

Council of Reserve Forces' and Cadets' Associations

ANNUAL REPORT
AND ACCOUNTS
2010 – 2011

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Background

The Reserve Forces and Cadets Association's (RFCA's) are a Central Government body with Crown Status¹. They are established in accordance with the provisions of the Reserve Forces Act 1996 Part XI (RFA96 Pt XI) and Schedule 4 (RFA96 Sch 4).

The following is an extract from the RFCA Regulations 2009

RFCA's: Constitution, Composition, Appointments, Duties and Governance

- 1.4 A RFCA has been established for each of thirteen administrative areas. A list of the Associations and the administrative areas they serve is at the back of this report. RFA96 s112 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.
- 1.5 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 RFA96 S111 and Sch 4. Each five-year Scheme will be reviewed during its final year of operation.
- 1.6 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.
- 1.7 With the exception of Regular officers commanding units, each Association is composed of serving members of the Volunteer Reserve Forces and civilian voluntary members drawn from the community. 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.

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 General Resources, Land Forces (Comd Sec Res LF).

Each Association will employ a Chief Executive (CE) (in these 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 Comd Sec Res LF's prior written approval of the Association Chairman's formal recommendation.

Ultimate responsibility for membership appointments rests with the Defence Council. Comd Sec Res LF 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 appointments, Comd Sec Res LF may delegate the task of approving membership appointments to individual Chairmen of CRFCA and RFCA's. Once confirmed, notification of Chairman and CE appointments is to be passed to ACDS (R&C). Comd Sec Res LF may ask for or insist on the resignation of a member following consultation with the President of the Association and ACDS (R&C).

¹Cabinet Office Property & Ethics Team direction DTG 04132 October 2007.

The Council of the Reserve Forces' and Cadets' Associations (CRFCA)

- 1.11 The Council of Reserve Forces' and Cadets' Associations (in these Regulations referred to as the 'Council' or CRFCA) is a joint committee established under the provisions of RFA96 s116 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 and the budget, 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 LFFF and SLAs with the customer Top Level Budget Holders (TLBs).
- 1.12 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.

Chairman's Foreword

The Reserve Forces' and Cadets' Associations (RFCAs) are regionally-based community-facing organisations, providing an essential bridge between the UK's Armed Forces and the civilian population.

Established in 1908 (as the Territorial Associations) the RFCAs were originally designed to provide local support to the Territorial Force in every county. Over a hundred years later, although the name has changed, the number of Associations has reduced and the RFCAs dependency has grown to encompass Reserves and Cadets of all three Services, the essence of the RFCAs' work remains the same:

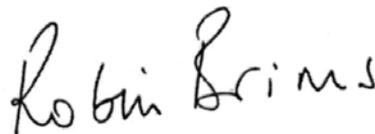
- Regionally, to provide advice and support on behalf of the UK's Volunteer Reserve Forces and Cadets.
- To work with the Chains of Command of the three Services; and
- To establish and maintain links with the community

RFCAs business is funded, delivered and reported upon against a range of Service Level Agreements (SLAs). A formal governance structure is in place to direct future work and to provide oversight of the range of discretionary tasks that the RFCAs undertake. Internally the Associations have been through another streamlining exercise, to rationalise staff numbers and to achieve a more consistent approach to working practices – and to encourage a continuing quest for best practice. This necessary but time-consuming exercise tends to focus exclusively on the business outputs of the 837 salaried staff of the Associations, to some extent taking for granted the other functions of the RFCAs.

The RFCAs are fundamentally volunteer membership organisations. Over and above the membership identified within the Schemes of Association (the formal mechanism by which the RFCAs are authorised to undertake their duties), they enjoy considerable help and advice from an extended network of other volunteers who

collectively provide unparalleled expertise and experience. Together these 8,000 or so people are the life-blood of the RFCAs and an invaluable means by which we connect to communities, provide good value-for-money services and shape defence thinking, especially in the long-term well-being of the Reserves and Cadets. That they are prepared to give so freely of their time on an unremunerated basis is a great testament to the high regard in which our Reserves and Cadets are held and material evidence that the spirit of voluntary service is prospering with the RFCAs.

Finally, I must not let this moment pass without marking the retirement of our last President of Council, after some 11 years of service. Lord Freeman has been a tireless supporter of the RFCAs, the Reserves and the Cadets. Both privately and through his parliamentary connections he has staunchly worked for them, and has been a keen and active member of Council in ensuring that the RFCAs were furnished with objective advice and direction. The very least I can do is to thank him publicly for the considerable contribution he has made. Typically he has been instrumental in engineering a seamless transition and we now welcome the Lord de Mauley, a former TA officer and active member of the House of Lords, as his successor.



**Lieutenant General (Retd) Robin Brims
CB CBE DSO DL**

*Acting Chairman, Council of Reserve Forces'
and Cadets' Associations*

Chief Executive's Introduction

Introduction

To many readers this year's report will undoubtedly appear repetitive and in some places overly detailed. Regrettably this is an unavoidable consequence of attempting to combine into a single document the requirements of several layers of external governance; until the final legal status of the Council of RFCAs is resolved, it remains necessary to report in this format. Those readers interested most in detailed outputs should concentrate their attention on the KPI and achievement sections, which deal exclusively with the FY10/11 outturn; those readers more concerned with high-level issues should be able to confine their attention to the Chairman's opening comments and this opening narrative of the year's performance, which are intended more to inform how RFCA work could be shaped for the future.

Context

In order to put the RFCA's high-level outputs in context it is worth devoting a few lines to the circumstances in which this year's business has been conducted. Three major factors have had a bearing. First, and most significantly, the SDSR was widely expected to introduce considerable change to all of the constituencies supported by the RFCAs; in the event, anticipated changes to the Reserves and Cadets were not announced. Instead, two studies were introduced: Future Reserves 2020 (FR20) and Defence Youth Engagement Review (DYER), neither of which have finally reported within this reporting period. Second, and on an associated point, MoD was obliged to implement far-reaching savings measures to address an unprecedented funding deficit. And third, the tempo of operations continued unabated from previous years; having identified success on operations as 'main effort' for the MoD, priorities for Reserve and Cadet work have rarely been sufficient to attract historical levels of funding.

A predictable consequence of these three factors has been at best uncertainty over necessary long-term development work and at worst blight on the ability to deliver even short-term change. Moreover, we have been directed to absorb a range of uncoordinated and sometimes incoherent savings measures which have had a direct bearing on the well-being of the cadets and reserves. Many of these have paradoxically resulted in a reduced ability to prepare the ground for the emerging findings of the two main studies or to initiate more general efficiency.

While in the main public support for Reserves and Cadets remain high, the compound effect of these factors has nevertheless had a deleterious effect on morale within both organisations. There is a moderately high level of dissatisfaction within parts of the adult instructor community, who are both frustrated at their inability to access training resources (such as shooting and military activity on training areas) and by perceptions of their worth manifested in cuts to their allowances for out-of-pocket expenses. Perhaps more worryingly, numbers of trained Reservists continue to fall away, with significantly less inflow of new blood. Both must be redressed if the two studies are to have any chance of successful implementation.

Outcomes

The following 'outcomes' relate to the nascent high level 4 year strategic plan, formalisation of which has been effectively put on hold pending the results of the post-SDSR work mentioned above. Whereas the balance of the report concentrates mainly on actual in-year performance, this section looks more at trends in order to identify how the four-year plan might need to be adjusted.

Outcome 1. Advice and assistance (Statutory Function)

Strategic Objective	Output
To offer advice and assistance to the Defence Council in relation to Reserves and Cadets	Provision of Advice to Defence Council

The RFCAs at regional and national level have participated fully with MoD and engaged extensively with Commands. Partly because of the funding strictures on engagement activity by units and headquarters, but more because of the RFCAs' well-established networks and position in communities, the Associations have taken a prominent role in running and supporting an extensive range of largely unfunded engagement activities to improve the public's understanding of current operations; to explain the change programmes underway and to encourage responses to public consultation on Defence matters. Although a long recognised niche activity of the RFCAs, the last year has demonstrated the worth of these connections to Defence.

The formal linkage to the Defence Council and with some Commands is becoming less clear, not least because the Defence Council has not met as such in recent years. Instead CRFCA represents regional, volunteer, employer, Reservist, Cadet and Youth interests in a wide range of MoD committees, steering and working groups, often in an 'in attendance' capacity. HQ Land Forces integrates the RFCAs well, with CRFCA and RFCA CEs being members of PSC and RF Division management boards/command groups. Although informal and routine contact with RN and RAF reserve and cadet staff is good, they have no parallel arrangement. As studies into top level management of the department, regional command, FR20 and DYER approach implementation it will become necessary to review how the MoD and Commands facilitate this function in the future.

Outcome 2. Community Engagement. (Delivery Function)

This year the RFCAs have been asked to report against 4 main outputs which draw heavily on our ability to contribute to Community Engagement for their success.

Strategic Objective	Output
Maintain and develop, in line with Defence strategy, a suitable Volunteer and Cadet estate.	To sustain and deliver a safe and compliant Volunteer Estate in a cost effective way, supporting options for consolidation and wider integration.

Annual direct funding for the VE has again been reduced and subsequently subjected to further in-year savings. Consequently little planned maintenance has been undertaken – the Army priority was to focus on Cadet requirements at the expense of the TA – with most effort limited to statutory and mandatory work and reactive maintenance. No direct funding has been available for condition improvement for Army elements of the VE, other than where regionally generated income has been found. Withholding funding for contingency maintenance, while arguably prudent, has caused major difficulties both because of the lateness of its eventual release and because it inhibits basic planning. The VE remains largely compliant but the cost of making it so is increasing, the more so with no investment being made to overall condition improvement.

Only the Air Cadet Organisation has been able to inject meaningful funding for minor new works, which goes some way to improving the overall condition of the estate. Again, individual RFCAs have used RGI, local government, charitable or commercial funding to enhance some of these works and to ensure that where possible new cadet huts are developed as joint facilities. One major legacy programme – Holcombe Moor – will be completed just after year end. It stands out as an example of how the RFCAs can and do deliver high quality build, to specification, to time and to budget. It also shows the worth of the RFCAs' network of local contractors, who have been at the heart of ensuring that this project cost fell well below the industry comparators identified by DE.

Throughout the year the RFCAs have also been taking on more estates work to adapt injured servicemen's housing. This has been desirable not just because of the RFCAs ability to respond quickly but also because of its existing linkages to local authorities and Service charities, ensuring that the product is appropriately tailored to each serviceman's needs.

A progressive reduction in funding over recent years is now leading to a general degradation in the quality of the estate, albeit it still sits above the mandated target. The issue is that at projected levels of funding the current size of the estate is unlikely to be sustainable if it is to be compliant, functional and presentationally acceptable in the future. Greater investment in modernisation and condition improvement and a (linked) programme of rationalisation is needed with some urgency.

Strategic Objective	Output
To enable and support delivery of successful Youth and Cadet organisations.	Provide estate, training and administrative support to Cadets & Youth as engaged by Army/RAF and support to Youth & Cadet organisations. To contribute to the Youth Engagement Review and Big Society initiatives as directed.

Support to the Services' cadet organisations has been delivered in accordance with SLAs. The level of this support has been enhanced wherever possible by RGI enhancements, albeit it is growing much more difficult to generate. Throughout the latter half of the year the RFCAs have carried considerable risk in some areas of funding, especially in utilities, but nevertheless managed to keep facilities open within budget.

Looking ahead, changes in local government organisation; regional and national government responsibilities; and differences between Whitehall and devolved administrations complicate the way in which RFCAs are able to access local and regional support. Although the RFCAs are working hard at reshaping regional relationships, it is likely that this will continue well into next year. For example the manner in which the Forces and Community Covenants are being introduced varies between nations, regions and localities. What is already clear is that the MoD's Cadet and Youth interests could be disadvantaged unless we engage extensively with local authorities – but the RFCAs' volunteer members are frequently the only means to do so.

Strategic Objective	Output
To develop and sustain effective relationships between Armed Forces, Reservists and Employers.	Effective Employer Support (ES) is provided nationally, regionally and locally to existing and potential employers under the MoD Employer Support Strategy.

Central government direction on marketing, coupled with a major reduction in direct ES funding severely constrained our ability to conduct activity in this area. Main effort for the RFCAs has been to minimise mobilisation risk locally. To meet the savings target in reasonable time the RFCAs halved the number of dedicated ES staff at each association, where necessary through redundancy. ES continues to be delivered as a sub-set of Community Engagement, albeit the product is thin and central support from SaBRE similarly constrained. Some local initiatives have been markedly successful, especially when piggy-backed on other activity.

It seems likely that Reservist numbers are now set to grow significantly, following FR20. If so, ES needs to be considerably reinvigorated. Employers will need to be persuaded of the case and of the benefits; given the financial pressures that they continue to face, they are likely to seek far greater recognition and reward than has hitherto been the case. Moreover, the time is probably now right to look anew at what relationship Defence needs with employers in other areas (as contractors, as employers of cadet adults, as employers of cadets as future employees, as employers within Total Support Force and Whole Force initiatives, and as local benefactors).

Strategic Objective	Output
To provide support to sS/Army Reserves Recruiting as requested.	Provide estate, training and administrative support Coherent and effective delivery of Recruiting Support.

Neither the RN nor the RAF requested recruiting support. Although the RFCAs have been included in Army recruiting activity to a greater or lesser extent throughout the regions, the task has been small and poorly funded. Army recruiting focussed mainly on Regulars in support of Operation SOLOMON. Consequently the RFCAs expressed growing concern about the health of Reserve manning which, until FR20, had gone either unheeded or unaddressed.

With Reserve numbers now set to grow, especially in the TA, it will be important to ensure that the new recruiting model/vehicle not only embraces the Reservist target but also addresses the intrinsic differences between regular and reserve recruiting methods and requirements. The local dimension and the involvement of receiving Reserve units and regional training units will be crucial. The RFCAs should be involved in this work and with modest resources could certainly offer cost-effective support.

Community Engagement in the round

The RFCAs tend to reach places where others in Defence cannot. Often they can mobilise third party advocacy. And, especially when public perceptions may be tainted by adverse operational media coverage, they can promote other aspects of excellence in Defence in the regions – most prominently by the activities of the cadet movements – in a way that would gain little traction nationally. At a time when Defence has been obliged to focus on Afghanistan as its main – sometimes sole – effort, the benefit of this activity should not be underestimated. With at least another 3 years of high tempo planned operations in austere financial circumstances still to face, Defence should consider a modest increased investment in this area to ensure that the public are able to respond positively to the post 2015 defence and security environment, not just for reputational reasons but also to be able to sustain active support (recruiting, retention, resettlement, 'Firm Base', employers, rebasing, family and veterans welfare being vulnerable areas which might otherwise suffer).

Outcome 3. Alignment to the MoD Departmental Plan

Strategic Objective	Output
To operate with transparency within government restrictions and guidelines to demonstrate value for money, compliancy and regularity in all areas.	The RFCA/CRFCA accounting and reporting approach aligns with Departmental and wider Treasury requirements.
To advise on and implement the outcomes of the Strategic Review of Reserves (SRR), SDSR and Future Reserves 2020 (FR20) study.	Implementation of SRR, SDSR recommendations. Support to FR20.

We still await a formal 4-year plan from MoD, but appreciate that this has been held pending anticipated changes falling from a wider change programme across Defence. In the meantime, the RFCAs have been subjected to an extensive audit programme driven by as-yet-unsettled status issues relating to CRFCA; incomplete regulations; and evolving SLA relationships. Consequently the RFCAs continue to work to the most demanding governance requirements, often substituting more stringent measures in the absence of finalised agreements. This is occasionally confusing and contradictory for RFCA staff and seems to run counter to governments and departmental direction to reduce bureaucracy. The complexity of this report to some extent provides the evidence. Recent resolution of some issues will hopefully improve the situation but it is of note that our audit committee, composed of commercial professionals, opened their annual report on the RFCAs by stating:

“Our overall impression is of committed organisations which are severely resource constrained and over audited but nonetheless despite such pressures strongly committed to what they do.”

The future potentially opens a new function for the RFCAs, playing a part in the external oversight of the MoD's delivery of FR20. Having contributed fully in the process through SDSR and the FR20 Commission's work, the Council and RFCAs would welcome this role. The Council believes it is well placed to provide impartial and objective commentary and advice on this important work. Equally, the RFCAs stand ready to assist in implementing changes deriving from FR20 and other programmes such as the Army's AVANTI (regional command structure change). Although not specifically mentioned as a strategic objective, the Council would also expect to contribute to youth and cadet work of a similar nature, should that arise.



Air Vice-Marshal (Retd) Paul Luker CB OBE AFC DL

Chief Executive Council of Reserve Forces' and Cadets' Associations

RFCA Governance

Council of Reserve Forces' and Cadets' Associations (Council of RFCAs)

The Rt. Hon The Lord Freeman
(retired December 2010)

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

Lieutenant General
Sir Freddie Viggers KCB CMG MBE DL
Chairman Council of RFCAs

Lieutenant General RV Brims CB CBE DSO DL
Acting Chairman Council of RFCAs

Brigadier T H Lang QVRM RD* DL
*Deputy Chairman Council of RFCAs
and Chairman of the Board*

Captain I M Robinson OBE RD RNR
Colonel R A Hooper MA DL
Colonel T S Richmond MBE TD
Air Vice-Marshal M D Smart DL
Vice-Chairmen Council of RFCAs

COUNCIL SECRETARIAT

Air Vice-Marshal P D Luker CB OBE AFC
Chief Executive

Colonel D H R Stephenson CBE
Director of Administration

Cdr G R Bushell RN
Director Cadets & Youth

Mr S Blissitt MSc
Director Volunteer Estates

Mr T C Corry
Director Employer Support

Mr I Scarfe
Secretary Pension Scheme

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



CHAIRMAN

Brigadier T H Lang
QVRM RD* FRICS DL
Chairman of the Board

Previously served as Vice Chairman Marines 1995-98 and was a member of the Steering Group for 'TAVRA 2000'. He was an equity partner of Alder King, property consultants for

28 years before becoming a consultant to the firm in September 2008. With continuing responsibility for property at Bristol International Airport. He was a governor at Queens College, Taunton for 23 years. His service career was as a general list officer in the Royal Marines 1964-71 and in the Royal Marines Reserve 1971-2003; commanding RMR Bristol 1990-93, as RMR Colonel 1995-98 and as Director Reserve Forces and Cadets (MoD) 2000-02 in the rank of Brigadier. He is the Hon Col of RMR Bristol and a DL in Somerset.

joined Sheffield Hallam University where he was subsequently Head of Electrical Engineering and Head of Undergraduate Studies in Arts, Computing, Engineering and Sciences. He is now Dean of Quality Enhancement at Edge Hill University in Lancashire, and also works part-time with the UK Quality Assurance Agency for Higher Education. He has been a Naval Reservist for over 30 years, for the last 15 years as a member of the national leadership team, culminating in appointments as Director Personnel, Director Strategic Planning and Captain Regions.



