
		<u>7,227,222</u>	<u>5,538,590</u>

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

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

<b>7.1</b>	<b>Sundry Debtors</b>		<b>2019</b>	<b>2018</b>
			£	£
	Due from MOD		3,379,667	2,035,514
	Sundry Debtors		1,016,936	454,446
	Employees Pensions and AVC Contributions		536,197	472,489
	Sub Letting Rent Receivable		287,249	225,211
			<u>5,220,049</u>	<u>3,187,660</u>
<b>7.2</b>	<b>Prepayments &amp; Accrued Income</b>		<b>2019</b>	<b>2018</b>
			£	£
	IT		72,005	231,925
	Pension Contributions		952,572	1,003,896
	Rent		280,767	294,623
	Other Prepayments		701,829	820,486
			<u>2,007,173</u>	<u>2,350,930</u>
<b>8</b>	<b>Creditors (due within one year)</b>		<b>2019</b>	<b>2018</b>
			£	£
	Sundry Creditors	(note 8.1)	6,023,123	5,571,318
	Accruals & Deferred Income	(note 8.2)	6,839,664	4,505,127
	Advance Receipts	(note 8.3)	46,690,300	29,843,427
			<u>59,553,087</u>	<u>39,919,872</u>
<b>8.1</b>	<b>Sundry Creditors</b>		<b>2019</b>	<b>2018</b>
			£	£
	Bank Overdraft		-	671,933
	CIS Tax		58,017	35,721
	Due to MOD		410,554	484,025
	Lettings Due		3,000,195	2,587,446
	HMRC		325,367	251,264
	Sundry Creditors		1,763,467	1,540,929
	Disposal proceeds		465,523	-
			<u>6,023,123</u>	<u>5,571,318</u>

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

8.2	<b>Accruals &amp; Deferred Income</b>	2019	2018
		£	£
	Utilities	471,654	372,051
	Estate Management	3,733,429	1,809,146
	Legal & Professional	292,178	151,101
	Other Accruals	2,342,403	2,172,829
		<u>6,839,664</u>	<u>4,505,127</u>
8.3	<b>Advance Receipts</b>	2019	2018
		£	£
	Funding Received in Advance	-	-
	In-Year Project Balances Authorised to Carry Forward	45,090,463	24,743,551
	RGI / Other Deferred Income	1,599,837	5,099,876
		<u>46,690,300</u>	<u>29,843,427</u>

**9 Commitments under operating leases**

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

<b>Land &amp; Buildings</b>	2019	2018
	£	£
Within 1 year	1,312,055	1,535,339
Between 2 and 5 years	3,937,934	3,454,342
Over 5 years	13,306,738	15,187,836
	<u>18,556,727</u>	<u>20,177,517</u>
<b>Other</b>	2019	2018
	£	£
Within 1 year	77,538	105,746
Between 2 and 5 years	123,097	117,750
Over 5 years	-	1,791
	<u>200,635</u>	<u>225,287</u>

**Reserve Forces' and Cadets' Association  
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For the Year Ended 31 March 2019**

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

**10 Contingent liabilities**

Work is currently 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 2020.

**11 Reserves**

		2019		2018	
		General £	Capital £	General £	Capital £
Balance at 1 April 2017		15,096,652	9,000,780	13,119,490	8,779,916
Prior Year Adjustment	(note 12.1)	-	-	(426,735)	-
Prior Year Adjustment	(note 12.2)	-	-	-	5,807
MHCA		-	54,431	-	505,950
Excess income / (expenditure) for the year		743,649	(637,390)	2,403,897	(290,893)
Balance at 31 March 2018	(note 11.1)	<u>15,840,301</u>	<u>8,417,821</u>	<u>15,096,652</u>	<u>9,000,780</u>

**11.1 General Reserve**

	Reserves Carried Forward £	Current Year's Grant £	Maximum Permitted Balance £
CRF - Grant in Aid (CRFCA Payment)	1,564,529	44,554,132	1,336,624
ATC (Input)	10,718		
RC Grants to RF and Cadets (RDEL)	3		
RF&C (DRM)	(1)		
Funding Sundry	6,365		
RAuxAF	113,764		
DIO Infrastructure	250,928	19,093,933	381,879
DIO Maintenance	109,116	17,536,007	350,720
DIO Projects CDEL	7,929		
DIO Projects RDEL	(11,403)		
Dinfra RDEL	(5,370)		
RAF RDEL	430		
RC Vehicles	5,538		
Regionally Generated Income	<u>13,787,755</u>		
Total General Reserves	<u>15,840,301</u>		

In the current year, the reserves for CRF RFCA Grant in Aid are beyond the previous maximum permitted balance of 3% (at 3.5%) but there is no reason to expect that this is beyond the 'reasonable' threshold set by Army. All other funding sources are not currently subject to this limit on reserves. The RGI reserve relates specifically to RFCA Board approved projects that lapse financial years.