Colonel R A Hooper MA DL
Vice Chairman (Marine)

Founder and a Fellow of the Centre for Leadership Studies, University of Exeter and also a Visiting Professor at Bristol Business School. He is also author of four books on Leadership and one on the relationship between the military and the media. His military career

included command of 40 Commando, MoD (Naval Plans) and Chief of Staff British Military Training Team in Zimbabwe. His final appointment was Commandant of the Commando Training Centre, Royal Marines, Lympstone. He is also a former Honorary Colonel of RMR Bristol. He is a Deputy Lieutenant of Devon, a Trustee of Wellington School and on the Council of St John Devon.



VICE CHAIRMEN

Captain I M Robinson OBE RD
BSc MSc CEng FIET FHEA RNR
*Vice Chairman (Navy)
(Chairman Yorkshire & The Humber
RFCA)*

Following a short career commission in the Royal Navy, Professor Ian Robinson



Colonel T S Richmond
MBE TD DL FCA CCMI Hon DBA
Vice Chairman (Army)
(Chairman East Midlands RFCA)

Colonel Richmond is a Chartered Accountant, he spent 32 years in the profession with a major international accounting firm serving as both National Managing Partner and Chairman of the International Firm.

In the public sector he is Chair of Connexions Nottinghamshire, having formerly been a member of the Competition Commission (previously Monopolies and Merger Commission), Deputy Chairman of Nottingham Trent University as well as holding non executive appointments in the National Health Service, Professional Services Organisations and Social Housing.



Lieutenant General R V Brims
CB CBE DSO DL
(Chairman North of England RFCA)
(Acting Chairman RFCA Council)

Educated at Winchester and was commissioned into The Light Infantry in 1970. After various military appointments he became Commander of the Field Army in 2005. Since retiring from active duty in January 2008,

he spends much of his time on the Veterans and welfare side of Defence; he is a Board Member of NORCARE and an active member of several charities. He was Vice-Chancellor of the University of Kurdistan-Hawler in Northern Iraq before retiring to his native North East and now lives at Heddon on the Wall, Northumberland. He is Honorary Colonel of 72 Engr Regt (V) and Northumbrian Universities Officers Training Corps.



Air Vice-Marshal M D Smart DL
Vice Chairman (Air)

Retired from the RAF in 1998 and then began a second career working in business consulting first for Arthur Andersen and then as a retained consultant for Deloitte advising on defence. He lives in Herefordshire and has been Vice Chairman (Air) on the Board of the West Midland RFCA

for ten years and Vice Chairman (Air) on the Council of RFCAs for some five years. In addition, he is on the Boards of the Forces Pension Society and the Regular Forces Employment Association and is Chairman of SSAFA Forces Help in Herefordshire.



Lieutenant Colonel C T Hillock RD* DL
(Chairman North West & Isle of Man RFCA)

Management Consultant. Commissioned in 1968 into the Royal Marine Reserves ending service as Commanding Officer Royal Marines Reserve Merseyside in 1994.



BOARD MEMBERS

Colonel A Taverner MA MCIPR
(Chairman Highland RFCA)

Director of Dubai Research Ltd and runs his own consultancy firm, Angus Taverner Ltd, specialising in international relations, political risk and strategic communications focused on Europe, the US and

Middle East. Trustee of the Army Families Association.



Lieutenant Colonel D G Clarke
OBE TD DL
(Chairman Wales RFCA)

A lawyer in Cardiff specialising in property and charitable law. Colonel Clarke served in the TA for 30 years. He is a trustee of a number of charitable organisations in Wales and is a Council member for Cardiff University.



Group Captain R G Kemp
CBE QVRM AE DL
(Chairman Lowland RFCA)

Currently Director RAF Benevolent Fund Scotland, Northern Ireland and Northern England; formerly avionics marketing manager with Ferranti and then RSCD Lowland RFCA. After regular service as a fast jet navigator, he joined the RauxAF commanding

a squadron and ending as Inspector RauxAF and ADC to the Queen. He is also DL for the City of Edinburgh.



Colonel S J Cartwright TD
(Chairman West Midland RFCA)

He is a retired Managing Director and former TA Commanding Officer, and member of various military charities and trusts.



Colonel O J H Chamberlain
QVRM TD DL FRICS
(Chairman Wessex RFCA)

He is currently a Land Agent and former TA Yeomanry Officer as well as Deputy Lieutenant.



**Lieutenant Colonel P G R Horrell
TD DL
(Chairman East Anglia RFCA)**

Lieutenant Colonel Peter Horrell has served on the Council's Board and as Chairman of East Anglia RFCA since 2005. He is also Chairman of the Council's Pay & Personnel Committee. He has recently retired from farming. He commanded

5 RAnglian and upon relinquishing command in 1995 was appointed a Deputy Honorary Colonel of the Regiment and is also a Trustee of its Museum at Duxford. He is a Deputy Lieutenant and past High Sheriff of Cambridgeshire.



**Colonel E G Cameron TD DL
(Chairman Greater London RFCA)**

He is a Solicitor and Partner of Maples Teesdale LLP Solicitors and former TA Yeomanry Officer.



**Lieutenant Colonel G H Wright
TD DL PPCIOB
(Chairman South East RFCA)**

Geoff Wright spent his career with Hammerson Plc an FT 100 Company where until his retirement in late 2006 was the Director responsible for their worldwide development programme. He is now a Non Executive Director of three Plc's and several private

companies. He is a former Non Exec Board Member of English Partnerships, the Government Regeneration Agency. He is a past President of the Chartered Institute of Building and former Deputy Chairman of the Construction Industry Board. He is Chairman of the Governors of Whitgift School and a Governor of the Whitgift Foundation.



**Colonel N J P Walker OBE TD DL
(Chairman Northern Ireland RFCA)**

He is a retired senior medical doctor and former Colonel TA and Commander 204 Field Ambulance. He is also DL County Antrim, a school Governor, Chair of several military and medical associations in NI and a medical member of UK War Pensions Tribunal.

Key relationships and resources available

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

The CRFCA and the RFCAs themselves are dependent on the direction given by the Defence Council and their Stakeholders set out in Regulations, Annual Plans and Service Level Agreements. Strategic direction through the RFCA Customer Board provides direction out to 4 years. Individual Stakeholder direction and outputs are set in respective SLAs and financial provision over the planning round. At both levels, variations to outputs and policy are imposed on the Council of RFCA and RFCAs as a result of the long term defence reviews (such as the SDSR) 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. However, additional resources are created through RFCA regionally generated income. 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, in-year increases in VAT and market price fluctuations, in particular for utilities negotiated through the MoD contract and other non-negotiable costs such as non-domestic rates. This is further compounded by the control totals being flat lined or reduced in year, as a result of often short notice cuts to budgets.

RFCAs are managing this risk by forecasting price increases using market data and producing early four year planning round bids to reflect requirements.

Additionally economies of scale measures are being investigated. One such measure is the centralisation of IT which will generate RFCA savings from FY12/13 onwards and is currently generating MoD savings.

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 development of an events booking system and a sales ledger on SYMPHONY, combined with a more effective and corporate marketing approach, will assist further on the management of sales and debtors.

Liquidity Risk

The RFCAs liquidity risk is also low due to the planned disposal of assets. Vehicles are disposed of as per the RFCAs' vehicle replacement programme and sold through a variety of options: trade in, sale, auction or internal sale (e.g. to another cadet unit). Therefore the expected sale value is frequently met. Other fixed asset disposals, i.e. the volunteer estate, are disposed of in accordance with defence estates/VEMT plans and the liquidity risk lies with them.

Counter Party Risk

Due to the current financial climate, RFCAs counter party risk (i.e. the risk of a contractor/supplier not being able to provide the goods/services due to going into liquidation) was medium throughout the year. The RFCAs are reducing this risk by maintaining an approved contractor list through the pre-qualification questionnaire for contractors through the commercial portal of the corporate MIS, SYMPHONY.

Cash Flow Risk

RFCAs cash flow risk is managed by the drawdown process. At the beginning of the FY the drawdown timetable for each AP is sent out to each RFCA 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 the RFCAs/ CRFCA take the following actions:

- Confirm control totals throughout the year to ensure that drawdown submissions are within budget
- Profile non domestic rates 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 2 weeks operating expenses at month end, as endorsed in the draft Financial Framework
- Using the aged debtors list on SYMPHONY
- Completing detailed cash flow plans for capital projects to ensure funding is received prior to when part/certificate payments are required
- Re-profile cash flow at each quarterly finance meeting against known or adjusted 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 quarterly at the XB/XB(l), to Finance Officers quarterly at the Finance Review Meetings 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.

Environmental, Social and Community Issues

As landlord, and Service Provider (Facilities Management), RFCAs are responsible for the environmental impact of its activities, and for ensuring that environmental data is reported to MoD.

An EMS MIS system is currently being developed, for incorporation into the commercial portal and SYMPHONY which will record, collate and manage environmental data reported by Unit and RFCA staff. This is scheduled to begin operation at the end of 2011.

For the occupiers of the Volunteer Estate, the RFCAs are in a position of influence regarding many of the key environmental issues, such as the consumption of energy (and the resulting emission of greenhouse gases) and the management and disposal of wastes. Nevertheless, the management of and responsibility for environmental protection and the environmental performance of a Unit is a Chain of Command issue and the RFCAs must be careful not to disrupt this relationship between Unit and higher formation.

In order to control its environmental impacts, the RFCA will adopt the standard operating procedures as set out in the RFCA Environmental Management System manual.

Community and social issues form part of the RFCAs core output – community engagement. Through our volunteer membership and county committees, the RFCAs provide a vital bridge into the community for our Stakeholders. This forms an important element to the Land Forces Firm Base Policy and to the other services engagement activities. Representationally the RFCAs have supported the MoD and Chains of Command when requested, in particular supporting our returning heroes and this year promoting the 150th anniversary of the cadet movement. Moreover our links to industry through employer support combine with community engagement to facilitate not only all our commercial outputs but also our key operational support to the Nation's volunteer

reserve forces. Volunteering and service are very much part of the RFCAs ethos and we encourage interest and inquiries into the volunteer services and regard them as part of the recruitment process. Whilst access to the HQ is controlled, members of the community were routinely allowed access, unless they posed a known or potential risk to personal safety, damage to the building or security. Additionally RFCAs encourage HQ permanent staff to participate in volunteering in the community.

Further details can be found under FY2010/11 Achievements, Outputs nine, ten and eleven.

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.

Disability Discrimination Act (DDA) and MoD Policy

The Department's policy on employing disabled people is underpinned by the Disability Discrimination Act 1995 (DDA) and follow-up amendments to the DDA. The DDA goes further than just anti-discrimination legislation and actually requires employers to take action e.g. reasonable adjustments. Further information can be found in DIN 2006DIN02-174: PI 64/06: Factsheet on the Disability Discrimination Act.

Reserve Forces' and Cadets' Associations

Key Performance Indicators

Detailed objectives of the RFCAs are set out in customer SLAs and are in accordance with the funding level provided. The achievements throughout the year are further detailed under FY2010/11 Achievements.

AIR SLA KPIs SECTION 1 – GENERAL SUPPORT TO AIR CMD

OUTPUT 1A: ADVICE AND SUPPORT TO AIR CMD

Serial	Tasks	Performance Indicators	Targets	Achievement
1A.1	Maintain active and relevant RFCA Voluntary Membership, iaw RFCA Schemes of Association (RFA 96)	% membership allowed in Association Scheme	95%	98%
1A.2	Ensure links with local authorities and civilian community to maintain overall support for Air Cmd and the RAF Engagement Strategy	Meet representatives of Regional Government Offices, County Councils, Unitary and Metropolitan Borough Councils, Chambers of Commerce and other Professional Bodies	Compliant	Compliant
1A.3	Maintain effective working relationship with RAF, RAuxAF, ACO units and the CoC	% attendance at external meetings when invited	100%	95%
1A.4	Invite RAF/RAuxAF regional liaison officers and key cdrs to key CRFCA and RFCA meetings	% of key meetings to which invitations given	100%	100%
1A.5	Maintain effective working relationship with MoD, NEAB, OGDs, and s-Service Heads of Reserves and Cadets	Demonstrate compliance as necessary	Compliant	Compliant – see report
1A.6	Assist in the implementation of MoD estate management policy	Participations and support as required	Compliant	Compliant
1A.7	Ensure regular attendance at Works Meetings with HQAC and Regional HQs to assist with the PR	Compliance	100%	90%
1A.8	Encourage cooperation and relations between ACO and local RAuxAF units and UASs	Compliance, in conjunction with HQ Air Cmd Direction	Compliant	Compliant where directed
1A.9	Support regional partnering arrangements between ACO and other Youth organisations where appropriate	Compliance	Compliant	Compliant

OUTPUT 1A *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
1A.10	Set conditions to encourage cadets to consider a career in the RAF and RAuxAF as officers and airmen	Compliance with the ACO/ IofR Recruiting and Marketing Plans	Compliant	Compliant where directed
1A.11	Provide forum for ACO to coordinate best practice and activity with CCF, SCC and ACF at regional and local levels	Provide a Joint Cadet Committee	At least one per annum	Compliant

OUTPUT 1B: SUPPORT TO OPERATIONS

Serial	Tasks	Performance Indicators	Targets	Achievement
1B.1	When requested, assist individual and/or unit mobilization procedures by providing support and advice on:	Compliance as requested, normally as a Priority One activity – contingency funding may be required	Compliant	Compliant when requested
1B.1a	Wider ES activity and liaison with local and Regional communities	Link with Section 4 (RAF Engagement) below and with RF&C/CRFCA ES SLA (when in place)	Compliant	Compliant
1B.1b	Provision of suitable VE accommodation as required	Link with DE CRFCA VE Management SLA	Compliant	Compliant
1B.1c	Provision of short notice Works Support to repair essential services in the event of terrorist attack or natural disaster	Link with DE CRFCA VE Management SLA	Compliant	Compliant
1B.1d	Support to local and HQ Air Media Ops activities	Link with Section 4 (RAF Engagement) below	Compliant	Compliant
1B.1e	Engage and help to educate local authorities and the civilian community regarding mobilisation procedures	Link with Serial 1A.2 above and Section 4 (RAF Engagement) below	Compliant	Compliant

SECTION 2 – SUPPORT TO INFRASTRUCTURE

OUTPUT 2A: DE-SLA PROVISION AND MAINTENANCE OF ESTATE ACCOMMODATION

Serial	Tasks	Performance Indicators	Targets	Achievement
2A.1	Estate Development	HQAC is currently leading on the reviews of the ACO estate. CRFCA and RFCA will be required to provide input and assist in the development of the review of the ACO estate	Compliant	Compliant
2A.2	Estate Programme Delivery	Deliver agreed/funded projects/core works on time and to cost Deliver agreed funded LVMNW cash injected programmes	100% Compliant within resources	100%
2A.3	Support, maintain and repair all MoD sponsored ranges and training areas	Compliance with statutory requirements	100% (within funding)	Compliant within funding
2A.4a	Condition of the Estate	Assets not to fall below target estate condition. Assets to be maintained to IEMP target, where funding allows	Maintain at least 68% of assets at or above target condition	Compliant
2A.4b		Improve physical condition of assets where funding allows (other than where it is an unintended outcome from Planned Maintenance)	100% Compliant within resources	100% (limited funding)
2A.4c		% of estate assets meeting statutory compliance	100%	90%
2A.5a	Provide SHEF systems to ensure a safe environment for properties (Estate only)	Compliance with statutory requirements SHEF systems to achieve audit assurance	Assurance Rating above 90%	Compliant
2A.5b	Maintain safe systems of work in the delivery of estate service	RIDDOR performance improvement	RIDDOR accidents 10% below national sector average	Compliant

OUTPUT 2B: FACILITIES MANAGEMENT SERVICES

Serial	Tasks	Performance Indicators	Targets	Achievement
2B.1a	Administer the provision of full utility services for Air Cmd units currently managed by RFCA, within the terms of the relevant Government contracts	Compliance within provision	100%	Compliant
2B.1b	Sustainable Development through energy efficiency measures, using EMS, in utility consumption	Provide assistance in 2010/2011 to implement cost effective EMS in 2011 onwards to achieve MoD targets	100%	Compliant
2B.2	Administer and provide cleaning services for entitled Air Cmd users ² . Standalone units are not entitled	Compliance	100%	Compliant
2B.3	Provision of FAFA appliances and annual servicing at ATC units in TA Centres and Joint Cadet Centres as agreed with HQAC	Compliance	Compliant	Compliant
2B.4	Provision of waste collection for those Air Cmd units located in TA Centres and Joint Cadet Centres, where systems are in place	Compliance	Compliant	Compliant

OUTPUT 2C: PROPERTY MANAGEMENT SERVICES

Serial	Tasks	Performance Indicators	Targets	Achievement
2C.1	Completion of all statutory and mandatory maintenance & minor new works tasks iaw DE Regulations ³	Completion in-year	100%	Compliant
2C.2	Project management of design and construction of new builds and major refurbishments over £100K	Completion within funding allocated by HQAC	100%	Compliant
2C.3	Provide IAs ⁴ where the scope of work is in addition to the scheduled agreed maintenance and repair	Completion at Stages I-III of DE CWP process approved by HQAC	Compliant	Compliant
2C.4	Implementation of appropriate ACO 4Cs policy. RFCA to advise contractors of the requirement to be familiar with Risk Assessments at ACO properties	RFCAs to ensure instructions are given in the Works Orders. Contractors to sign registers	Compliant	Compliant

OUTPUT 2C *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
2C.5	Estate Delivery Programme	Deliver agreed/funded RDEL and CDEL projects on time and to cost within year	100%	Compliant
2C.6	Carry out maintenance and repairs to properties in compliance with H&SW legislation	Carry out works services as agreed with DE	Compliant	Compliant
2C.7	Undertake all planning permissions for accommodation iaw DE Regulations	Complete and forward to HQAC at Stage II	Compliant	Compliant
2C.8a	Develop and evolve current MIS (SYMPHONY) and other options and to support delivery of outputs	100% compliance in-line with funding already provided by ACO	100%	Compliant
2C.8b	Maintenance & update SYMPHONY on the SYMPHONY Portal as appropriate	Submit monthly/quarterly/annual returns. Provide accessible data store providing comprehensive details on all ACO leased and hired properties	100%	Compliant
2C.9	Preparation of robust business cases/IAs in support of all ACO acquisitions and disposals	100% completion with agreed plans	100%	Compliant
2C.10	Negotiate, administer and pay leases and rents for ACO properties not on MoD sites, in liaison with HQAC	Completions within funding provided by HQAC. Lease renewals to be completed before expiry of previous lease	100%	Compliant
2C.11	Raise and submit Property Change Forms to notify any asset change on the ACO estate	Complete and forward to HQAC within 3 months of the event	100%	Compliant
2C.12	Provide Proof of Payments documentation for all Legacy Projects on the ACO estate	Complete and forward to HQAC within 3 months of the event	100%	Compliant