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

**12 Prior Year Adjustments**

**12.1 General Reserve - year ended 31 March 2016**

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

**12.2 Capital Reserve - year ended 31 March 2017**

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

**13 Misappropriation of funds**

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

£8,069 of these funds were used in 2017/18 to offset expenditure by Hereford and Worcester ACF following an in-year savings measure which reduced the ACF Consolidated and Travel budget by a third. The remaining funds of £8,597 have been authorised by the Finance and Estates Sub-Committee to be used in 2019/20 as part funding for a climbing tower at Tiddesley Wood Cadet Training Centre which will benefit a large proportion of the Hereford & Worcester ACF Cadets.

## RFCA Governance

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

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

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

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

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

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

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





## RFCAs People

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

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

**Air Commodore I R W Stewart CBE BSc FRAeS**  
**Major General S F N Lalor CB TD**  
**Capt N R V Dorman RD ADC RNR**  
**Colonel P Jobbins OBE GM RD MSc**  
*Vice-Chairmen Council of RFCAs*

### COUNCIL SECRETARIAT

**Major General J H Gordon CB CBE**  
*Chief Executive*

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

**Commander G R Bushell RN**  
*Director Cadets and Youth*

**Mr S Blissitt MSc**  
*Director Volunteer Estate*

**Mr N Jackson**  
*Director Engagement*

**Mrs J Sicak**  
*Secretary Pension Scheme*

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

### BOARD CHAIRMAN



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

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

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

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

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

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

### VICE-CHAIRMEN



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

*Vice-Chairman (Army)*

Commissioned from the Royal Military Academy Sandhurst in 1976, he served operational tours in Northern Ireland and Belize. He left the Regular Army after four years to commence a commercial career in the City of

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

His commercial career has included directorships of major companies in industry and commerce with particular experience gained in strategic management, diversification, marketing and finance. He founded Britam Defence, a medium sized corporate security and risk management consultancy, in 1997 and sold the company in late 2016 to a US group. He remains Chairman of Britam Arabia in Saudi Arabia providing contracted firefighting services to industrial sites.

In August 2018 he was appointed Chairman of the CRFCA 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.



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

*Vice-Chairman (Navy)*

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

Commanded HMS ARCHER and took part in the United States Navy exchange programme serving in Corpus Christi, Texas. He subsequently joined the Battlestaff of MCM1, deploying to the Mediterranean, Black Sea, Baltic and North Atlantic. After Command of HMS SCOTIA he was appointed Captain Operational Capability and in 2012 he was appointed as Captain North leading the RNR in Northern England, Scotland and Northern Ireland. He is Chairman of Highland RFCA, 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 young children.



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

*Vice-Chairman (Air)*

Air Commodore Ian Stewart studied Aeronautical and Astronautical Engineering at Southampton University

before joining the Royal Air Force as a pilot. During his military service he flew fast jet aircraft in operational and training roles and served in a number of senior operational roles in the Ministry of Defence, the UK Permanent Joint Headquarters and NATO 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 Chairman of the Yorkshire and Humber Reserve Forces' and Cadets' Association. Ian is a Fellow of the Royal Aeronautical Society.



**Colonel P Jobbins  
OBE GM RD MSc**

*Vice Chairman (Marines)*

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

April 1975. Following SBS(R) selection he subsequently commanded 4 SBS(R), later assuming command of RMR Bristol in the rank of Lieutenant Colonel. In 2001 he was appointed as RMR Colonel, the senior RMR post. He was appointed OBE in the Golden Jubilee Honours list in 2003 for services to the RMR and in 2005 was honoured for his actions in the Democratic Republic of Congo (DRC) and awarded the George Medal. He was appointed Honorary Colonel RMR Bristol in 2014.

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

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

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

## BOARD MEMBERS



**Captain A S Cowan  
RD RNR**

*(Chairman Lowland RFCA)*

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

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

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

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

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

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

## BOARD MEMBERS



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

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

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

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

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

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



**Colonel N D O Williams TD JP DL**  
*(Chairman North West and the Isle of Man RFCA)*

Colonel Williams enlisted in to the Royal Engineers TA in February 1968 and following a course at Mons Officer Cadet School, was

commissioned for service with 106 (West Riding) Field Squadron RE(V) in Sheffield in November 1970. He went on to command the Squadron between 1978 and 1983. In 1992 he took command of 75 Engineer Regiment and finished his TA service as Deputy Commander 42 (North West) Brigade in 1998. A Board member of NWRFCFA since 1998, a Vice Chairman since 2004 and appointed Chairman in 2014. He continues to work in the steel and manufacturing industry in Sheffield. A Deputy Lieutenant for South Yorkshire. National President of St John Ambulance and the incoming Master of The Company of Cutlers in Hallamshire. Married with three children, he lives in the Peak District of Derbyshire.



**Captain B J Thorne RD DL RNR**  
*(Chairman Wales RFCA)*

Captain Thorne joined the Royal Naval Reserve at HMS DRAGON as a Junior Radio Operator in 1973. A regular sea-goer in minesweepers, he was commissioned in 1978 and

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

Thorne commanded HMS CAMBRIA from 1996-1998, after which he served in several senior roles on Commodore RNR's staff. In 2008 he was appointed Captain Regions (South), instituting one of two posts providing the chain of command linking all RNR units in the UK to the Commander Maritime Reserves. Having moved to the Retired List in 2010, he occasionally provides Royal Navy representation in Wales on behalf of Naval Regional Commander, Wales and West of England.

Captain Thorne is President of the Swansea Sea Cadet Unit, TS AJAX, and the HMS DRAGON RNR Association. He became Chairman of the Reserve Forces' and Cadets' Association (RFCA) for Wales in 2017, having served as the Mid & West Wales Regional Chairman and Chairman of Trustees for the Welsh Reserves' and Cadets' Fund. He was appointed a Deputy Lieutenant of the County of West Glamorgan in September 1998.

An electronics engineer, Captain Thorne has worked extensively in industry, local and national government. From 2007 to 2016 he was a Senior Innovation Manager for the Welsh Government, responsible for the Welsh Government's Research, Development and Innovation Funding Programmes. He is a Chartered Engineer and Member of the Institution of Engineering & Technology, and served as Chairman of the West Wales Area in 1998/99 and 2014/15.



**Colonel The Honourable P S Seccombe TD FRICS**  
*(Chairman West Midland RFCA)*

Colonel Seccombe was elected Chairman of the West Midland RFCA in Spring 2014 having served as Chairman of Warwickshire for about ten years. He served in the Army

Reserve for 25 years commanding his Squadron, Regiment (Royal Mercian and Lancastrian Yeomanry) and Deputy Commander 143 (West Midlands) Brigade before retiring in 2002. He was educated at Rugby and the Royal Agricultural College, Cirencester and qualified as a Chartered Surveyor in 1975. He worked abroad in Africa for two years.

## BOARD MEMBERS

Having been a Partner in Edwards, Bigwood and Bewlay, and Chestertons, Philip set up his own business in 1988 with two offices in South Warwickshire which now employs 12 people. He has been a District Councillor at Stratford-on-Avon District Council since 2002, a School Governor for 12 years and chairs various Trusts and Charitable organisations. He is the son of Baroness Seccombe DBE and is married to Izzi, the Leader of Warwickshire County Council.



### **Colonel R M L Colville TD DL**

*(Chairman East Midlands RFCA)*

Colonel Colville was educated in Northants and at Magdalen College, Oxford, and was commissioned into The Duke of Wellington's Regiment in 1973. From 1979 to date he has been Principal Partner of Leicester

Office Furnishers. Appointed Deputy Lieutenant of Leicestershire (1998), Justice of the Peace (2000 – 2004) and assumed appointment of Deputy Brigade Commander (2002). Additional activities include Chairman of Leicestershire and Rutland ABF The Soldiers' Charity and Honorary Colonel of the Sherwood Rangers Yeomanry.