SECTION 3 – SUPPORT TO RECRUITING⁵

Serial	Tasks	Performance Indicators	Targets	Achievement
3.1	Provide advice on RAuxAF recruiting to lofR(RAF) at national, regional and local levels, through a single focus within CRFCA at the national level and Recruiting Support coordinator at each RFCA	Detailed requirement to be agreed and resourced at Regional level as required. Effectiveness measured against service provision and overall effect on a task by task basis	Report to lofR(RAF) as required	Achieved in full by those Associations with RAuxAF units within boundaries
3.2	Coordinate the activities of the RFCA Voluntary Membership to exploit to best effect the RFCA's wider support of the RAuxAF's Recruiting effort	As above	As above	As above
3.3	Contribute to regional and local marketing initiatives and campaigns in support of RAuxAF unit initiatives iaw lofR(RAF) regional recruiting plans	As above	As above	As above
3.4	Support and assist with regional recruiting initiatives and campaigns within schools, FE Colleges and universities by ensuring that key external influencers remain engaged	As above	As above	Limited
3.5	Advise on regional and local publications/media format and content, ensuring that they are consistent with the RAF Reserves Brand and message	As above	As above	Limited
3.6	Establish and maintain close links with Veterans' organisations at national, regional and local levels in order to develop their potential as additional pathways for recruiting – see also Section 4 RAF Engagement	As above	As above	Achieved in full by those Associations with RAuxAF units within boundaries
3.7	Develop opportunities to harmonise recruiting effort with the other Services	As above	As above	As above
3.8	Provide insurance cover under the 'Look at Life' scheme for unattested recruits expressing an interest in joining the RAuxAF	100%	100%	100%

SECTION 4 – SUPPORT TO RAF ENGAGEMENT

Serial	Tasks	Performance Indicators	Targets	Achievement
4.1	Develop links with local authorities and the civilian community in order to maintain support for Armed Forces and Cadets and to develop and pursue the aims of RAF Engagement	Engage with the representatives of Regional Government Offices, County Councils, City, Unitary and Metropolitan Authorities	At least once a year	Compliant
4.2	Develop connections with the Reservist and Cadet communities in order that objective advice can be given to senior political and military leadership on their well-being, complementary to HQ Air Cmd's communication channels	Regularly review the structure and representation on the RFCAs' committee structure	At least once a year	Compliant
4.3	Utilise the RFCAs' extensive Volunteer Membership to influence directly and indirectly public thinking on Defence, Armed Forces', Veterans' and Cadets' issues in order to not only create a favourable environment for regional activities but also to engender better understanding of and support for Veterans and the role of the Armed Forces and Cadets, using HQ Air Cmd Media & Comms messaging to assist when appropriate	Include RAF Engagement briefings as part of the agenda for committees and at appropriate activities such as Lord Lieutenant Awards' Ceremonies and ES events Encourage support for the RAF Presentation Team	90% Publicise and help populate such events Encourage RFCAs Volunteer Members to attend	Compliant
4.4	Demonstrate the worth of the RFCAs, in support of Air Cmd, to Ministers, local authorities, veterans' groups, RFCAs dependencies and other supporters, in order to: enhance RFCAs credibility as advocates, secure favourable opportunities for the Armed Forces and Cadets and promote the volunteer ethos	Provide a Corporate Communication focus within each RFCAs. Develop a Corporate Communication Plan	Compliant Compliant	Compliant Work in progress

SECTION 5 – ADMINISTRATION

Serial	Tasks	Performance Indicators	Targets	Achievement
5.1a	Manage the funds provided by, or on behalf of, Air Cmd and other Stakeholders in accordance with the FF and Managing Public Money	Management of funds without adverse comments by external auditors on compliance with Accounting Rules or accuracy of figures. Compliance	Compliant	Compliant
5.1b		Management of funds in accordance with the FF and Government Accounting rules. Compliance	Compliant	Compliant
5.1c		Comply with recommendations made by NAO and DIA	100%	80% - see report
5.1d		Ensure RDEL & CDEL funds are fully utilised in-year. Compliance	100%	See accounts
5.1e	Provide financial information to the Budget/Finance Managers detailed at Annex A within the following Air Cmd organisations: HQ AC, HQ 22 Gp, RAF Kinloss, RAF Honington, DRIT(RAF), copied to HQ Air	Provide the following reports to Air Cmd organisations quarterly at AP0, AP03, AP06 and AP09 (and monthly to HQ 22 Gp): Monthly Drawdown against CRFCA expenditure (by RAC) Profile - Budget/Forecast of Outturn/Actuals (also by RAC). Compliance	100%	Compliant to HQAC and HQ Air Cmd
5.2	Regionally Generated Income (RGI): the letting of Air Cmd facilities in accordance with HMT rules and RFCA Regulations 2010 for the benefit of Air Cmd ⁶	Meet letting income targets as set by Regional RFCA Management Boards and Air Cmd. Distribute RGI for the benefit of Air Cmd units in accordance with agreed Air Cmd priorities and direction of regional RFCA Management Boards. Provide individual stakeholders with annual income expenditure reports. Provide general advice and assistance to Air Cmd to ensure maximum income generation from Air Cmd properties (surplus capacity)	80 -100% 100%	Compliant where regionally agreed 100%

SECTION 5 *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
5.3	CRFCA Director of Administration to attend financial planning & budget meetings	Bi-annual	100%	100%
5.4	Fully manage Air Cmd funds for payment of utility services (electricity/gas/heating oil) and cleaning services	Fully supported bid to be submitted to HQAC iaw with annual PR timeframe	Compliant	Compliant
5.5	Submit details of annual expenditure for rents, legal fees, utilities and cleaning services to HQAC	Fully supported bid to be submitted to HQAC iaw with annual PR timeframe	Compliant	Compliant when requested
5.6	Publish CRFCA Corporate Plan (4 Years) and CRFCA Business Plan (Year 1) plus each RFCA to prepare an Annual Management Plan in accordance with RFCA Regulations	Compliance	Compliant	Compliant
5.7	Develop and evolve current MIS (SYMPHONY) to meet DII(F) and other options and to support the delivery of all tri-Service outputs	Compliance	Compliant (within budget)	Compliant within budget
5.8	Administer RFCAs and recruit, employ and manage RFCA staff in order to deliver the outputs in this agreement	Compliance with the Personnel and Finance Management section within the HQ LF SLA	Compliant	Compliant
5.9	Distribute RAuxAF PR and Admin Grants	Distribution to be carried out in accordance with HQ Air direction	Compliant	Compliant when funded

SECTION 6 – OPERATING SUPPORT TO THE RFCAs

OUTPUT 6A: ADVICE AND SUPPORT TO THE RFCAs BY AIR CMD

Serial	Tasks	Performance Indicators	Targets	Achievement
6A.1	Provide timely direction and adjustments to the Air Cmd SLA	At the biannual or quarterly bilateral meetings where DACOS Reserves represents AMP	Compliant	Work in progress
6A.2	Contribute to the endorsement of the Vice Chairman (Air) to CRFCA appointment by COS Pers	Compliance	Compliant	Compliant
6A.3	Provide financial and compliancy advice, in addition to that set out in RFCA Regulations and the FF	Compliance	Compliant	Compliant
6A.4	Provide HR advice and guidance through the Air Cmd Hd HRBP	Compliance	Compliant	Not required
6A.5	Maintain a working relationship with the CRFCA and the 13 RFCAs	% attendance at RFCA meetings when invited	90-100%	100%
6A.6	Ensure attendance at Works Meetings with RFCAs and Regional HQs to assist financial planning	Compliance	100%	100%
6A.7	Notify CRFCA and RFCAs changes to Air Cmd policies and regulations, including new emerging policy	Compliance	Compliant	Compliant

OUTPUT 6C: FUNDING PROVISION & FINANCIAL MANAGEMENT

Serial	Tasks	Performance Indicators	Targets	Achievement
6C.1	Provide annual Grants for CRFCA and RFCAs, as agreed through the annual PR process, to meet RFCA, Air Cmd and appropriate tri-Service outputs ⁷	Compliance	100%	95%
6C.2	Provide funding for project management of design and construction of new builds and major refurbishments costing over £100K via DE transfer	Compliance	100%	Compliant
6C.3	Provide funding for RDEL and CDEL projects via DE transfer	Compliance	100%	Compliant within budget
6C.4	Provide funding for rental charges for leased ACO accommodation	To be paid in four tranches; AP1, AP4; AP7 & AP10 based on requirement	100%	100%
6C.5	Provide funding for full utility services (electricity/gas /water) for those ACO, RAuxAF and UAS properties ⁸ not located on the Regular Estate, as agreed with RFCAs	Funding to be agreed and paid in four tranches. AP1; AP4; AP7 & AP10, based on requirement	100%	100%
6C.6	Provide funding for cleaning services as agreed with RFCAs ⁹	Funding to be agreed and paid in four tranches. AP1; AP4; AP7 & AP10, based on requirement	100%	100%
6C.7	Provide funding for all (outside of DE) costs and services as agreed with RFCAs	Funding to be agreed and paid in full in AP1; to be expended on office/general administration, education & training, professional fees and travel & subsistence	100%	100% with given budget
6C.8	Provide timely and accurate financial approval to Stages of Completion, as appropriate	Compliance	100%	100%

⁷NACTC Llanbedr, NACTC Windermere, 615 VGS, HQ London Wg ATC, HQ Hants & Isle of Wight Wg ATC, HQ Sussex Wg ATC & HQ Surrey Wg ATC funded by HQ AC; 602 Sqn RAuxAF funded by RAF Kinloss; 603 Sqn RAuxAF funded by RAF Honington; OUAS and ULAS funded by DRIT.

LAND SLA KPIs SECTION 1 – GENERAL SUPPORT TO LF

OUTPUT 1A: ADVICE AND SUPPORT TO LF (TA, ARMY CADETS & FIRM BASE)

Serial	Tasks	Performance Indicators	Targets	Achievement
1A.1	Maintain an active and relevant RFCA Voluntary Membership as set out in individual RFCA Schemes of Association (see RFA 96)	% membership allowed in Association Scheme	95%	98%
1A.2	Ensure links exist with local authorities and the civilian community in order to maintain overall support for LF and the CE campaign – and, in particular, TA, ACF and CCF(A)	Meet the representatives of Local Enterprise Partnerships (LEPs), County Councils (including the County Education Officer), Unitary and Metropolitan Borough Councils, regional Chambers of Commerce and other Professional Bodies	Compliant	Compliant
1A.3	Maintain an effective working relationship with the PSC Chain of Comd	% attendance at external PSC HQ meetings when invited	100%	100%
1A.4	Invite membership or attendance the regional PSC Bde (and other Service) Comds at key RFCA meetings and the 2010 CRFCA Annual Briefing	% of key meetings to which invitations given	100%	100%
1A.5	CRFCA – To maintain an effective working relationship with the MoD (including Ministers), NEAB, other related OGDs, AG (and other Service Heads of Reserves and Cadets)	Demonstrate compliance as necessary	Compliant	Compliant – see report
1A.6	In conjunction with ARC PR Branch, PRUs, COBSEO, Regimental HQs and Service Welfare charities and federations, provide ongoing regional/local support to all injured Service personnel (both physically and mentally) when required	Link with 1B.3 Develop regional links and strategy to achieve local and regional support	Compliant	Compliant
1A.7	Provide Unit Welfare support and wellbeing advice to TA and ACF units where affordable and personnel when appropriate	Compliant with PSC Bde Comd's priorities	Compliant within budget	Compliant within budget

OUTPUT 1B: PROVIDE SUPPORT TO OPERATIONS – 'HOME AND AWAY'

Serial	Tasks	Performance Indicators	Targets	Achievement
1B.1a	When requested by PSC Bde Comds, be prepared to assist in individual and/or unit mobilization procedures by providing support and advice on: a. Emp Sp (incl Employer Engagement) and liaison with local and Regional communities	Compliance as requested, normally as a high Priority One activity – contingency funding may be required Link with Section 4 (CE) below and with MoD (RF&C)/ CRFCA Emp Sp SLA	Compliant	Compliant
1B.1b	b. Provision of suitable VE accommodation as required	Link with DE CRFCA VE Management SLA		Compliant
1B.1c	c. Provision of short notice Works Support to repair essential services in the event of terrorist attack or natural disaster	Link with DE CRFCA VE Management SLA	Compliant	Compliant
1B.1d	d. Support to local and RF Media Ops activities	Link with Section 4 (CE) below		Compliant
1B.1e	e. Engage and help to educate local authorities and the civilian community regarding mobilisation procedures for operations 'Home and Away' in order to foster and improve CE within Regions	Link with Serial 1A.2 above and Section 4 (CE) below	Compliant as appropriate	Compliant
1B.1f	f. Guidance to Employers on demobilisation, in particular to those Reservist employees who might be affected by post-operational stress or with physical injuries	Link with Sers 1B.3	Compliant	Compliant
1B.2	To participate when requested in mobilisation training exercises (incl CAST) and UK Ops and Resilience seminars at the appropriate level	Compliance as requested	Compliant	Compliant as requested
1B.3a	a. When requested and funded, to assist TA (and other VRF) units, individual Reservists and their dependants in Welfare support and advice, in particular unit Welfare tasks, well-being assistance and post-mobilisation support	% acknowledgement of unit or individual Welfare request Demonstrate compliance Link with Ser 1C.5 below	100% Compliant	95% Compliant within available resources

OUTPUT 1B *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
1B.3b	b. Develop close links with the ARC PR Branch HQ LF and PRUs and, when directed, to assist in ongoing local support to all injured Service personnel, with specific reference to the alteration of private and public accommodation to accommodate the requirement of injured and disabled Service personnel in conjunction with Service charities, COBSEO, local authorities and the DIO	Demonstrate compliance as requested by LF PR Br	Compliant	Compliant
1B.4	When requested and properly authorised, provide RFCA-managed VE facilities to the Civil Authorities in support of their operations within the provisions of Training & Logistic Assistance to the Civil Power (TLACP)	<p>Compliance as requested. Activities of a contentious nature will require Ministerial Authorisation. Those that are less contentious will normally be authorised by the PSC Bde Comd. Advice should be sought from the relevant JRLO in the first instance</p> <p>Link with 1B.1(a) and (b) above and with DE CRFCA VE SLA</p>	Compliant	Compliant when requested

OUTPUT 1C: PROVIDE FACILITIES MANAGEMENT SERVICES

Serial	Tasks	Performance Indicators	Targets	Achievement
1C.1	Administer the provision of full utility services for all TA Centres (TACs) and ACF/CCF(A) properties within the terms of the relevant Government contracts	Compliant within provision	90-100% against provision	Compliant
1C.2	Sustainable Development: Through energy efficiency measures, make savings in utility consumption	<p>Implementation of Environmental Management System (EMS)</p> <p>Reduction achieved in Gas, Electricity and Fuel Oil consumption</p> <p>Meet carbon footprint targets</p>	Compliant with 2010/11 EMS targets	Compliant

OUTPUT 1C *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
1C.3	Provision of all minor Facilities Management (FM) services to all TACs and ACF/CCF(A) properties to include cleaning contracts, upkeep of grounds, management of Non-Domestic Rates (NDR), security and related inspections and other aspects of FM	Compliance within provision	90-100% against provision	Compliant
1C.4	Provision of furniture, furnishing and fixtures in accordance with statutory regulation and financial provision	% compliance	90-100% against provision	Compliant
1C.5	Regionally Generated Income (RGI). In accordance with the CRFCA Annual Business Plan, distribute RGI for the benefit of the VRF and Cadet units, under the direction of the regional RFCA Management Boards, informed by the priorities represented by the PSC Bde Comd (and other single Service Members where appropriate) at the RFCA Management Boards	Meet letting income targets as set by regional RFCA Management Boards Distribute Army linked RGI for the benefit of TA and ACF units in accordance with the direction of the regional RFCA Management Boards as advised by the PSC Bde Comd (or his representative)	80-100% 100%	Compliant where regionally agreed 100%
1C.6	Provision and maintenance of RFCA vehicles to support RFCA outputs for HQLF (and other Customers)	Provision in accordance with agreed scales	100% against provision	Compliant

SECTION 2 – SUPPORT TO ACF AND CCF(A) & YOUTH

Support to the ACF: Provision of Services (G1, G3 O&D and G4)

Serial	Tasks	Performance Indicators	Targets	Achievement
2.1	Recruit, train and manage the ACF Professional Support and Admin Staff to Establishment	% of county Professional Support Staff posts manned	100%	Compliant
		% staff fully trained	90%	Compliant
2.2	Maintain ACF County Organisation within rules for Detachments	% CFAV strength (ACF Officer plus AI numbers to Establishment)	95%	Only area of non compliance is in the Highlands where viable detachments provide a vital community service and the only military' footprint
		% of ACF Detachments retained with strengths below 15 for 3 consecutive years	Nil without justification	
		Initiate establishment and closure of Detachments	Within regulations	
2.3	Support ACF regional and local PR and marketing as well as the wider Cadet movement when opportunities arise	Compliance	Compliant	Compliant
	Recruit CFAVs into the ACF in accordance with direction provided by ACEG	Resource allocation (from HQ PSC) subject to annual Business Case prepared by AD Youth and Cadets in conjunction with the RFCAs and ACFA	As directed by ACEG	Compliant
	Stimulate interest in order to encourage Army Cadets to join the R&TA as both officers and soldiers	Mechanism required between HQ PSC (Cdts) and HQ PSC (P&R) to monitor performance and VFM		
2.4	Provide ACF regional and local PR and marketing, and to the wider Cadet movement when opportunities arise	Produce and execute the ACF Regional Marketing Plan, compliant with LF ACF Marketing Plan, commensurate with funding	100%	Compliant within funding limitations
2.5	Through JPA, enlist CFAVs and administer personnel pay for Paid Training Days (PTDs) and allowances	Complete electronic enlistment and updating of ACF adult JPA pay records within 5 working days of receipt of data	95%	100%
		Complete transfer of monthly payment data to ensure timely pay.(Transfer to be complete normally by 22nd of the month)	100%	100%

Support to the ACF *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
2.6	Audit the commissioning, appointment and promotion of ACF officers (other than Commandants and Deputy Commandants) to acting rank up to and including major. (see ACF Manual Ch 4)	% of promotions requiring less than 4 months back dating	At least 80%	It is believed that compliancy is being achieved but a full audit is difficult to confirm as we are unable to see Establishment by rank on the Westminster MIS
2.7	Appoint, promote and discharge AIs	% of promotions requiring less than 4 months back dating	At least 80%	Compliant
2.8	Process the vetting and CRB/DS disclosures of Officers and AIs Meet additional requirements arising from the Safeguarding of Vulnerable Groups Act	Process applications and forward within 10 working days of receipt of fully completed documentation from the individual Maintain registers	100% 100%	Within the constraints caused by the introduction of the CERBERUS electronic system
2.9	Assist PSC Bde Comds in the selection of Commandants and Deputy Commandants. Make recommendations for appointment of Honorary Colonel	% selections made at least 4 months in advance	80-100%	Compliant
2.10	Endorse honours and awards Process Lord Lieutenant Certificates of Meritorious Service and CinC's Commendations	Process applications within 10 working days of receipt	100%	Compliant
2.11	Administer ACF counties in accordance with the ACF Manual, JSPs and LFSOs	Compliance % detachments inspection reports (AFE 7502) processed and actioned	100% 100%	Compliant
2.12	Provide IT equipment, management and support using programme funds allocated	Sufficient provision at County HQ level to ensure efficient administration and G4 support	100% within allocated funding	Compliant within allocated funding
2.13	Demand, issue and account for MoD stores in accordance with JSP 886 Maintain, inspect and operate publicly funded vehicles in accordance with JSP 800	Compliance Compliance with statutory requirements	100% 100%	Compliant Compliant to meet regulations but restricted by reduced funding and in-year measures

Support to the ACF *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
2.14	Support PSC resource planning by the provision of logistic and activity planning information	Compliance	100%	Compliant
2.15	Meet LF requirements for Log Sp Inspections	Compliance with Log Sp direction	100%	Compliant
2.16	Provide and maintain civilian vehicles in accordance with agreed scales and funding	% compliance	100%	Compliant within funding limitations
2.17	Provide Safety, Health, Environmental and Fire (SHEF) provisions to ensure a safe environment for ACF properties	Compliance with statutory requirements, in conjunction with advice provided through the PSC Chain of Comd	100% (within funding)	Compliant within funding limitations
	Provide qualified SHEF staff at county level	Compliance with Cadet Branch instruction	100%	
	Maintain records	Compliance	100%	
	Submit accident reports and take remedial action as appropriate	Compliance	100%	
	Assist the Health and Safety briefing of CFAVs	Compliance	100%	
	Provide portable appliance testing and recording at ACF camps	Compliance	100%	
2.18	Meet CESO(A)'s requirements for formal SHEF inspections and internal audit (in conjunction with PSC Chain of Comd SHEF advisers). Take remedial action as appropriate	Compliance	100% (within funding)	Compliant
2.19	Manage and maintain the Army Cadet estate	Compliance with ACEG strategy, and DE statutory and mandatory requirements (see also DE CRFCA VE Management SLA)	100%	Compliant within funding limitations
2.20	Provide and maintain secure storage of arms and ammunition on authorised Cadet sites in accordance with scales and endorsed security requirements	Compliance (as validated by PSC Bde G2 Sy and ATO inspections)	100% (within funding)	Awaiting PSC distribution of replacement arms chests
2.21	Support, maintain and repair RFCA sponsored ranges and training areas	Compliance with statutory requirements	100% (within funding)	Compliant

Support to the ACF *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
2.22	Administer allocated programme funds for NDR, utilities, cleaning and furnishings associated with Cadet properties (see JSP 462)	Compliance Pursue NDR rebates for eligible properties	100% >90% success	Compliant
2.23	Negotiate, administer and pay leases and rents on non-Departmental properties associated with Cadet use	Compliance	100%	Compliant
2.24	Allocate and administer in accordance with JSP 462: Programme funds for administration and travel Additional in-year funding allocated for recruiting and travel	Compliance	Pass audit scrutiny	Compliant
2.25	Ensure that all non-public funds, held at County, Company and Detachment level, are properly audited	Compliance	100%	92% compliant with remedial measures in place to achieve full compliancy
2.26	Encourage and foster cooperation and relations between the ACF and local TA units and UOTCs	Compliance, in conjunction with PSC Bde HQ	100%	Compliant
2.27	Set the conditions to encourage ACF cadets to consider a career in R&TA as officers and soldiers	Compliance	100%	Compliant
2.28	Provide a forum for the ACF to coordinate best practice and activity with CCF, SCC, and ATC at regional and local levels	Provide a Joint Cadet Committee	At least one per annum	Exceeding requirement with most Associations achieving two or more per annum
2.29	Maintain links with local authorities and the community in order to promote, and encourage support for, Army Cadets	Meet the representatives of Regional Government Offices, County Councils (including the County Education Officer) and Unitary and Metropolitan Borough Councils	At least one per annum Compliance	Compliant
2.30	Support regional partnering arrangements between the ACF and other Youth organisations where appropriate	Compliance	Youth initiative details to follow	Outreach NCS support

Support to the CCF(A)

Serial	Tasks	Performance Indicators	Targets	Achievement
2.31	Administer the contract for pay of CCF(A) officers and instructors through JPA	<p>Complete electronic enlistment and updating of CCF(A) adult JPA pay records within 5 working days of receipt of data</p> <p>Complete transfer of monthly payment data to ensure timely pay. (normally by 22nd of the month)</p>	<p>100%</p> <p>100%</p>	<p>Compliant</p> <p>Compliant</p>

SECTION 3 – ARMY RECRUITING SUPPORT

Serial	Tasks	Performance Indicators	Targets	Achievement
3.1	Provide advice on R&TA recruiting to HQ PSC and the PSC Chain of Comd, ARTD, RG, CsRR and COs at national, regional and local levels	Detailed requirement set and resourced at Regional level. Effectiveness measured against service provision and overall effect on a task by task basis Review through RRCC (standing agenda item)	Lead CE to report progress every six months at RG MBs, highlighting in particular examples of Best Practice	Achieved in full Compliant
3.2	Contribute to regional and local PR and marketing initiatives and campaigns in support of TA unit or sub-unit initiatives in accordance with the regional PSC Bde Recruiting Plans	As above	As above	Limited success due to current marketing ban and lack of resources
3.3	In conjunction with CsRR, support and assist with Regional Recruiting initiatives and campaigns within Schools, FE Colleges and Universities by ensuring that key external opinion formers, influencers and deciders remain engaged	As above	As above	100%
3.4	Identify opportunities and assist TA units and sub-units to foster, establish and maintain partnering agreements with local companies	As above	As above	100%
3.5	In conjunction with CsRR, establish and maintain regular contact with adult employment agencies	As above	As above	Limited success
3.6	Provide continuity in support of regional BME activity	As above	As above	100%

ARMY RECRUITING SUPPORT *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
3.7	Establish and maintain close links with the Army Recovery Capability (ARC) Programme and Veterans' organisations at national, regional and local levels in order to develop their potential as additional pathways for recruiting – see also Sections 1A, 1B and 4	As above	As above	100%
3.8	Provide insurance cover under the "Look at Life" scheme for unattested potential recruits expressing an interest in joining the TA	100%	100%	100%

Service Provision

Serial	Tasks	Performance Indicators	Targets	Achievement
a.	Provide a single focus within CRFCA to represent the RFCAs at the national level and to act as a conduit to pass relevant information to all RFCAs	Currently CE West Midland RFCA	Compliant	Achieved in full
b.	RFCA CEs will contribute as RRCC members to provide continuity and local regional knowledge		Compliant	Achieved in full
c.	Provide typically a full time PR and Recruiting Support coordinator at each RFCA (with appropriate clerical support)		Compliant	Compliant
d.	Provide regional/local CFAV recruiting and recruit marketing services as well as regional/local PR support to ACF	See Section 2	Compliant	Achieved in full
e.	Coordinate the activities of the RFCA Volunteer Membership in order to exploit to best effect the RFCAs' wider support of the Army Recruiting effort	Compliant	Compliant	Achieved in full

Service Provision *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
f.	Provide infrastructure support to Army Careers Offices (less Scotland), and as a matter of routine, explore and exploit opportunities to make better use of the VE in support of recruiting in support of the HQ RG Infrastructure Plan	Compliant	Compliant	Compliant within budget
g.	Develop opportunities to harmonise recruiting effort with the other Services	Compliant	Compliant	Achieved in full

SECTION 4 – ASSISTANCE TO CE

Serial	Tasks	Performance Indicators	Targets	Achievement
4.1	Develop links with local authorities and the civilian community in order to maintain support for Armed Forces and Cadets (ACF, SCC, ATC and CCF), and to develop and pursue the aims of CE	Engage with the representatives of Regional Government Offices, County Councils, City, Unitary and Metropolitan Authorities	At least once a year	Compliant
4.2	Develop connections with the Reservist and Cadet communities in order that objective advice can be given to senior political and military leadership on their well-being, complementary to the FLCs' communication channels	Regularly review the structure and representation on the RFCAs' committee structure	At least once a year	Compliant
		Obtain representation on key PSC Chain of Comd committees where appropriate	Membership of RRCC, PSC GOCs' and Bde Comd Gps	Compliant
4.3	Utilise the RFCAs' extensive Volunteer Membership to influence directly and indirectly public thinking on Defence, Armed Forces', Veterans' and Cadets' issues in order not only to create a favourable environment for regional activities but also to engender better understanding of and support for Veterans and the role of the Armed Forces, VRF, Cadets and Youth using LF Media and Comm messaging to assist when appropriate	Include CE briefings as part of the agenda for committees and at appropriate activities such as Lord Lieutenant Awards' Ceremonies and Emp Sp events	90%	Compliant
		Encourage support for the Army Presentation Team	Publicise and help populate such events Encourage RFCA Volunteer Members to attend	Compliant
4.4	Demonstrate the worth of the RFCAs, in support of the Chains of Comd, to Ministers, local authorities, Veterans' groups, RFCA dependencies and other supporters, in order to: enhance RFCAs credibility as advocates; secure favourable opportunities for the Armed Forces, VRF and the Cadet Movements; and promote the volunteer ethos and provide opportunities within the wider RFCA framework for individuals to realise that ethos	Provide a Corporate Communication focus within each RFCA	100%	Compliant
		Develop a Corporate Communication Plan	100%	Compliant

SECTION 5 – PERSONNEL AND FINANCIAL MANAGEMENT

Serial	Tasks	Performance Indicators	Targets	Achievement
5.1	As laid down in RFCA Regulations 2009, publish CRFCA Corporate Plan (4 Years) and CRFCA Business Plan (Year 1) plus each RFCA to prepare an Annual Management Plan in accordance with RFCA Regulations 2009 (Paras 3.7 – 3.13)	Compliance	Compliant	Compliant with CRFCA Business Plan
5.2	Recruit and employ RFCA staff	Maintenance of staff numbers within Establishment as agreed in the CRFCA Dec 05 Internal Review	95%	95% within HMG restrictions
5.3	Complete annual PDR on all staff and pay staff in accordance with agreed pay scales	Compliance with current rules and scales	100%	100%
5.4	Administer each Association	Compliance with RFCA Staff Regulations and the Association Scheme, and current statutory regulations on employment and Health and Safety	Compliant	Fully compliant
5.5	Manage the funds provided by HQLF (and other Stakeholders) in accordance with LF GiA FF and Managing Public Money	<p>Management of funds without adverse comments by external auditors either in compliance with Accounting Rules or accuracy of figures</p> <p>Provide the following reports to HQLF quarterly at AP0, AP03, AP06 and AP09</p> <p>Monthly Drawdown against CRFCA expenditure (by RAC) and Profile - Budget/Forecast of Outturn/Actuals (also by RAC)</p> <p>Move to new external audit regime within the NAO by Apr 2010</p> <p>Monthly Drawdown sums to be set in order that bank balances are kept to a minimum consistent with efficient delivery of RFCA outputs</p>	<p>Compliant</p> <p>Compliant</p> <p>Compliant within transition</p>	<p>Compliant</p> <p>Compliant</p> <p>Compliant</p>

PERSONNEL AND FINANCE MANAGEMENT *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
5.6	Comply with agreed recommendations made by NAO and DIA	Compliance	Compliant where appropriate	Compliant
5.7	Distribute TA Establishment and Band Grants and ACF Consolidated and Special Travel Grants	When allocated, distribution of these TA and ACF grants to be carried out in accordance with TA and ACF Regulations, the Annual CRFCA Business and RFCA Management Plans and LF GiA FF	100%	TAEG: 46% Band: 100% ACF: 90% (reduced figures reflect in-year cuts)
5.8	Process insurance claims relating to policies held by both CRFCA and each RFCA, and process injury claims for ACF members	Claims processed within 2 weeks of receipt	90 -100%	Compliant
5.9	Develop and evolve current MIS (SYMPHONY) to meet DII(F) and other options and to support the delivery of all tri-Service outputs	Compliance	Compliant (within budget)	Compliant within budget
5.10	Demonstrate the worth of the RFCAs to Ministers, FLCs, local authorities, RFCA dependencies and other potential supporters in order to enhance the RFCA organisation's credibility as advocates	Recruit a Corporate Communication Officer Develop a Corporate Branding Policy	100% 100%	Work in progress Work in progress

SECTION 6 – HQ LF OPERATING SUPPORT TO THE RFCAs

Serial	Tasks	Performance Indicators	Targets	Achievement
6.1	The provision of timely annual direction and adjustments to the LF CRFCA SLA through the CinC LF Directive 11/12 and through subsequent direction from HQ PSC (see Annex K to PSC Plan 11/12) as well as that issued by the RFCA CB where COS PSC represents AG	Compliance	Compliant	Compliant
6.2	The provision of annual GiA and Grants for CRFCA and RFCAs, as agreed through the annual Planning Round (PR) process, to meet RFCA LF and appropriate tri-Service Outputs	Compliance	Compliant	Compliant but restricted by in-year measures
6.3	The provision of financial and compliancy advice as set out in the RFCA Regulations 2009 and LF GiA FF, and as directed by Comd Sec (Res) HQLF ¹⁰	Compliance	Compliant	Work in progress
6.4	The provision of HR advice and guidance through the Director LF HR Business Partner	Compliance	Compliant	Compliant
6.5	The provision of direct support to the screening of State and Non-State Civilian Honours for RFCA employees, through the LF HR Business Partner	Compliance	Compliant	Compliant
6.6	The endorsement of senior CRFCA and regional RFCA Chairmen and Chief Executive ¹¹ appointments by Comd Sec (Res) HQLF (acting as a Defence Council Representative to the RFCAs)	Compliance	Compliant	Compliant
6.7	The approval and provision of redundancy terms for RFCA employees	Compliance	Compliant	N/A
6.8	The provision of the Annual Pension Increase Addition (PIA) for the RFCA Pension Scheme in accordance with Pensions' (Increase) Act 1971	Compliance	Compliant	Compliant

¹⁰Comd Sec Res LF acts as one of two Defence Council Representatives to the RFCA organisation, the second being ACDS (R&C).

¹¹Comd Sec (Res) wishes to delegate authorisation of CE appointment letters to regional RFCA Chairmen – TBC by RF&C Div.

Serial	Tasks	Performance Indicators	Targets	Achievement
6.9	The provision of Specific Grants such as: a. United Kingdom Reserve Forces' Association (UKRFA) for CIOR / CIOMR membership fees and annual congress events where applicable b. When appropriate, Specific Public or Non-Public Grants for wider usage (eg: Cadet 150 Public and/or Non-Public Funds)	Compliance Compliance	Compliant Compliant	Compliant against much reduced CT N/A

TRI-SERVICE DE SLA KPIs
SECTION 1 – HEALTH AND SAFETY

Serial	Tasks	Performance Indicators	Targets	Achievement
1.1	Ensuring a legally compliant estate in accordance with JSP 375	Compliance	Compliant	Compliant
1.2	Delivering the requirements set out in the Output Specification	Compliance	Compliant	Compliant
1.3	Ensuring all RFCAs adopt Spec 005 and carry out all necessary statutory and mandatory testing	Compliance	Compliant	Compliant
1.4	Ensure individual RFCAs comply with the agreed H&S management plan and adopt all the measures therein	Compliance	Compliant	Compliant
1.5	Ensure all staff receive appropriate training	Compliance	Compliant	Compliant
1.6	Produce a SHEP plan and report performance through the agreed performance measurement routes	Compliance	Compliant	Compliant Note- assumed at this stage its incorporated within SMS

SECTION 2 – TECHNICAL DELIVERY

Serial	Tasks	Performance Indicators	Targets	Achievement
2	CRFCA is responsible for ensuring that individual RFCAs adhere to the delivery of the Output Specification and follow the processes within the Service Specification and supplementary annexes	Compliance	Compliant	Compliant

SECTION 3 – COMMERCIAL

Serial	Tasks	Performance Indicators	Targets	Achievement
3	CRFCA is mandated to ensure that the procurement of Estate Services for the VE is compliant with the policy and processes set out in the Service Specification	Compliance	Compliant	Compliant

SECTION 4 – FINANCE

Serial	Tasks	Performance Indicators	Targets	Achievement
4	CRFCA is required to take appropriate action to manage outputs and services within the financial allocation issued by DE and are mandated to ensure adherence to the financial reporting requirements and processes set out in the financial ways of working within the Service Specification	Compliance	Compliant	Compliant

TRI-SERVICE SaBRE KPIs SECTION 1 – EMPLOYER SUPPORT

Serial	Tasks	Performance Indicators	Targets	Achievement
1.1	Establish regional focuses for Employer Support activity embracing representatives of the Chain of Command, association officers and members, employers and MoD (RF&C)	To form a Regional Employer Support Group in line with Defence Directive on Employer Support	Compliant	90%
1.2	Develop costed annual plans for the delivery and implementation of coordinated ES within each RFCA Region. These plans to include relevant objectives from the SaBRE Marketing Plan ¹²	Generate the Association ES Plan with the RESG in order to secure ownership and the delivery of integrated ES	Compliant	Compliant
1.3	Produce programmes of regional ES activities	To provide the visible framework for engaging with employers of volunteer reservists to gain, maintain and recognise their support	Compliant	Compliant
1.4	Provide regional representation and contribute to an annual ES performance review conducted by MoD (RF&C) in Feb/Mar of each year	Compliance	Compliant	Compliant
1.5	Select and employ a RSCD who meets the MoD (RF&C) provided selection criteria ¹³ to deliver the regional elements of the National Campaign. Selection to involve MoD (RF&C) representation	Compliance	Compliant	Compliant
1.6	Develop the RSCD's competence reflecting input by the SaBRE Campaign Director as part of the RSCD's performance review process	Compliance	Compliant	< 50%
1.7	Ensure RSCD attendance at the SaBRE Campaign Director's Workshops (the future programme of workshops to be provided at least 6 months in advance)	Compliance	Compliant	90%

¹²Approved annually by the SaBRE Executive Committee

¹³Selection criteria to be agreed between RFCA Lead CE ES and MoD (RF&C)

EMPLOYER SUPPORT *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
1.8	Implement good practice as identified and developed by the SaBRE Campaign Director, the RSCDs and the Lead CE for Employer Support	Compliance	Compliant	Compliant
1.9a	SaBRE Marketing Objectives. UESOs/ROSO understand the rights and obligations of their Reservists and their Employers in relation to each other	Understand rights and obligations by end of FY	Compliant	Not tested
1.9b	UESOs/ROSO understand what SaBRE does	Understand what SaBRE does	Compliant	Not tested
1.9c	Increase the absolute number of supportive employers	By confirmed and unconfirmed supportive	Compliant	Compliant
1.9d	An annual increase in the awareness of SaBRE amongst employers	Annual increase in awareness amongst employers	Compliant	Not tested
1.9e	An annual increase in the awareness of what SaBRE does amongst employers	Annual increase in awareness of what SaBRE does amongst employers	Compliant	Not tested
1.9f	An annual increase in the understanding of an employer's rights and obligations, amongst employers	Annual increase in understanding of employer's rights and obligations amongst employers	Compliant	Not tested
1.10	Support marketing at a national level of Exercise Executive Stretch exercises when tasked by the Chain of command, within the parameters and resource set by the SaBRE Marketing Plan	To market Exercise Executive stretch in accordance with the SaBRE Marketing Plan	Compliant	Compliant
1.11	Provide updates on campaign performance. Budgetary position and negotiate re-balancing of outputs at the In-Year Management Quarterly Reviews	Compliance	Compliant	Compliant
1.12	Report performance annually to the Performance Review Board against KPIs set within SLA	Compliance	Compliant	Compliant

EMPLOYER SUPPORT *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
1.13	CE RFCA to recruit and employ RSCDs who meet the agreed selection criteria to deliver the regional elements of the SaBRE National Campaign	Compliance	Compliant	Compliant
1.14	CE CRFCA is to manage process performance, both centrally and regionally, to ensure and demonstrate efficiency and best value for money	Develop, implement and ensure compliance with best practice: 1. Define/developed in Workshops with MoD (RF&C) participation and published in a best practice compendium 2. Implemented by SaBRE Central and RSCDs	Compliant	Compliant
1.15	RFCA's to ensure RSCD attendance at Workshops and the implementation of direction and best practice developed at these workshops	Compliance	Compliant	90%
1.16	Promote SaBRE as the key point of contact in targeted areas of Reservist employment	Compliance	Compliant	Not tested

FY2010/11 Achievements

Output One Alpha Advice and Support to the Defence Council

The development of the Firm Base concept by HQ Land Forces incorporating all the strands of delivery for Land Forces has helped to cement this important RFCA Output, namely the maintenance of a robust regional structure to enable Associations to better deliver their support to the Volunteer Reserve Forces and the Cadet Forces. The volunteer membership of the Council and all Associations has been vital in delivering this through regional county committees, employer support groups and an immense amount of pro bono professional advice. This vital link to the community is the bedrock of the tri-Service community engagement and outreach. This was exemplified in the support of our volunteer membership for the Cadet 150 anniversary in particular through the HM Lieutenancy and our Association Presidents, a typical case in point was the City of London reception in the Guildhall to celebrate Cadet 150 on 2 May 2010.