### **Colonel L C A Ranson TD**

*(Chairman Wessex RFCA)*

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

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

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

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

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

In 2008 he was appointed Commandant of Gloucestershire Army Cadet Force (The Rifles) In 2014 he was appointed a Vice President at the Cadet Forces Commissions Board at Westbury where he is still serving. In 2018 he was elected Chairman of Wessex Reserve Forces' and Cadets' Association which is

based in Taunton. Additional voluntary appointments that he currently holds include:

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

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

Trustee of the Royal Gloucestershire Hussars Benevolent Fund

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



### **Mr I Twinley DL**

*(Chairman East Anglia RFCA)*

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

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

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

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

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

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

## BOARD MEMBERS



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

*(Chairman Greater London RFCA)*

Having joined Exeter UOTC in 1989, Brigadier Overton was Commissioned in 1991 before joining the London Regiment on its formation in 1992. On promotion

to Lieutenant Colonel, he moved to HQ London District responsible for Community Engagement and Recruiting before taking over as Commanding Officer of The London Regiment in 2010. Promoted to Colonel in 2012, he worked in Army HQ responsible for the Reserve component of Project 21 (A2020 integrated personnel strategy). In 2015 he was appointed Commander Commissioning Pipeline working for Comdt RMAS, responsible for generating all Regular and Reserve Officers into the Army and optimising all elements of the commissioning experience through attraction, recruitment, selection and training. Promoted to Brigadier in 2017, he is currently the Deputy Commander Army Recruiting and Initial Training Command.

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



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

*(Chairman South East RFCA)*

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

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

Chairman of the South East Reserve Forces and Cadets Association since March 2018, he is also a trustee of the Connaught Trust, chairman of The 43rd Wessex Heritage Trust, a trustee of the Portsmouth D-Day Museum Trust and a member of the Hampshire Priory Group of St John Ambulance. In his civilian career Charles qualified as a solicitor in 1978 and for many years was a partner in his family firm in Southampton and Lymington before being appointed a District Judge in 1998.

He sits in Portsmouth where he hears civil and family cases. In 2013 he was appointed Deputy Lieutenant of Hampshire and lives in Southsea.



**Lieutenant Colonel  
G C Chesney TD**

*(Chairman Northern Ireland RFCA)*

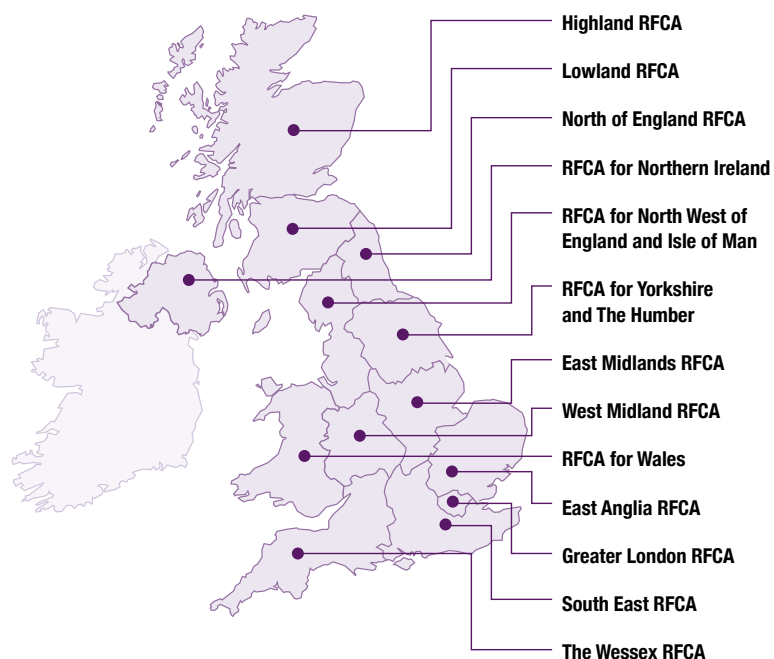
George Chesney enlisted into the army shortly after leaving Portora Royal School, Enniskillen and entered the Royal Military Academy, Sandhurst. Commissioned into the

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

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

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

## RFCA Locations



### 1. HIGHLAND ASSOCIATION (HIGHLAND RFCA)

*President:* Rear Admiral A M Gregory OBE  
*Chairman:* Captain N R V Dorman RD RNR  
*Chief Executive:* Brigadier M P Dodson MBE  
*Deputy Chief Executive:* Lieutenant Colonel A Macnaughton

The Lieutenancies of Aberdeenshire, Argyll and Bute (less the Island of Bute), Angus, Banffshire, Caithness, City of Aberdeen, City of Dundee, Clackmannanshire, Dunbartonshire, Fife, Inverness-shire, Kincardineshire, Larnarkshire (northern part less the former Monklands and Motherwell Districts), Moray, Nairnshire, Orkney Islands, Perth & Kinross, Ross & Cromarty, Shetlands Islands, Stirling and Falkirk, Sutherland and The Western Isles.