The provision of advice and our close links with the Ministry of Defence and the regional chains of command have been important in our support to the Future Reserves 2020 (FR20) six month study that was implemented after the announcement of the Strategic Defence and Security Review (SDSR). The strategic involvement of the CRFCA Board, the CRFCA Strategy Group and CE CRFCA with FR20 was well received by our stakeholders with CE CRFCA and the Chairman East Midlands RFCA being key players in the staffing process. Moreover, RFCA Members have been involved in the Defence Youth Engagement Review (DYER), the Land Forces regional restructuring project (AVANTI) and the centralisation of white fleet transport review (Project PHOENIX). Continued support continues to be given to the Volunteer Estate Modernisation Team (VEMT). Advice and support to the development of improved regional structures for the Naval Command through close support with the Regional Naval Representatives and for HQ Air

with the inclusion of RAF Liaison Officers within the RFCA Schemes of Association have improved links to the communities and delivery of our outputs to the RNR, RMR and RAuxAF.

Fundamental to all these strands of work is the Voluntary membership of the Associations and the CRFCA, which enhances Defence's link to the local community, often in areas where there is no full Service representation. This is reinforced by the sterling work of our Presidents and Vice Presidents - the Lord Lieutenants, the RFCA County Committees and the RFCA Standing Committees. This pro bono advice and commitment is a significant enabler to Defence as a whole and assists to keep the Services held on high esteem within the local communities.

Output One Bravo Provide Support to Operations – 'Home and Away'

The main aim of all our business outputs is to provide support to the Volunteer Reserve Forces so that they can be mobilised effectively for current operations and financial year 2010/11 was no exception. Since 2003 there have been over 28,000 mobilisations of Reservists to support current operations. This significant contribution to our Defence output requires good training centres, sound recruitment, first class employer support and sound welfare support to the Reservist, his family and his employer, tasks which the RFCAs are proud to deliver.

The operational tempo in this reporting year remained high with some 2,203 mobilisations to support all operations with the emphasis on Afghanistan (Op HERRICK) and some 2043 reservists deployed on Full Time Reserve Service (FTRS). This combined manpower support helped maintain the harmony guidelines for operational units within the regular cadre. Continued reliance by the Surgeon General on tri-Service reserve medicine enabled the high standard of medical

support to be maintained in the Forward Recovery Team (FRT), at the British Military Hospital at Camp Bastion, Afghanistan and in the medical air bridge to the British Military Wing of Selly Oak Hospital in Birmingham.

Regrettably in such an intense operational tempo, 5 reservists died on operations (2 Army Regular Reserve. 2 TA. 1 RMR).

Further to our operational support in the provision of an effective Volunteer Estate and through our excellent employer support, we have also become increasingly involved in direct welfare support to operations. Through our close links with Service Charities, in particular Haig Homes and Help for Heroes, we have undertaken alterations to injured servicemen's homes to ensure that they have the appropriate modifications for a full and rewarding life in the circumstances. In FY2010/11 we undertook 8 projects funded by some £362,000 of operational funding. Additional funding was received from the Third Sector. This rewarding output, using our skilled regional estate staff, is an important new task for the RFCAs and looks likely to continue with some £570,642 already earmarked for FY2011/12. Moreover, Associations are closely linked to the Army Recovery Capability (ARC) and the Personnel Recovery Units (PRUs) with CRFCA membership of the Treatment of Injured Reserves Working Group (TIRWG). Much of this welfare support continued to be assisted through the provision of regionally generated income, our support to reservists' families and 'welcoming home our heroes' events. Finally our regional support to contingency planning continued with increasing dialogue and liaison over regional support to the Olympics 2012.

Output One Charlie **Provide Facilities Management Services**

The provision of internal facilities management for both the volunteer reserve forces and the cadet forces ranges from complete hard and soft outputs for the TA and the Army Cadet Force, the Air Cadet Force to a variable requirement and for the Maritime Reserves and the Sea Cadets. The development of an agreed Service Level Agreement (SLA) with the Army and the RAF has provided a defined requirement. There is still work to do in confirming the full requirement for the Maritime Reserve units and the provision of full funding through their SLA which remains work in progress. The resource planning for the provision of utilities continues to improve through the development of better consumption data and better understanding of utility prices through the central MoD contract.

All Associations report compliance within provision for utilities. The collection and reporting of meter readings, and the processing and payment of invoices is much improved. A DInfra led project to install TA Centres and remote Cadet Huts with Automatic Meter Readers (AMRs) is due to be completed by October 2011, with most TA Centres already connected, improving invoice accuracy. Some legacy billing issues remain following the last change of supplier, but new suppliers are now engaged with Associations to agree outstanding accounts. The development of a SYMPHONY accruals report can now be used to better forecast utility budget requirements, notwithstanding large fluctuations in both fuel price and ambient temperature.

A number of energy saving measures have been incorporated into new build designs and refurbishments, with air source heat pumps and solar panels in evidence, more efficient lighting and movement sensors. Some Associations have taken advantage of Government backed Feed-In Tariffs which pay consumers for producing their own electricity.

This is an area where any investment will reap long-term benefits. Still the best method of energy conservation is the education and co-operation of building users.

The government wide initiative to improve environmental management (EM) through reducing our 'carbon footprint', developing EM systems (EMS) and setting targets through carbon trading has also required us to establish our own EMS(VE) policy, systems and applications which will impact more in FY2010/11.

A draft Environmental Management System (EMS) specifically for the Volunteer Estate has been distributed for final review and is expected to be implemented in September 2011. Current work includes the development of the MIS for the gathering of data such as waste quantities, vehicle mileages, and meter readings, and the dashboard display of that data to enable the Chain of Command and building users to better understand consumption and help drive down costs.

Following an initial shortfall in funding, the Winter Supplement was sufficient to ensure Cadet transport could be maintained and operated in a safe manner, albeit that vehicle replacement ages as recommended in the 'Powell Report' have generally been surpassed, increasing operating costs. A Cadet Transport Operating Instruction, based on the requirements of JSP 800 and for use on all minibuses and vans, has now been circulated and is scheduled to be fully implemented in April 2011. Project Phoenix, the pan-government White Fleet provision contract is due to commence in late 2011. RFCAs are not initially included but the option to incorporate RFCAs wef April 2013 is subject to a baseline study now being carried out by PSC, to establish the current cost of RFCA transport provision, followed if required, by a trial of Project Phoenix and the RFCA model before a Decision Point in early 2013.

A specific Safety Management System (incorporating a Council H&S Policy and separate

Association H&S Policies and Manuals) has been published. Training in the system is scheduled to be complete by June 2011.

Our ability to deliver RGI, which provides value added to our customers, will improve through better marketing and process management developed this year for our estate related wider markets initiatives but RGI has reduced in real terms by 20% from the previous year's outturn. There are a variety of reasons for this ranging from low to flat interest rates, a reducing commercial market and reduced rate rebates. Against a difficult future financial and commercial environment the forecast of outturn for RGI over the planning round remains flat to reducing.

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

Cadets

The highlight of 2010/11 has undoubtedly been Cadet150 – the 150th anniversary of the cadet movement. Last year's report highlighted the activities in the early part of the anniversary year but celebrations continued throughout 2010 and the whole year proved to be a great success, providing cadets and adult volunteers alike with a platform to demonstrate the movement's spirit of fun, excitement, adventure and community service. Both the reputation and the profile of the cadet forces have markedly enhanced across the whole of the UK as a result. The footprint of activities extended to all parts, with all RFCAs playing a pivotal role in the support and delivery of activities. The events of particular note included the reception for Cadet Force Adult Volunteers held at the Guildhall in the City of London, the cadet parade and march down the Mall, where HRH The Prince of Wales (or as they might prefer in the Highlands, HRH The Duke of Rothesay) took the salute, and the Buckingham Palace garden party. However, this unique and memorable year was not just limited to activities in London, but comprised countless

special events at regional and local levels; from the royal visit to Exeter to the appearance of colour parties from each of the cadet forces at the Royal Edinburgh Military Tattoo. In addition to the ceremonial activities, the joint cadet expedition to Lesotho, under the patronage of HRH Prince Harry, provided the opportunity for 60 cadets from all over the UK to undergo an unforgettable experience and be part of a life-changing challenge where the cadets probably learnt as much about themselves as they did of others. Again this was only one example of cadets participating in challenging expeditions, as others went to the Himalayas, Peru, Bavaria, USA and Kenya.

At the local level the activities presented the first real opportunity for the Joint Cadet Committees to fully engage and it is hoped that the experiences of this year will lead to enhanced coordination and cooperation.

In 2010 a Report into the Societal Benefits of the Cadet Forces was commissioned by the CRFCA with Southampton and Portsmouth Universities. Many plaudits were received for undertaking this work, although the reality was that the report confirmed the impression that those involved with the cadet forces already held. The opening paragraph of the 'Conclusions' section states: 'The preceding pages will have confirmed many existing views about the value of the cadet experience and the wider societal impact of the cadet forces. It is clear that cadets (and also volunteers) gain much from membership but also give much to society. One of the key contributions of this report has been to substantiate views that have previously been largely unconfirmed though widely held'. The Report has been used to contribute to the work being undertaken by Brigadier James Plastow, who has been conducting a MoD directed Defence Youth Engagement Review (DYER) which will report in October 2011. The aim of the Review is to look at all aspects of youth engagement conducted across the Services to ensure that the interests of Defence are being best served and deliver the optimum

value for money. Throughout the Review process the CRFCA has given all support possible but the work being undertaken by the Brigadier to date has not enjoyed the level of supporting manpower or resources ideally required to conduct such a wide ranging Review. The outcome is awaited with interest.

This period of significant upheaval continues with the creation of the Defence Infrastructure Organisation (DIO) which will assume the responsibility for several areas of business delivery that have previously been dealt with by the single Services. There is a danger that the new organisation might not fully appreciate the full range of duties undertaken by the RFCAs within the cadet youth arena. For example, the suggestion that the cadet estate be managed in the same manner as other training facilities does not take into account the wider responsibilities that fall to the RFCA staff. To 'cherry pick' at the RFCA deliverables undermines the end-to-end process that the RFCAs are best placed to deliver. It is the same ACF permanent support staff that manage facilities such as the cadet training centres, whilst also providing the full gamut of support to the ACF in areas such as volunteer recruitment, security/CRB clearances, designated child protection safeguarding officers, transport management, ammunition and stores management as well as the provision of the day-to-day focal points at County Headquarters.

The work undertaken by the RFCAs within England in support of the Department of Children Schools and Families in 2009 which resulted in £4.4M in funding for 6 cadet related projects has now been realised with many of the projects completed. The biggest of these was the creation of a double storey facility within the footprint of the David Young Academy in Leeds. The £3,335,000 build includes facilities for both Army and Air Cadet detachments. The need to make the very best use of the existing cadet estate has seen numerous initiatives where joint cadet facilities have opened in various parts of the UK, including but not limited to: Sidcup, Cardiff, West Nottingham, Romney Marsh, Brechin,

Wilmslow and Warwick. This also included the first 'solar powered' cadet hut in the UK at the joint Sea and Army Cadet facility in Banbury.

In the South East, North West and the East Midlands considerable effort and resources have been employed to attempt to close the shortfall in ACF officer numbers through targeted officer recruitment campaigns.

Despite facing increasing financial pressures, the RFCAs have achieved a significant amount in support of the cadet forces over this reporting period. Funding generated through wider market initiatives has, in many instances, ensured that the cadet experience has not been unduly affected by the reduction in central funding which will certainly become worse in the short to medium term before it gets any better.

Once again the requirements of the established SLAs have been achieved or exceeded over the past year. Despite the lack of a formal Memorandum of Understanding with The Marine Society & Sea Cadets, this area of the cadet community has received considerable local support from the regional Associations and none more so than in Northern Ireland where the majority of the Sea Cadet Units are on the RFCa-managed estate.

Youth

SkillForce will be utilising several cadet training centres as part of the delivery of the residential element of the pilot for the National Citizens Service, catering for 10,000 16 year olds across England in summer 2011. This caters for two distinct phases of the programme: a full-time residential team-building programme, away from participants' local communities, which will focus on teamwork and physical challenges; and a 'Skills and Service' programme, serving specified groups in the participants' local neighbourhoods. The provision of the cadet training centres has been achieved without detriment to the Army Cadets as

the primary users. As the scheme progresses it is highly likely that more of the cadet estate will be utilised in the future.

Output Three Support to Recruiting

Our SLA makes it quite clear that "the resourcing of RFCa Recruiting Support activity is included in the Regional Marketing allocations and is to be apportioned by Regional Brigade Commanders on a case by case basis". We reported last year that the process of tasking and resourcing the RFCAs was not well understood by the regional brigades. And whilst this has largely been rectified by us communicating our worth more effectively, placing one or two notable exceptions aside, our ability to make a difference has still been hampered by a lack of direct resourcing. Of course, the pan-government ban on PR and Marketing has not helped in this regard, but the fact is that the RFCa's ability, in DRT Ops words, to "raise awareness of the Army and its place in society in order to set the conditions for a successful, permissive recruiting environment" would have been so much more effective had we received relatively small cash injections to prime the pumps of our regional support.

To some extent our ability to shape the recruiting battlespace has been shored up by those Associations who could afford to deploy a proportion of their RGI. And of course there has been some notable recruiting spin-off to our broader Community Engagement and/or Employer Support activity, but this cannot hide the fact that since the inception of One Army Recruiting (OAR) there has been a gradual erosion of the RFCa's role in Reserves recruiting. Arguably, the loss of the RFCa's cost effectiveness, local focus, flexibility and speed of spend will be even more apparent in the Recruit Partnering Project (RPP) era.

Output Four Assistance to Community Engagement & Representation

Community Engagement or representation remains one of the essential pillars of RFCA activities. The Royal Navy, Army and Royal Air Force have faced severe operational, financial and manning pressures which has meant that Associations have had to provide additional community engagement support across a wide spectrum of activities throughout the United Kingdom. This is against a backdrop of a possible reduction in the number of Army regional headquarters which will leave the Associations filling the gaps and having an even greater role. The RFCA voluntary membership remains critical in providing this web of support throughout the regions. They help to promote Defence messages and particularly during this difficult time of austerity, convince the public that the Armed Forces are still recruiting.

The Associations are where relevant promoting the Armed Forces Covenant and its future work particularly youth and the evolving Community Covenant pilot projects. Associations are also involved in strategic partnerships and Welfare Pathway pilot projects with local Councils.

The Army Recovery Capability continues to be supported for and many Association Estates departments have been involved in altering the homes of wounded soldiers returning from operations.

Regional community engagement activities continue to weave in representation, employer support activities, recruiting and support to the MoD's youth agenda. RFCA's Joint Service Cadet and Youth Committees continue to strive to exploit the synergies between cadet and regional local youth groups. It is anticipated that this will expand in line with the Government's White Paper on Giving which promotes providing better support to charities and community groups.

Associations are using their community engagement contact and event management database (MAFiS) in direct support of Post Operational Presentations and other regional brigade and unit community engagement events with great success.

The representation role of the RFCAs is increasing in importance as a variety of pressures limit the reach of the Services. In many areas of the United Kingdom it is just the RFCAs and the cadets who are the public face of Defence and this coverage by the RFCAs is likely to increase in the coming years.

Output Five Personnel and Financial Management

Financial Year 2010/12 was the fourth trading year under the Internal Review Structure and through the CRFCA central budgetary structure. Business and accounting processes continued to improve underpinned by the centralised MIS, SYMPHONY. However the successful delivery of outputs was dependent upon effective and timely planning round bilaterals with Stakeholders and the timely provision of budgets. At the strategic level the development of the Customer Board's Four Year Strategic Plan remained work in progress. The welcome development of the HQ Air SLA in January 2011 will assist the delivery of outputs for FY2011/12. The CRFCA Business Plan 2010/2011 was based on the extant SLAs with DE (DIO), the HQLF Plan, the HQLF SLA and the SaBRE SLA.

Internal governance was significantly improved with the establishment of the CRFCA Audit Committee and a follow-up review by the DIA Team. The programme of recommendations from 2009/10 DIA audit was addressed in particular the training and licensing of Finance Staff. Regrettably several strategic issues remained unresolved with our stakeholders namely the legal status of the CRFCA, the completion of RFCA Regulations 2009 and the agreement to the Financial Framework.

This has resulted in a further interim audit year in which our consolidated accounts could not be audited by the National Audit Office (NAO). However, despite this lack of regulatory governance, we continue to meet the NAO requirements to be FR&M compliant by bringing our vehicle assets onto our account and fixed asset register. It is anticipated that these regulatory issues will be resolved in FY2011/12 for full compliancy by FY2012.

In FY2010/11 we started the year 'out of budget' but as part of the HM Treasury Clear Line of Sight policy we moved to being 'in budget' by the start of FY2011/12. In resource planning and budgetary terms, we experienced both late provision of budgets and in-year savings measures which affected the delivery of outputs to Customers. The former was particularly prevalent in the last quarter of the FY in which an excessive amount of minor new works (MNW) tasks were placed onto our account, a high proportion of which had to be receipted into the following year. Significant in-year savings measures, which included a significant reduction in the TA Establishment Grant, reduction in infrastructure, estate management and ES/SaBRE budgets, were off-set in part by increased capital works funding. Moreover, the risk was further mitigated by a successful winter supplementary provision and uplift. As a result, our funding income of £109,515,546 was on a par with 2009/10. Despite a difficult commercial market, the regionally generated income added a further £7,879,904 to the budget realising a final income budget of £117,395,450. Total expenditure was £117,349,194 producing a narrow variance of £46,256 of income over expenditure. We remained within our 2% GiA operating reserve figure.