**Association address:** Seathwood,  
 365 Perth Road, Dundee DD2 1LX.  
**Tel:** 01382 668283 **Fax:** 01382 566442  
**E-mail:** hi-offadmin@rfca.mod.uk  
**Web:** www.hrfa.co.uk

### 2. LOWLAND ASSOCIATION (LOWLAND RFCA)

*President:* Mr Guy W N H Clark FCSI JP  
*Chairman:* Captain A S Cowan RNR RD  
*Chief Executive:* Colonel R D Gibson OBE  
*Deputy Chief Executive:* Colonel T C Mathew

**Councils forming the Association:** The Scottish Borders, Dumfries and Galloway, East Lothian, City of Edinburgh, Midlothian, West Lothian, South Lanarkshire, that part of North Lanarkshire that formerly comprised Monklands and Motherwell Districts, East Ayrshire, North Ayrshire, South Ayrshire, Inverclyde, Renfrewshire, East Renfrewshire, City of Glasgow and that part of Argyll and Bute Council comprising the Island of Bute.

**Association address:** Lowland House,  
 60 Avenuepark Street, Glasgow G20 8LW.  
**Tel:** 0141 945 4951 **DFTS:** 94535 2014  
**Fax:** 0141 945 4869  
**E-mail:** lo-offman@rfca.mod.uk  
**Web:** www.lowlandrfca.org.uk

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

*President:* Mrs S Snowdon  
*Chairman:* Colonel G Straughan OBE TD  
*Chief Executive:* Brigadier P J A Baker OBE  
*Deputy Chief Executive:* Lieutenant Colonel I Clyde

**Counties forming the Association:** The counties of Durham and Northumberland. The metropolitan districts of Gateshead, Newcastle upon Tyne, North Tyneside, South Tyneside and Sunderland. The Unitary Authorities of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees.

**Association address:** 53 Old Elvet,  
 Durham DH1 3JJ.  
**Tel:** 0191 384 7202 **DFTS:** 94721 6250  
**Fax:** 0191 384 0918  
**E-mail:** ne-info@rfca.mod.uk  
**Web:** www.rfca-ne.org.uk

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

*President:* Andrew J Coombe HM Lord-Lieutenant for the South Yorkshire

*Chairman:* Air Commodore

I R W Stewart CBE DL BSc FRAeS

*Chief Executive:* Colonel (Retd) J K Wright

*Deputy Chief Executive:* Lieutenant Colonel (Retd)

J D Bleasdale

##### Counties forming the Association:

The county of North Yorkshire. The metropolitan districts of Barnsley, Bradford, Calderdale, Doncaster, Kirklees, Leeds, Rotherham, Sheffield and Wakefield. The Unitary Authorities of the East Riding of Yorkshire, Kingston upon Hull, North East Lincolnshire, North Lincolnshire and York.

**Association address:** 20 St George's Place, York YO24 1DS.

**Tel:** 01904 623081 **DFTS:** 94777 2568

**Fax:** 01904 622245

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

**Web:** www.rfca-yorkshire.org.uk

#### 5. NORTH WEST OF ENGLAND AND ISLE OF MAN ASSOCIATION (NW RFCA)

*President:* W J Smith Esq KStJ JP

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

*Chief Executive:* Colonel M C H Underhill OBE

*Deputy Chief Executive:* Colonel A F Barnes TD

##### Counties forming the Association:

The counties of Cheshire, Cumbria and Lancashire. The metropolitan districts of Bolton, Bury, Knowsley, Liverpool, Manchester, Oldham, Rochdale, St. Helens, Salford, Sefton, Stockport, Tameside, Trafford, Wigan and Wirral. The Unitary Authorities of Blackburn with Darwen, Blackpool, Halton and Warrington and the Isle of Man.