The continued recruitment of the ACF Cadet safety staff saw our average staff overhead increase by 11 to 837 Crown Servants. As part of the ES/SaBRE savings measures, funding for 13 RSCD Administrative Officers will cease on 31 July 2011 and the reduced redundancy programme was

initiated in this reporting period. Human Resource support to our workforce was improved with the total re-write and improvement to our Staff Regulations, encompassing significant changes to employment law as advised by our corporate HR legal firm, Geldards. The implementation of Project HALDANE2 (PH2) saw the completion of Phase One, the technical phase, of the development of our secure webfacing IT platform for our business and financial systems, SYMPHONY, a central database and a variety of corporate services. We received interim accreditation from DSAS for PH2 and agreement to start the roll-out of Phase 2 to the RFCAs in FY2011/12 with a completion date in FY2012/13. In addition to this significant project, specific new business applications (vehicle management; environmental management; pre-qualification for contractors; events booking system and others) have been implemented and made accessible to customers and contractors through the Commercial Portal. This overall project has considerable business funding and project risk but once delivered will meet the needs of customers and contractors.

Output Six

DE SLA Mandated Provision and maintenance of Accommodation for Designated Units of the RNR, RMR, TA, RAuxAF Units, Recruiting Group, Combined Cadet Force, Army Cadet Force and Air Training Corps

This has been a busy year for the RFCA Estates offices. Numerous changes in personnel and a reducing budget have placed considerable pressure on our staff, a challenge to which they have readily responded and continued to deliver a consistently high level of service.

The ongoing work arising from the Review of Reserves in the form of the Volunteer Estate Modernisation Team provides a challenging backdrop to the routine of Association business bringing a more strategic focus to our work

and rationalisation of the estate. The SDSR and subsequent Future Reserves 2020 study have served to highlight how diverse the Volunteer Estate is. Council and the Associations have worked to produce a cohesive view of the Estate and possible future Rationalisation measures. However, uncertainty created by FR20 and 'Borona' has significantly undermined that work and significant rationalisation is unlikely to occur until there is a clearer understanding of future estate requirements.

In 2010 Saving Measures of £1 million caused a difficult reassessment of estate priorities aided to some degree by a HQ Land Forces direction not to carry out planned maintenance on the TA estate at or above the target condition and instead use that allocated spend on the Army cadet estate. Saving measures in FY2010/11 are likely to cause similar reduced output and are likely to bring the Estate close to only tolerable maintenance levels. Further measures anticipated in future years are likely to produce crisis points unless the estate is similarly reduced proportional to need and funding as directed by the single Services. The outturn of the VE rationalisation arising from the SDsR will hopefully close this resource risk.

Before the recent funding decline there has been sufficient funding within the estate for a number of new build projects raising the worth of the estate while reducing running costs. In addition the Associations are working with the local Divisions, Brigades and the VEMT to bring forward rationalisation.

The diversity of the Volunteer Estate (VE) presents its own challenges – one such challenge is to develop an Environmental Management System (EMS). In accord with the Government Sustainable Operations on the Government Estate agenda we are developing an overarching EMS(VE) in conjunction with Chief Environment and Safety Officer (CESO) Army, RAF and NAVY. This will provide a structure of environmental management for the VE encompassing all Association

responsibilities while dovetailing with those of the Chain of Command.

Output Seven

Employer Support - SaBRE National and Regional Delivery

This has been a challenging year for Employer Support. Not only has the harsh economic climate placed additional pressures on employers, in particular small and medium size enterprises (SME), but this has been compounded by pressures on the defence budget resulting in a significant reduction to the SaBRE budget. As if this was not challenging enough, the government put in place an in-year freeze on the use of external agencies for marketing and advertising.

As far as employers are concerned there has been a hardening of their willingness and/or ability to grant time off, in particular paid time. Furthermore, there has been a significant rise in issues arising when Reservists seek their previous job back following a period of mobilisation; in part this is caused by an increase in the number of businesses either going into administration and in part to businesses being subject to merger or acquisition. These extra pressures on employers manifest themselves by an increase in the complexity of calls to the SaBRE helpline and the time spent by Regional SaBRE Campaign Directors (RSCD) in dealing with employer related issues.

As a result of a PR 10 savings measure the SaBRE budget was reduced by £300k (from £3,116m) for FY 10/11 and a reduction of £1m (from £3.116m) in each of the three subsequent years. The £300k saving in FY 10/11 was met by a £275k reduction in centrally initiated projects and a £25k reduction in the regional activity budget. Following the announcement of these measures the Employer Support Executive Committee, chaired by ACDS (R&C), took the decision to cease funding for the 13 Administrative Officers (AO), while retaining the 13 RSCDs whom they support, and for reduced

central SaBRE activity to be examined. The AO posts to be funded until end FY 10/11 (due to delays in the redundancy process this funding is now to continue until 31 July 11).

The government imposed marketing and advertising freeze resulted in the already reduced SaBRE budget being reduced by a further £550k for the second 6 months of the FY. The impact of this decision, at a regional level was a reduction of activity budget to zero. At a national level all new projects were stalled and only essential care and maintenance activity conducted.

Given all these budgetary and activity restrictions it is remarkable that employer support has held up as well as it has. The number of Reservists mobilised during the year has largely satisfied MoD's requirement and there has not been a demonstrable increase in the number of applications for deferment/exemption or re-instatement. This says much for the hard work and dedication of those charged with delivering employer support. However there is no room for complacency. With overall Reservist numbers in decline and a lack of investment in reaching out to the wider cohort of employers, who currently do not employ Reservists, there is a growing generation of employers who have little or no awareness or understanding of Reservists. Should there be a future requirement to increase the overall number of Reserves considerable resource will have to be deployed to pump prime currently un-engaged employers. The current success of employer support is drawing both on the good will of current employers of Reservists and the hard work and investment made in bringing employers onside in previous years.

Direct Employer Support

Reflecting Defence's 'Campaign Footing' priority, SaBRE activity at both the national and regional level remains focussed on reducing mobilisation risk. Core SaBRE campaign activity during the year has remained.

This has included: collection of employer data, primarily through Joint Personnel Administration (JPA) data downloads; generation and maintenance of positive employers and maximising their support. RSCDs have been at the forefront of this work in dealing with employers' concerns and ensuring the Chain of Command (CoC) is fully supported and made aware of the importance of employer support. Despite the restrictions on budgets and marketing activity, localised employer events, many in conjunction with the CoC and often including the presentation of supportive employer certificates, have continued as a valuable and cost effective way of engaging with employers; particularly those who are experiencing the mobilisation of a Reservist. The SaBRE Helpline and Website have continued to provide advice and support for both employers and Reservists.

Regional Employer Support Advisory Groups (RESAGs)

RESAGs have continued to provide valuable input and support to the employer support effort. Not only do they provide valuable antennae on the local employer scene, but on occasions individual members have personally been involved in resolving particular problems with employers. With standard Terms of Reference for RESAGs in place, work is still in hand to develop a uniform approach to the work of the RESAGs.

Employer Engagement

The main casualty of budget reductions and restrictions on marketing activity has been the ability of the SaBRE campaign to reach out to the large number of employers who do not employ Reservists. At the regional level this has had little impact other than a slight reduction in the number of employer events that could be run. During the year regional and local events, including engagement with employer organisations, has ensured that a wider group of employers continue to be made aware of Reservists.

However, nationally, the cessation of broad based communications, particularly Public Relations, has greatly reduced defence's ability to raise awareness and understanding of Reservists among the huge number of employer who have no experience of Reservists. One significant casualty has been the stopping of Employer Abroad visits. Government restrictions on the use of external agencies have resulted in a re-assessment of how SaBRE can still achieve its objectives. This can be partly achieved by moving more of SaBRE's communications to the digital environment, but has also resulted in plans to re-configure the SaBRE central team so that a higher level of expertise is held in-house. Work is already well in progress to develop SaBRE's digital communications, but any impact resulting from the re-building of the SaBRE central team will take somewhat longer to take effect. Any real impact resulting from a lack of investment in the employer engagement area is unlikely to be seen for a while, but it is likely to affect both Reservist manning and recruiting.

The Future

Given the focus on ongoing operations in Afghanistan and the continued requirement to deploy Reservists to support this effort and given likely changes to the size and shape of the VRF following the Strategic Defence and Security Review and Reserves Study, the requirement for employer support is likely to increase. Everyone involved in the delivery of employer support needs to be alive to these changes and respond accordingly.

Employers are likely to come under increasing economic pressure as government public sector cuts begin to bite. The challenge will be to ensure that limited employer support resources are deployed and utilised in the most cost effective and efficient manner. The adoption of best practice and avoidance of duplication across the delivery community is an important aspect of this. A specific challenge will be the maintenance of employer support data accuracy and integrity following the loss of the 13 RSCD AOs at the end of July 11.

Chief Executive's Report

Background

The Reserve Forces and Cadets Association (RFCA) is an organisation, which sits outside of the Chains of Command, 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 Section 111 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 CRFCA, which is based in London, acts as the co-ordinating Headquarters, through which all funding streams flow. RFCAs are a Tri Service organisation, funded by their customers, who are MoD (RF&C), the FLCs and DE/DIO. They carry out specific tasks as agreed in their SLAs. The RFCAs work in close partnership with the Regional Brigades and single service equivalents.

The RFCAs have five core tasks: Managing the VE, Providing Infrastructure Support (Facilities Management), Employer Support, Support to Recruiting and Cadets and Youth. They have an overarching task of 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. Increasingly there is an important welfare support task for our mobilised volunteer reservists. The RFCA organisation employs some 837 salaried Crown Servants, of whom 548 support the ACF across the UK and 289 work in the Regional RFCAs and at the Council.

Vision, Characteristics and Values

The Vision

To be an enduring and essential pillar in the delivery of support for the well-being of the Reserves & Cadets and, through our effectiveness and our position in the regions, to be the independent body that represents their interests and promotes understanding between the Armed Forces and civil society.

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 value for money.

RFCA VALUES

(How we behave)

We promote the interests of the Armed Forces and cadets.

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

We are apolitical.

We are independent (from the MoD and the chains of command) and autonomous (from each other); but, through our collegiate behaviour, we have national responsibility, influence and recognition.

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

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

Post Balance Sheet Events

There were no post balance sheet events.

Financial Performance

The total expenditure for the year ended 31 March 2011 was £117.3M, up 1% from FY2009/10. Funding income totalled £109.5M and RGI totalled £7.9M which resulted in a very minor excess of income over expenditure of £0.05M. The CRF grant-in-aid reserve to carry forward fell within the 2% allowable.

Of the £117.3M spend, 38% (£44.9M) was spent on the reserves estate and infrastructure, 28% (£32.7M) was spent on the cadets estate and infrastructure, 22% (£26.0M) was spent on support towards the ACF, TA and RAuxAF, 2% (£2.1M) was spent on employer support and the remaining 10% (£11.6M) was spent on RFCAs' overheads. This represents a slight 1% increase from FY2009/10 in infrastructure costs, mainly due to a rise in environmental and non domestic rates costs, and in property management expenditure due to increased funded minor new works. The estate funding was supplemented in-year by RGI to the sum of £4.2M (£3.4M revenue and £0.8M capital). RGI was also used in year to supplement grant-in-aid funding (£0.9M), recruiting support funding (£0.5M), vehicle replacement funding (£0.3M), employer support funding (£0.03M) and other infrastructure/sub letting costs (£1.1M).

Employer support expenditure reduced by 32% due to Government imposed restriction and funding cuts whilst support towards the ACF, TA and RAuxAF slightly rose by 2% despite imposed in-year cuts. This was achieved through RFCA efficiencies in other areas and increased RGI support.

Further details of the outputs delivered within this expenditure can be found under FY2010/11 achievements.

Result for the Year

These are fully described in the preceding Report and the annual accounts.

Financial Risks and Uncertainties

During FY2010/11 we managed a formal risk management process that included mitigation planning. This was important since we faced many in-year risks. The DE maintenance funding for the year was cut by £1.9M as a savings measure along with a £0.9M cut to SaBRE. Additionally we faced risk within the grant-in-aid and vehicle replacement budgets, both of which were partially bought out by the Winter Supplementary (IT £0.4M, NDR £0.2M, Security £0.1M and vehicle replacement £0.1M) because of our 'Out of Budget' position. This was welcome in-year relief to our risk which, unfortunately, is unlikely to materialise in future FYs.

Risk management and the development 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.

The financial risks facing FY2011/12 and the Planning Round period are far greater. Our grant-in-aid control total for FY2011/12 has been cut by savings measures of £3.3M. However, this Grant-in-Aid cut has been further exacerbated by the reduced funding in DE maintenance (£8.6M), the cessation of the capital works programme, the continued lack of funding to buy out the bow wave of vehicles due for replacement and the lack of funding from Fleet for infrastructure costs. All of these risks will be closely monitored throughout the year using the processes shown within the Statement of Internal Control. Moreover, wider uncertainty lies in the outcomes of the SDsR and the need for broader Departmental savings as part of the Government austerity package.

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 relevant Boards (Customer Board, Executive Boards, Finance Review Meetings, and Working Groups), the Pay and Personnel Committee, the Intranet and Defence Internal Briefs.

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

Sickness Absence

During the year the days lost through long term sickness were 3,152 days and short term sickness were 1,970 days being the equivalent of 6 days per employee.

Personal Data Related Incidents & 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.

The CRFCA must report, however, one loss of an encrypted laptop in the Northern Ireland RFCA region. A similar replacement laptop was provided by the employee's insurer from whose house the laptop was taken from. Additionally, £5K of cadet

clothing (due to non-return) and £55 cash (theft) was written off during the year.

Auditors

The consolidated GAAP accounts of the CRFCA are audited by MacIntyre Hudson LLP (external auditors). The consolidated FReM accounts are to be audited by the National Audit Office (NAO) under RFCA Regulations 2009 (interim). This is the second year this Association is producing shadow accounts for review by the NAO prior to the first live year in FY2012/13. There remain several regulatory and accounting issues that require resolution with the Treasury and the MoD before full NAO audit agreement.

The auditors 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 Agency's auditors are unaware; I have taken all necessary steps to make myself aware of any relevant audit information and to establish that the CRFCA's auditors are aware of that information.

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 NAO is 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; 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 and Customs as a taxable emolument.

Pension

Pension benefits are provided through the Council of RFCAs Pension Scheme. This is a defined benefits 'final salary' scheme. Pensions payable are increased annually in line with changes in the Retail Price Index (RPI) 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. Benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service; 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. Employers 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. Pension age is 60.

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 Civil Service 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.

SALARIES AND PENSION ENTITLEMENTS

The salary and pension entitlements of the most senior members of the RFCAs are shown below: FY2010/11 (£,000)

Chief Executives:	Annual Emoluments: Including bonuses/ overtime and London Weighting	Non-cash benefits: Benefits in kind e.g. Company car	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
AVM P D Luker CB OBE AFC Council of RFCAs Appointed: 05/04/2006	85-90	4.8	0.1	185.7	99.5	29.8	129.4
Col (Retd) A K M Miller CBE Highland RFCA Appointed: 28/05/2007	60-65	4.9	0.2	115.6	45.9	21.4	67.3
Col R D Gibson MBE Lowland RFCA Appointed: 20/09/2004	60-65	2.8	0.7	262.8	80.0	25.6	105.7
Col JRM Hackett CBE North of England RFCA Appointed: 21/08/2006	50-55	5.4	0.2	113.6	59.0	20.8	79.8
Col (Retd) C E M Snagge Yorkshire & The Humber RFCA Appointed: 30/09/2009	55-60	4.5	0.2	117.6	60.8	22.6	83.4
Col G J O Wells-Cole OBE DL North West of England & Isle of Man RFCA Appointed: 07/02/2000	65-70	4.2	1.4	304.6	172.5	4.5	177.1
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	45-50	4.0	0.7	246.4	118.4	31.6	150.0
Col T F L Weeks OBE West Midland RFCA Appointed: 09/08/2004	50-55	2.2	0.5	162.2	86.4	28.1	114.5
Brig W J Hurrell CBE DL East Midland RFCA Appointed: 01/06/2000	60-65	5.1	1.4	296.1	168.3	1.7	170.0
Brig T Dalby-Welsh Wessex RFCA Appointed: 28/04/2003	60-65	4.9	0.6	203.2	112.9	27.5	140.4

SALARIES AND PENSION ENTITLEMENTS

The salary and pension entitlements of the most senior members of the RFCAs are shown below: FY2010/11 (£,000)

Chief Executives:	Annual Emoluments: Including bonuses/ overtime and London Weighting	Non-cash benefits: Benefits in kind e.g. Company car	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
Col J D Lacey CBE DL East Anglia RFCA Appointed: 23/04/2003	50-55	3.0	0.6	211.5	113.8	26.9	140.8
Col H M Purcell OBE DL Greater London RFCA Appointed: 01/09/2009	65-70	-	0.2	111.5	27.5	21.0	48.5
Col S J Oxlade MBE South East RFCA Appointed: 29/01/2007	50-55	2.1	0.3	149.5	48.5	21.1	69.6
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	55-60	-	0.2	112.8	Joined Scheme: 01/05/2010		15.0

Disclosure of exit packages

In accordance with the FRAB Exposure Draft ((10) 01), entities shall provide summary data on their use of exit packages agreed in year. Details of the FRAB Exposure Draft which covered this requirement were:

- Civil Service and other compensation schemes - exit packages
- In October 2009, the Permanent Secretaries' Employee Relations Group agreed HM Treasury and Cabinet Office proposals for the reporting of exit packages.

The reporting requirement is that:

- Departments and their sponsored bodies (agencies, NDPBs, etc) each be consulted on the requirement to include within their resource accounts summary data about their own use of exit packages (in addition to the details of individual packages for those covered by remuneration reports); and that
- Sponsoring departments be required to submit their own and their sponsored bodies' summary data to the Cabinet Office for inclusion in a single report to be made available on-line.
- The Cabinet Office will aggregate and publish the information on their website where appropriate, and following discussion with individual departments and sponsored bodies.

Exit Package Cost Band	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band	
	2010-11	2009-10	2010-11	2009-10	2010-11	2009-10
<£10,000	-	-	-	-	-	-
£10,000 - £25,000	-	-	-	-	-	-
£25,000 - £50,000	-	-	-	-	-	-
£50,000 - £100,000	-	-	-	-	-	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
Total Number of Exit Packages	-	-	-	-	-	-
	£000	£000	£000	£000	£000	£000
Total Resource Cost	-	-	-	-	-	-

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 or she 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 or she 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/her 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.

- 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 McIntyre Hudson and the National Audit Office provide support on audit matters, work plans and financial and risk items and Geldards LLP provide legal advice.

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 year ended 31 March 2010 and up to the date of approval of the RFCA's accounts, and accords with Treasury guidance.