**Association address:** Alexandra Court, 28 Alexandra Drive, Liverpool L17 8YE.

**Tel:** 0151 727 4552 **DFTS:** 94552 8164

**Fax:** 0151 727 8133 **DFTS Fax:** 94552 8133

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

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

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

*President:* Mr B Lewis KStJ

*Chairman:* Colonel B J Thorne RD DL RNR

*Chief Executive:* Colonel N R Beard TD DL

*Deputy Chief Executive:* Lieutenant Colonel S M M Hughes

Counties forming the Association:

The Counties of Wales:

##### Association address:

Centre Block, Maindy Barracks, Cardiff CF14 3YE.

**Tel:** 02920 220251 **DFTS:** 94355 8205

**Fax:** 02920 224828 **DFTS Fax:** 94355 8313

**E-mail:** wa-offyandc@rfca.mod.uk

**Web:** www.wales-rfca.org

#### 7. WEST MIDLAND ASSOCIATION (WM RFCA)

*President:* Mr I J Dudson CBE CStJ

*Chairman:* Colonel The Honourable

P S Seccombe TD FRICS

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

*Deputy Chief Executive:* Major M Young

##### Counties forming the Association:

The counties of Shropshire, Staffordshire, Warwickshire and Worcestershire. The metropolitan districts of Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton. The Unitary Authorities of Herefordshire, Stoke-on-Trent and Telford and Wrekin.

**Association address:** Tennal Grange, Tennal Road, Harborne, Birmingham B32 2HX.

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

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

**Web:** www.wmrfca.org

#### 8. EAST MIDLANDS ASSOCIATION (EM RFCA)

*President:* Mr W Tucker,

HM Lord-Lieutenant of Derbyshire

*Chairman:* Colonel R M L Colville TD DL

*Chief Executive:* Group Captain N D Sharpe

*Deputy Chief Executive:* Lieutenant Colonel

P S P Worsley RA

Counties forming the Association: The counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire. The Unitary Authorities of Derby, Leicester, Nottingham and Rutland.

**Association address:** Army Reserve Centre, Triumph Road, Lenton, Nottingham NG7 2GG.

**Tel:** 0115 924 8610 **DFTS:** 94451 5610

**Fax:** 0115 924 8629

**E-mail:** em-enquiries@rfca.mod.uk

**Web:** www.eastmidlandsrfa.co.uk



**9. WESSEX ASSOCIATION (WESSEX RFCA)**

*President:* Mrs Ann Maw, HM Lord-Lieutenant of the County of Somerset

*Chairman:* Colonel L C A Ranson TD

*Chief Executive:* Brigadier S P Hodder (Late RE)

*Deputy Chief Executive:* Lieutenant Colonel P G Adams AFC BSc (Hons) MSc

**Counties forming the Association:** The City and County of Bristol and the counties of Cornwall, Devon, Dorset, Gloucestershire, Somerset, Wiltshire and The Channel Islands. The Unitary Authorities of Bath and North East Somerset, Bournemouth, North Somerset, Plymouth, Poole, South Gloucestershire, Swindon and Torbay.

**Association address:** Mount House, Mount Street, Taunton, Somerset TA1 3QE.

**Tel:** 01823 254571 **Fax:** 01823 259935

**E-mail:** wx-offman@rfca.mod.uk

**Web:** www.wessex-rfca.org.uk

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

*President:* Helen Nellis BA(Hons) M A Barrister, HM Lord-Lieutenant of the County of Bedfordshire

*Chairman:* Mr I Twinley DL

*Chief Executive:* Colonel R K Wilkinson QVRM TD DL VR

*Deputy Chief Executive:* Major J N Wilkes

**Counties forming the Association:** The counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. The Unitary Authorities of Luton, Peterborough, Southend-on-Sea and Thurrock.

**Association address:** Springfield Tyrells, 250 Springfield Road, Chelmsford, Essex CM2 6BU.

**Tel:** 01245 244800/801 **DFTS:** 94660 4800/4801

**Fax:** 01245 492398 **DFTS Fax:** 94660 4823

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

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

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

*President:* Kenneth Olisa OBE CStJ FRSA FBSC

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

*Chairman City RFCA:* Captain P Hill RD RNR

*Chief Executive:* Colonel H M Purcell OBE DL

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

Lieutenant Commander A Pringle MRAS MCM1 MCGI

*Head of Engagement:* Mr N Ahern BSc MA (RAuxAF)