CURRENT RISKS

Detail	Mitigation
<p>Strategic Risk</p> <ul style="list-style-type: none"> The unintended consequences of uncoordinated savings measures, new policies (eg Project PHOENIX) and structural changes (eg DIO) 	<p>Prepare impact statements, business cases and communication letters to ensure that the impact on both RFCA reputation, organisation and core funding is minimised.</p>
<p>RFCA Infrastructure</p> <ul style="list-style-type: none"> Core Funding. Potential for underfunding in certain areas against need. Saving Measures. PR11 and PR12 anticipate on-going forecast saving measures as well as unexpected in-year cuts. Infrastructure/DIO. Uncertainty over the future of RFCAs within the DIO structure. This has potential for significant impact on funding and total output. Organisation. Possibility of savings measures targeted directly at RFCA operating overhead lead to the existing RFCA structure being unsustainable. Manning. Progressive PR12 'Going Further' savings measures prevent the maintenance of a post-IR adequately qualified RFCA workforce. 	<p>Present robust PR12 funding submission</p> <p>Staff in-year enhancements to meet specific risks now that Grant-in-Aid is 'in budget'.</p> <p>Examine EMS efficiency measures to create infrastructure/utility savings and/or consider emergency options (eg. Site closure or reduction of usage).</p> <p>If still underfunded, DAdmin to seek reductions in SLA outputs.</p> <p>Produce costed staff case for RFCAs to continue to be Supplier 2 to the new DIO as Supplier 1.</p> <p>Develop contingency options to react to organisational change within RFCA structures to meet FR20 and post-AVANTI outcomes.</p> <p>Consider early implementation of centralised finance option.</p> <p>Develop reorganisation of RFCAs but only against known end state within chains of command and against VFM/business case.</p> <p>As above. If/when challenged to make specific manpower cuts, institute a job evaluation exercise, as part of a new RFCA Internal Review.</p>

Detail	Mitigation
<ul style="list-style-type: none"> • MIS/IT. Funding for IT/MIS remains inadequate to ensure full development of Project HALDANE2 out to Phase 3 and completion. • Cadets. PR11 Funding for ACF permanent staff enhancements may be at risk due to wider saving measures. • Grants. LF in-year or PR savings significantly reduce grant allocations, significantly reducing local unit initiatives and prejudicing RFCA reputation. 	<p>Develop Project HALDANE2 Phase 2 against a £122,000 in-year risk.</p> <p>Prepare business case for Project HALDANE2 Phase 3 funding against a reprofiled corporate IT budget and new money.</p> <p>Review of regional IT requirement.</p> <p>Investigate with LF ring-fencing options.</p> <p>Consider under-manning across all areas of ACF permanent staff.</p> <p>Seek reduction in ACF outputs to manage underfunding through redundancy programme.</p> <p>Current plan to maintain ACF support staff is becoming unsustainable. Relook at ACF delivery.</p> <p>With demise of TA Establishment Grant, develop and communicate 'impact statements' and seek alternative funding for continuing RFCA commitments.</p>
<p>RGI</p> <ul style="list-style-type: none"> • MoD and/or the Commands aspire to a greater control over RGI prioritisation and spend. Risk that this will be used to supplement underfunding. Current market and financial pressures mean that RGI will remain low for foreseeable future. • NDR Relief. The risk of local authorities restricting or withdrawing the discretionary element of rates rebates for cadet properties. • Community Engagement (CE). Failure of Land Forces to fund CE aspects related to delivery of Firm Base, prejudicing RFCA credibility to deliver. 	<p>Emphasise that Association Boards in liaison with Chains of Command to be responsible for RGI prioritisation/spend.</p> <p>Exploit better the spare capacity in VE to maximise lettings and WMI.</p> <p>Develop the Alternative Venues concept through improved policy, process, IT applications and a better corporate approach.</p> <p>Examine protocols to transfer RGI between RFCAs.</p> <p>Improve NDR rates/applications and ensure Local Authorities are aware of the benefits of Volunteer Reserve Forces & Cadets to the local community.</p> <p>Include CE as funding requirement within PR and supplementary submissions. Develop business case for fully funded MAFiS programme, including commercial engagement of single Services.</p>

CURRENT RISKS *continued*

Detail	Mitigation
<p>Estate</p> <ul style="list-style-type: none"> • Insufficient funding leads to directed reduction in quantity quality of VE maintenance. <ul style="list-style-type: none"> • Saving Measures. PR11 and PR12 anticipate on-going forecast saving measures as well as unexpected in-year cuts. • Ongoing lack of coherent planning round process and late agreement of DIO Hard FM CTs. • Recently introduced 3 CR/PROMPTU processes will cause additional delays to authorising funding. 	<p>Present robust and timely PR12 funding submission based on an agreed PMP.</p> <p>Engage with Commands to communicate the risk arising from saving measures and to liaise with them over mitigation plans (including site closures).</p> <p>Engage with Ministers when reduced maintenance (eg S&M failings) appears to force VE closures, indirectly undermining Ministerial intent on Res & Cadet units.</p> <p>Examine further efficiency measures to create savings and/or consider emergency options (e.g. site closure). If still underfunded, DVE to seek amendments to SLA.</p> <p>Better in-year business and spend profile.</p>
<p>Employer Support</p> <ul style="list-style-type: none"> • Reduction of up to £1M+ from SaBRE budget causes progressive reduction in regional activity. • Previous delivery model unsustainable. • Loss of regional RSCD AOs will impair ES data management at local level. • Cabinet Office restrictions continue inability to deliver ES outputs, particularly national SaBRE Marketing Plan. • New ES/SaBRE command structure may cause: <ul style="list-style-type: none"> • Dislocation of SaBRE team and RFCAs effort • Ambiguous C2 for RFCAs employment of RSCDs • Marginalisation of RFCAs from MoD decision making and delivery priorities/funding. • Real time concerns over governance and accounting responsibilities. 	<p>Sustain pressure with MoD and Commands to recognise the importance of regional delivery in support of Op Entirety and restore appropriate funding.</p> <p>Develop new delivery model, with appropriate balance between central and regional imperatives.</p> <p>Need to develop alternative ES data management structure and replacement for SALESFORCE.</p> <p>Reduce appropriately outputs and KPIs and continue to press for mitigation of the restrictions.</p> <p>Consider future support arrangements for SaBRE by RFCAs within new SLA.</p> <p>Review RFCAs ES outputs and funding within SLA.</p> <p>Review post of Director ES within CRFCA.</p> <p>Retain CRFCA/RFCAs seat within ES governance committees.</p>

Detail	Mitigation
<p>Recruiting Support</p> <ul style="list-style-type: none"> Loss of dedicated VRF (especially TA) recruit marketing campaign, with immediate impact on young officer manning levels. 	<p>Engage within AG Comd Gp and DRT(Ops) for TA recruiting campaign if necessary with urgent focus on YOs (and with other Commands).</p> <p>Engage at Bde level for Recruiting Support funding and tasks.</p> <p>Highlight significant downturn in TA manning resulting from lack of dedicated recruit marketing.</p> <p>Develop better recruit targets/deliverables.</p>
<p>Adult Instructor Recruiting</p> <ul style="list-style-type: none"> Inadequate recruiting budget to recruit sufficient ACF Adult Instructors. 	<p>Present robust PR12 funding submission and seek in-year enhancements.</p>
<p>Vehicle CDEL</p> <ul style="list-style-type: none"> In-Year reduction of vehicle purchase funding leading to potential H&S implications. 	<p>Communicate impact to customer. Reduce SLA output (support to ACF and CCF(A)).</p>
<p>RFCA Support for ACF Transport</p> <ul style="list-style-type: none"> Uncertainty over the future provision of ACF transport, both dedicated vehicles and spot hire, as a result of both Project PHOENIX and HQ PSC savings measures. Included within this risk, the future for RFCA dedicated staff and admin vehicles. 	<p>Produce urgent costed staff case for RFCA total management of ACF transport delivery and seek HQ PSC agreement. This needs to include RFCA staff vehicles.</p> <p>Prepare and participate in planned bench marking trial as part of Project PHOENIX comparison.</p>
<p>Incoherent Estate Rationalisation, Modernisation & Disposal</p> <ul style="list-style-type: none"> In year and PR budget pressures cause MoD to re-look at VE disposals to achieve short-term savings. Disposals precede full consideration of the strategic VE requirement. Disposals decisions are made without having first introduced a disposals policy. 	<p>Engage with VEMT, Commands and CESTOs to provide RFCA perspective at working level.</p> <p>Participate fully in review work and steering groups.</p> <p>Be prepared to engage with Ministers and interest groups.</p> <p>Bring pressure to bear on DIO and customers on the early agreement of the Disposal Policy in particular management of estate re-provision and funding for 'pump priming'.</p>

CURRENT RISKS *continued*

Detail	Mitigation
<ul style="list-style-type: none"> Disposals do not take adequate account of cadet requirements for re-provision. Re-provision direction is made without first reviewing scaling policy or confirming funding. 	<p>Conduct in-house work to further distil work on beneficial ownership within Associations.</p> <p>Continue land registration updating as a priority.</p> <p>RFCAs to review own properties to assess beneficial ownership in order to determine any RFCA or Trust receipts.</p> <p>Be prepared to undertake regional projects or pilots which respond to more strategic direction.</p>

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 CRFCAs 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 RFCA risk is reported 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 existed during 2010/11:

- The CRFCA has in place a management risk register which is reviewed by the CRFCA Board on a regular basis. This provides the CRFCA 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 both in year and over the coming year has been and will be managing efficiency measures.
- CRFCA risk is promulgated up the Chain of Command to the relevant Stakeholders via regular in-year meetings, PR screenings and half yearly HQPSC Performance and Risk returns.

IAC Report on Governance and Structural Issues

Recruitment to the Audit Committee was only completed at the end of June 2010. Since then it has had the benefit of a comprehensive briefing from the staff at Holderness House, has visited four Associations and met as a Committee on four occasions. From the responses which it received from Council's external auditors, Macintyre Hudson, to the questions that were put to them about the audit of the Associations and work done by them the Committee was satisfied that there were no issues surrounding the conduct of the year end audit that it wished to bring to the attention of the Board.

The Committee has carried out a preliminary review of how Council's Risk Register was compiled. They plan to carry out a fuller review during 2011 -2012 to give them a deeper understanding of the process whereby the register is put together to enable them to give appropriate assurance to the Board. They also plan to review the progress that is being made to upgrade Symphony.

The Chairman has discussed with the Board the need for the Committee to be able to call upon some internal audit resource to enable them to fulfil their remit fully. The Committee hope that, perhaps in co-operation with other agencies, progress will be made in the current year to ensure that the work of the Committee and of internal and external audit is both effective and proportionate.

Issues Raised During Audits

The Council of RFCAs external auditors, McIntyre Hudson LLP, reported no issues or areas of concern when completing the consolidated audit for FY10/11.

Assurance Documents

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

- The Financial Framework;
- Appropriate adaptations of Sections of Corporate Governance in Central Government Departments: Code of Good Practice available on the Treasury website;
- Managing Public Money;
- Financial Reporting Manual, issued by the Treasury;
- Government Internal Audit Standards, issued by the Treasury;
- Management of Risk: Principles and Concepts: issued by the Treasury;
- Managing the Risk of Fraud, issued by the Treasury;
- Government Financial Reporting Manual (FReM), issued by the Treasury;
- The Fees and Charges Guide, issued by the Treasury as Chapter 6 of Managing Public Money;
- Departmental Banking: A Manual for Government Departments, issued by the Treasury as annex 5.7 of Managing Public Money;
- Relevant Dear Accounting Officer letters;
- Regularity, Propriety and Value for Money, issued by the Treasury;
- The Parliamentary Ombudsman's Principles of Good Administration;
- The Consolidation Officer Memorandum, issued by the Treasury;
- Relevant Dear Consolidation Officer letters;
- 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: issued by the Cabinet Office;
- Other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts;
- Other relevant instructions and guidance issued by the central Departments (e.g. Selling into Wider Markets (the MoD guide to Income Generation));
- Joint Service Publication, 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
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and relevant to the NDPB.
- RFCA H&S Policy
- RFCA H&S Safety Management System
- Environmental Management System Ch1 and Ch2 (Draft – Final to be issued in August 2011)
- Register of H&S legislation (Draft – to be issued in 2011)
- Induction and Awareness Training (Draft – to be issued in 2011)
- Document Management System (Draft – to be issued in 2011)
- DE Spec 005 Environmental Management System
- DE Spec 024 Referencing of MoD Property Assets
- DE Service Specification
- HQ PSC Directive 10/11
- Service Level Agreements
- RFCA Standing Instructions and Standing Finance
 - Instructions

- RFCA Staff Regulations 2010
- Letters of Delegation
- SYMPHONY Permission & 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 auditors MacIntyre Hudson LLP, National Audit Office, Defence Internal Auditors and DE 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 FY2010/11.

I have put into effect a plan to review the effectiveness of the system of internal control and as a result will address weaknesses and ensure continuous improvement of the system is in place. This will include the recommendations arising from the 2010/11 and 2011/12 DIA audits, any points arising from the work of the CRFCA Audit Committee, risk management training and direction from the HQ PSC Performance and Risk Management Committee.

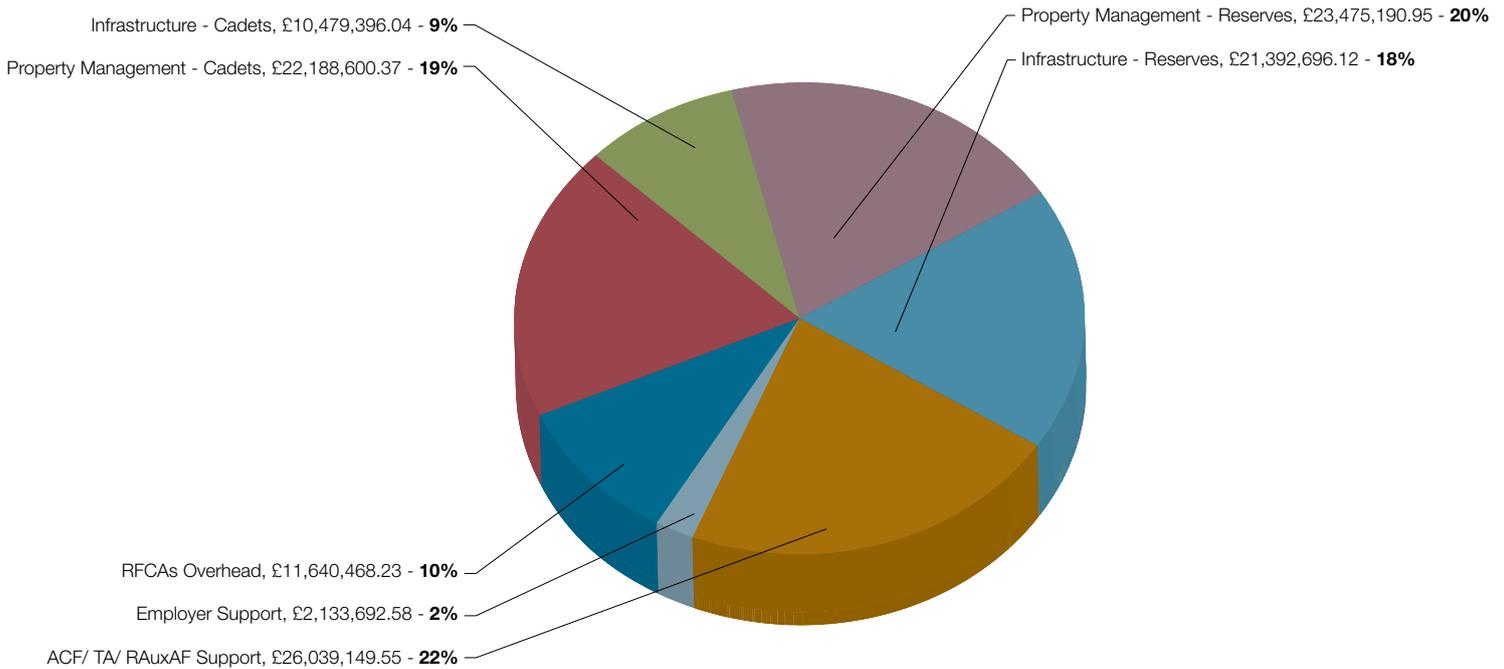


Air Vice-Marshal (Retd) Paul Luker

CB OBE AFC DL

Chief Executive and Accounting Officer

2010/2011 Consolidated Expenditure of RFCAs for Year Ended 31 March 2011 (including Funded Outputs and expenditure from RGI)



Funded Outputs			
HQPSC		Fleet	
Reserve	21,336,249	RNR	56,523
Cadet	30,939,224	RMR	120,631
RFCA	11,229,297	URNU	15,034
Total	£63,504,771	Total	£192,188
Air		RF&C	
Air Cadets	2,959,706	National	1,136,263
RAuxAF	101,608	Regional	976,260
RAF	220,681	Total	£2,112,523
Total	£3,281,995	DInfra/DE	
DRT (Ops)		Reserve	21,458,680
ACF	283,504	Cadet	18,279,616
Total	£283,504	Other	202,293.61
		RFCA	855,042
		Total	£40,795,632

FY2010/11 Accounts

Financial Statements

for the year ended 31st March 2011

**Consolidated
Reserve Forces' and Cadets' Association**

**RESERVE FORCES' AND CADETS' ASSOCIATION
CONSOLIDATED FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2011

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RESERVE FORCES' AND CADETS' ASSOCIATION

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2011

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 5NA

Auditor

MacIntyre Hudson LLP
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Intermediate Higher Level Budget Holders

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

RESERVE FORCES' AND CADETS' ASSOCIATION

FOR THE YEAR ENDED 31 MARCH 2011

INDEPENDENT AUDITOR'S REPORT

TO THE COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATION

We have audited the financial statements for the year ended 31 March 2011 on pages 4 to 15 in accordance with Draft Management Statement and Financial Memorandum (November 2007) and instructions in a letter reference 503/4/10 dated 8 February 2011. These financial statements comprise the Consolidated Balance Sheet, the Consolidated Income and Expenditure Account and the related notes and have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the Council of RFCAs Board, 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 responsibility to anyone other than to 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 of the CRFCA Board and the CRFCA 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 Draft Management Statement and Financial Memorandum (November 2007) and the regularity and propriety of the public finances.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

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 Draft Management Statement and Financial Memorandum (November 2007). We also report to you if, in our opinion, the Association has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding transactions is not disclosed.

We read 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.

Basis of Audit Opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures included in the financial statements. It also includes an assessment of the significant estimates and judgements made in the preparation of the financial statements and of whether the accounting policies are appropriate to the Association's circumstances, consistently applied and adequately disclosed.

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.

RESERVE FORCES' AND CADETS' ASSOCIATION
FOR THE YEAR ENDED 31 MARCH 2011
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE COUNCIL OF RFCAs

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of affairs of the CRFCA as at 31 March 2011 and of its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with the Draft Management Statement and Financial Memorandum (November 2007); 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.

MacIntyre Hudson LLP

MacIntyre Hudson LLP
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Date 1st August 2011

CHAIRMAN AND CHIEF EXECUTIVE'S REPORT

Statement of Chairman's and Chief Executive's Responsibilities

The Chairman, representing the CRFCA Board and the CRFCA Chief Executive are responsible for ensuring the keeping of proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the requirements of Draft Management Statement and Financial Memorandum (November 2007). They are responsible for ensuring the assets of the Association are safeguarded and for ensuring reasonable steps are taken concerning the prevention and detection of fraud and other irregularities.