*Head of Estates & Commercial Lettings:*

Mr N Summers BSc FRICS FB Eng

**Area forming the Association:** Greater London

**Association address:** Fulham House, 87 Fulham High Street, London SW6 3JS.

**Tel:** 020 7384 4640 **DFTS:** 94624 4640

**Fax:** 020 7384 4660 **DFTS Fax:** 94624 4660

**E-mail:** gl-offman@rfca.mod.uk

**Web:** www.glrfa.org

**12. SOUTH EAST ASSOCIATION (SE RFCA)**

*President:* Mr N J B Atkinson HM Lord-Lieutenant of Hampshire

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

*Chief Executive:* Colonel P T Crowley

*Head of Engagement/COS:*

Group Captain K Lane

*Head of Cadets & Youth:*

Lieutenant Colonel P G B Ellis QGM\*

**Counties forming the Association:** The Royal County of Berkshire and the Counties of Buckinghamshire, East Sussex, Hampshire, Isle of Wight, Kent, Oxfordshire, Surrey and West Sussex. The Unitary Authorities of Bracknell Forest, Brighton and Hove, the Medway Towns, Milton Keynes, Portsmouth, Reading, Slough, Southampton, West Berkshire, Windsor and Maidenhead and Wokingham.

**Association address:** Seely House, Shoe Lane, Aldershot, Hants GU11 2HJ.

**Tel:** 01252 357604

**Fax:** 01252 357620

**E-mail:** se-offman@rfca.mod.uk

**Web:** www.serfca.org

**13. NORTHERN IRELAND ASSOCIATION (NI RFCA)**

*President:* Colonel D Desmond CBE

HM Lord-Lieutenant for the County of Londonderry

*Chairman:* Lieutenant Colonel G C Chesney TD

*Chief Executive:* Colonel J W Rollins MBE

*Deputy Chief Executive:* Lieutenant Colonel

A D Sykes MBE QGM BEM

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

**Association address:** 25 Windsor Park, Belfast BT9 6FR.

**Tel:** 02890 665024 **Fax:** 02890 662809

**E-mail:** ni-offman@rfca.mod.uk

**Web:** www.reservesandcadetsni.org.uk

## Glossary

<b>ABC</b>	Annual Business Cycle	<b>FReM</b>	Financial Reporting Manual
<b>ACDS(R&amp;C)</b>	Assistant Chief of Defence Staff (Reserve & Cadets)	<b>FY</b>	Financial Year
<b>ACF</b>	Army Cadet Force	<b>IFRS</b>	International Financial Reporting Standards
<b>AMR</b>	Automatic Meter Readers	<b>ISLA</b>	Injured Serviceman Living Accommodation
<b>AO</b>	Accounting Officer	<b>JPA</b>	Joint Personnel Administration
<b>ATC</b>	Air Training Corps	<b>MOD</b>	Ministry of Defence
<b>BTEC</b>	Business and Technician Education Council	<b>MOU</b>	Memorandum of Understanding
<b>CCF</b>	Combined Cadet Force	<b>NAO</b>	National Audit Office
<b>CE</b>	Chief Executive	<b>P&amp;P</b>	Pay and Personnel
<b>CESO</b>	Chief Environment and Safety Officer	<b>PAC</b>	Public Accounts Committee
<b>COBSEO</b>	The Confederation of Service Charities	<b>RAuxAF</b>	Royal Auxiliary Air Force
<b>CRG</b>	Commander Recruiting Group	<b>RDA</b>	Regional Development Agencies
<b>CS</b>	Res LF Command Secretary Resources Land Forces	<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>DRM</b>	Defence Relationship Management	<b>SLA</b>	Service Level Agreement
<b>EMS</b>	Environmental Management System	<b>SPVA</b>	Service Personnel and Veterans Agency
<b>ERS</b>	Employer Recognition Scheme	<b>UOTC</b>	University Officer Training Corps
<b>ES</b>	Employer Support	<b>VE</b>	Volunteer Estate
<b>ESG</b>	External Scrutiny Group	<b>VEMT</b>	Volunteer Estate Modernisation Team
<b>FF</b>	Financial Framework	<b>VRF</b>	Volunteer Reserve Force
<b>FLC</b>	Front Line Command		





CRFCA

Council of Reserve Forces'  
and Cadets' Associations

## The Council of RFCAs

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

Tel: 020 7426 8350

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