T. Khan
.....
Chairman

[Signature]
.....
Chief Executive

29 Jul 11
.....
Date

29 Jul 11
.....
Date

RESERVE FORCES' AND CADETS' ASSOCIATION
CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2011

			2011		2010
	Note	£	£	£	£
<u>INCOME</u>					
Funding via Council of RFCAs	2	109,515,546		109,644,800	
Funding received direct from funders	2	-		80,526	
Receipts generated by the RFCA	2	7,879,904		6,427,232	
Total Income			117,395,450		116,152,558
 <u>EXPENDITURE</u>					
ESTATES MANAGEMENT					
Statutory & Mandatory		9,861,256		9,009,028	
Planned Maintenance		7,228,241		9,736,037	
Reactive Maintenance		10,068,850		9,230,404	
Incidental Work		299,287		347,850	
Life Cycle Replacement		429,340		464,220	
Condition Grade Improvement		136,199		248,229	
Injections / Projects RDEL and MNW		6,220,664		7,589,740	
Prof Fees/Ext Assistance		315,220		882,769	
Other		-		-	
Sub Total			34,559,057		37,508,277
 CAPITAL EXPENDITURE					
Land & Buildings		1,107,714		7,165,722	
Purchase of Vehicles		4,919		2,364,784	
Assets in the Course of Construction		9,997,020		398,067	
Sub Total			11,109,653		9,928,573
 STAFF COSTS					
LE NI Civ Staff Pay	3	20,098,573		18,442,142	
UK NI Civ ERNIC		1,474,210		1,347,359	
LE Civ Ind Staff Pay		903,537		900,467	
UK Ind Civ ERNIC		48,475		45,192	
Non PCSPS Pens Payments		2,368,941		2,258,135	
Sub Total			24,893,736		22,993,295

RESERVE FORCES' AND CADETS' ASSOCIATION

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2011

	£	2011 £	£	2010 £
INFRASTRUCTURE				
Heating Oil	335,476		302,472	
Gas	4,527,861		4,869,052	
Electricity	6,272,568		7,042,338	
Water & Sewage	103,752		62,374	
Estate & FMS Accom Stores	1,364,132		1,144,105	
Energy Cons & Env Chge	2,090,833		1,446,182	
Rates/NDR	14,062,558		13,535,356	
Sub -Letting Costs	849,699		698,419	
Rents/Leases/Alarms/Lettings	<u>3,163,952</u>		<u>3,229,414</u>	
Sub Total		32,770,831		32,329,712
IT & COMMS				
IT Minor Equipment HW/SW	459,220		519,704	
IT Maintenance Services & Contracts	1,366,239		924,559	
Line & Tel Rental	<u>216,727</u>		<u>232,755</u>	
Sub Total		2,042,186		1,677,018
TRANSPORT & MOVEMENT				
Lease of Vehicles	88,332		82,649	
Vehicle Maint	221,142		217,104	
Fuel (Non Utilities)	76,963		77,221	
Depreciation	2,008,208		-	
Loss on sale of vehicles	<u>117,158</u>		<u>-</u>	
Sub Total		2,511,803		376,974
RECRUITING SUPPORT				
Employer Support (SaBRE)	961,384		2,120,312	
Recruiting Support	<u>883,536</u>		<u>758,021</u>	
Sub Total		1,844,920		2,878,333
GRANTS				
CRFCA Payment	922,053		828,653	
Payments to welfare association	202,294		-	
ACF Travel & Consolidated Grants	3,316,557		3,283,239	
TA Establishment & Band Grant	730,704		1,638,273	
RAuxAF Admin & PR	<u>32,677</u>		<u>24,987</u>	
Sub Total		5,204,285		5,775,152

RESERVE FORCES' AND CADETS' ASSOCIATION

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2011

		2011		2010
	£	£	£	£
ADMINISTRATION				
Office/General Administration	1,420,634		1,479,590	
Education/Training	86,097		89,432	
Professional Fees	279,723		762,884	
Legal Costs	50,869		770	
Insurance	98,558		107,040	
Travel & Subsistence	421,585		458,226	
Entertainment	<u>17,946</u>		<u>93,052</u>	
Sub Total		2,375,412		2,990,994
HR SUPPORT				
HR & Recruiting - Civillian Assoc Staff	<u>37,311</u>		<u>66,878</u>	
		37,311		66,878
Total Expenditure		<u>117,349,194</u>		<u>116,525,206</u>
Excess income/(expenditure) for the year		<u><u>46,256</u></u>		<u><u>(372,648)</u></u>

RESERVE FORCES' AND CADETS' ASSOCIATION

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2011

		2011		2010
		£	£	£
FIXED ASSETS				
Motor vehicles		7,733,101		-
CURRENT ASSETS				
Bank	5	24,700,156	14,953,826	
Petty Cash		40,401	38,528	
Sundry Debtors	6	664,380	773,435	
Prepayments & Accrued Income	6	<u>1,221,885</u>	<u>1,426,386</u>	
		26,626,822		17,192,175
CURRENT LIABILITIES				
Bank overdrafts	7	-	2,844,592	
Sundry Creditors	7	1,385,429	1,852,428	
Accruals/Deferred income	7	4,298,774	6,802,055	
Advance Receipts	7	<u>18,612,614</u>	<u>4,041,459</u>	
		24,296,817		15,540,534
Creditors due in more than one year	8	11,279		21,369
TOTAL ASSETS LESS TOTAL LIABILITIES		<u><u>10,051,827</u></u>		<u><u>1,630,272</u></u>
FINANCED BY				
General Reserves	10	<u>10,051,827</u>		<u>1,630,272</u>

The financial statements were approved by the *CRFCA Board*

on *28 Feb 11* and signed on its behalf by:


Chairman


Chief Executive

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

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 the CRF – Grant in Aid, Land – Vehicles, Defence Estates, RF&C (SaBRE), DRT (Ops), Fleet, ATC, RAF, RAuxAF and Dinfra accounts. The fixed asset investments are included on the Balance Sheet at HQ LAND Forces level and accounted for using both Historic Cost Accounting and Modified Historic Cost Accounting.

1.3 Vehicle Fixed Assets

Vehicles are accounted for at cost less accumulated depreciation, modified to include an indexation revaluation by applying Modified Historical Cost Accounting (MHCA). Depreciation is provided on a straight line basis over the estimated useful economic lives of the assets. Depreciation rates vary between the different associations 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 reference to the cost of goods supplied and services rendered during the period, including attributable overhead costs.

1.5 Investments

Investments may either be equity investments, held in the name of an RFCA, or medium or long term loans made with the intention of providing working capital or commercial support. Investments classified as fixed asset investments are stated at cost. However, for the year under review investments consisted of bank deposits.

1.6 Provision 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 be recognised when the entity has a detailed plan 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.

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2011

1.7 Operating Leases

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

1.8 Reserves

Reserves comprise a general reserve.

1.9 Change in accounting policy

The year ended 31 March 2011 is the first year that motor vehicles have been included on the balance sheet. The accounting policy has been changed because it is considered to give a fairer presentation of the CRFCA's financial position. The comparative figures have not been restated to reflect this change but Note 10 explains the effect of this change on the results for the current year.

2 Income

2.1 Funding via council of RFCAs	2011	2010
	£	£
CRF – Grant in Aid (CRFCA Payment)	61,573,633	62,016,282
CRF – Grants to RF and Cadets (RDEL)	322,569	-
CRF – Vehicles	1,095,814	1,693,179
Defence Estates – Maintenance	25,865,014	27,762,301
Defence Estates Projects RDEL and CDEL	9,830,568	8,613,933
RF&C (SaBRE)	2,162,856	3,088,760
DRT (Ops)	235,500	219,001
Fleet	202,669	173,180
RAF RDEL	225,271	166,500
RAF CDEL	-	102,000
RAuxAF	92,643	127,234
ATC (Input)	2,762,124	2,556,244
ATC RDEL	-	10,000
ATC CDEL	35,063	157,213
DInfra - RDEL	715,145	1,871,756
DInfra - CDEL	4,396,677	1,087,217
	109,515,546	109,644,800

RESERVE FORCES' AND CADETS' ASSOCIATION
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2011

	2011	2010
	£	£
2.2 Funding received direct from funders	-	80,526

2.3 Funding generated by the RFCA

	£	£
Sale of land and buildings	912,355	-
Sale of Vehicles & Other Equip	4,000	347,259
Gains on sale of vehicles	125,561	-
SaBRE Events	-	56,120
Rent Receipts - Land	1,106,212	659,962
Rent Receipts - Buildings	1,786,191	1,926,974
Bank Interest	41,361	142,167
Receipts – recruiting	20,000	-
Receipts – Misc (inclusive of NDR relief/rebates)	3,884,224	3,294,750
	<u>7,879,904</u>	<u>6,427,232</u>

3 Staff numbers and costs

3.1 The average number of persons employed during the year was as follows:

	2011	2010
Civilian	837	826

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

	2011	2010
	£	£
Salaries – Civilian	21,002,110	19,342,609
Social Security Costs	1,522,685	1,392,551
Other Pension Costs	2,368,941	2,258,135

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.

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

4 Pensions

Present and past employees are mainly covered by the Council of RFCA Retirement and Death Benefits plan which receives contributions from employers and employees. For 2010/11 the employer contributions were 13% of pensionable payroll and employee contributions were 5% of pensionable salary.

5 Cash at bank

	2011	2010
	£	£
Net current account	19,054,240	6,822,729
Deposit Account	5,588,342	8,100,097
Imprest account	57,574	31,000
	<u>24,700,156</u>	<u>14,953,826</u>

6 Debtors

		£	£
Other debtors	(note 6.1)	664,380	773,435
Prepayments and accrued income	(note 6.2)	1,221,885	1,426,386
		<u>1,886,265</u>	<u>2,199,821</u>

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

6.1 Other debtors

	2011	2010
	£	£
Due from MoD	11,336	28,567
Sundry debtors	293,964	327,982
Employees AVC contributions	92,305	82,408
Employees pension contributions	145,575	146,993
Sub letting rent receivable	121,200	187,485
	<u>664,380</u>	<u>773,435</u>

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

6.2 Prepayments and accrued income

	2011	2010
	£	£
IT	23,726	128,809
Pension contributions	899,735	812,678
Rent	212,612	275,372
Personal hygiene costs	-	56,728
Insurance	15,367	24,791
Other prepayments	70,445	128,008
	<u>1,221,885</u>	<u>1,426,386</u>

7 Creditors (due within one year)

	£	£
Bank overdrafts	-	2,844,592
Other creditors (note 7.1)	1,385,429	1,852,428
Accruals and deferred income (note 7.2)	4,298,774	6,802,055
Advance receipts (note 7.3)	18,612,614	4,041,459
	<u>24,296,817</u>	<u>15,540,534</u>

7.1 Other creditors

	£	£
CIS Tax	46,036	34,650
Due to MoD	15,000	159,328
Lettings due	149,101	195,599
HMRC	263,953	147,701
Trade creditors	610,832	670,016
Sundry creditors	300,507	645,134
	<u>1,385,429</u>	<u>1,852,428</u>

RESERVE FORCES' AND CADETS' ASSOCIATION
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2011

7.2 Accruals and deferred income

	2011	2010
	£	£
Utilities	1,916,003	2,756,270
DE maintenance expenditure	626,129	1,081,399
HLC	144,279	-
Grant in Aid	204,392	317,043
Rent	106,541	-
Legal and professional	25,530	164,548
Mansells re Edward Brooks dispute	-	794,944
Vehicles in the course of delivery	-	116,245
Office admin	29,483	146,898
Other accruals	1,183,016	1,260,409
Deferred grant income	63,401	164,299
	<u>4,298,774</u>	<u>6,802,055</u>

7.3 Advance receipts

	£	£
Grants received in advance	3,978,644	3,476,504
Grant in aid	13,626,137	-
DE Maintenance	424,405	-
RGI received in advance	52,907	26,591
Pension contributions received in advance	-	58,653
Other deferred income	530,521	479,711
	<u>18,612,614</u>	<u>4,041,459</u>

8. Creditors (due in more than one year)

	£	£
North of England mining restoration	11,279	21,369
	<u>11,279</u>	<u>21,369</u>

RESERVE FORCES' AND CADETS' ASSOCIATION
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2011

9 Commitments under operating leases

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

	2011	2010
	£	£
Land and buildings		
Within one year	1,687,016	707,516
Between 2 and 5 years	5,162,796	1,984,266
Over 5 years	<u>15,773,363</u>	<u>4,748,744</u>
Other		
Within one year	124,889	148,035
Between 2 and 5 years	151,306	198,525
Over 5 years	<u>-</u>	<u>-</u>

10.1 General reserve

	2011	2010
	£	£
Balance at 1 April 2010 as previously reported	1,630,272	1,966,131
Introduction of motor vehicles at net book value	8,339,679	-
Prior Year Adjustments	<u>35,620</u>	<u>36,789</u>
Balance at 1 April 2010 restated	10,005,571	2,002,920
Excess income/(expenditure) for the year	<u>46,256</u>	<u>(372,648)</u>
Balance at 31 March 2011	<u>10,051,827</u>	<u>1,630,272</u>

The prior year adjustment of £35,620 in the year ended 31 March 2011 is in respect of a reserve balance brought forward, that was not previously recognised.

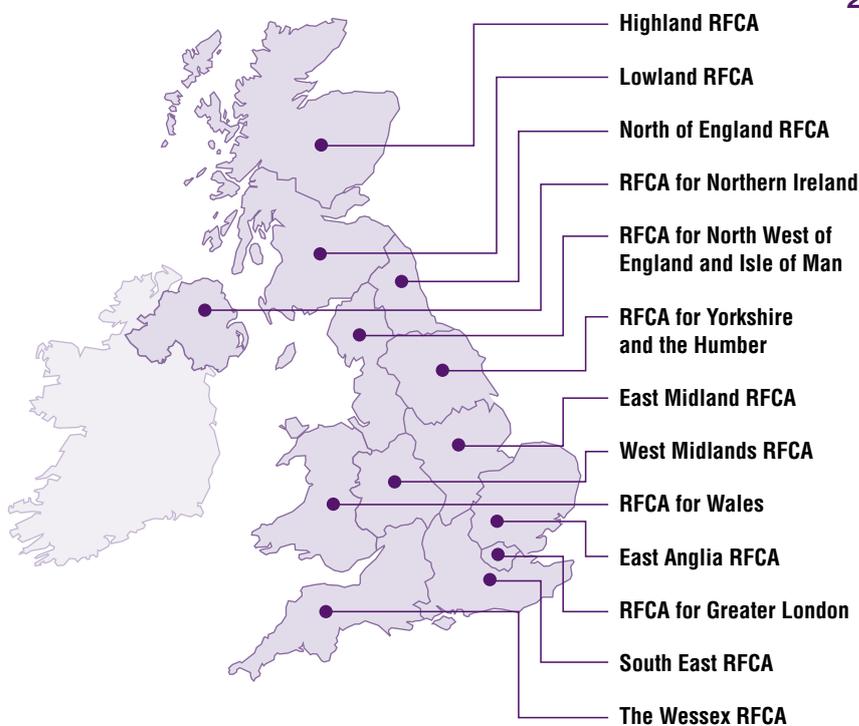
RESERVE FORCES' AND CADETS' ASSOCIATION
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2011

10.2 Reserve Memorandum

	Reserves carried forward	Current year's grant	Maximum Permitted Balance (2% of grant)
	£	£	£
CRF RFCA Grant in Aid	1,140,252	61,573,633	1,231,473
ATC (Input)	69,151		
ATC CDEL	4,645		
SaBRE	90,715		
RAuxAF	21,047		
Fleet	(11,281)		
DRT (Ops)	5,066		
DE Maintenance	146		
DE Projects CDEL	(7,791)		
DE Projects RDEL	11,147		
DInfra CDEL	207		
DInfra RDEL	1,854		
CRF Vehicles	2,435		
RAF	4,715		
RGI	986,418		
Capital reserve	7,733,101		
Total Reserves Balance	10,051,827		

In both the current and preceding year, the reserves for CRF RFCA Grant in Aid are within the maximum permitted balance of 2%. 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.

RFCA Governance



1. HIGHLAND ASSOCIATION (HIGHLAND RFCA)

President: Lieutenant Colonel G S Johnston
OBE TD JP CA
Chairman: Brigadier A G Dorward LLB NP TD
Chief Executive: Col A K M Miller CBE
Deputy Chief Executive: Wing Commander J M
Henderson

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-offman@hi.rfca.mod.uk
Web: www.hrfca.co.uk

2. LOWLAND ASSOCIATION (LOWLAND RFCA)

President: Captain J D B Younger LVO
Chairman: Group Captain R G Kemp CBE QVRM AE
Chief Executive: Colonel R D Gibson MBE
Deputy Chief Executive: Major M R Knox

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:** 94561 2009
Fax: 0141 945 4869
E-mail: lo-offman@lo.rfca.mod.uk
Web: www.lowlandrfca.org.uk

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

President: N Sherlock Esq OBE KStJ JP
Chairman: Lieutenant General R V Brims CB CBE
DSO DL
Chief Executive: Colonel J R M Hackett CBE
Deputy Chief Executive: Lieutenant Colonel
D R Summers

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-genadmin@ne.rfca.mod.uk
Web: www.reserveforces-ne.org

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

President: The Lord Crathorne HM Lord-Lieutenant
Chairman: Captain I M Robinson OBE RD RNR
Chief Executive: Colonel C E M Snagge
Deputy Chief Executive: Lieutenant Colonel 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: admin@yh.rfca.mod.uk
Web: www.rfca-yorkshire.org.uk

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

President: Colonel J A Cropper HM Lord-Lieutenant
Chairman: Lieutenant Colonel C T Hillock RD*
Chief Executive: Colonel G J O Wells-Cole OBE DL
Deputy Chief Executive: Lieutenant Colonel I J Sawers

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-admin@nw.rfca.mod.uk
Web: www.nwrfca.org.uk

6. WALES ASSOCIATION (RFCA FOR WALES)

President: Mrs K Thomas CVO JP HM Lord-Lieutenant for Mid Glamorgan
Chairman: Lieutenant Colonel D G Clarke OBE TD DL
Chief Executive: Colonel N R Beard TD
Deputy Chief Executive: Major P J Mullings MBE

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-marketingasst@wa.rfca.mod.uk
Web: www.rfca-wales.org.uk

7. WEST MIDLAND ASSOCIATION (WM RFCA)

President: Colonel A E H Heber-Percy
HM Lord-Lieutenant
Chairman: Colonel S J Cartwright TD
Chief Executive: Colonel T F L Weeks OBE
Deputy Chief Executive: Major M Young

Counties forming the Association: The counties of Shropshire, Staffordshire, Warwickshire and Worcestershire. The metropolitan districts of Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton. The Unitary Authorities of Herefordshire, Stoke-On-Trent and Telford and Wrekin.

Association address: Tennial Grange, Tennial Road,
Harborne, Birmingham B32 2HX.
Tel: 0121 427 5221 **DFTS:** 94421 84
Fax: 0121 427 8380
E-mail: wm-offgenclk@wm.rfca.mod.uk
Web: www.wmrfca.org

8. EAST MIDLANDS ASSOCIATION (EM RFCA)

President: Sir Andrew Buchanan Bt
HM Lord-Lieutenant
Chairman: Colonel T S Richmond MBE TD DL
Chief Executive: Brigadier W J Hurrell CBE DL
Deputy Chief Executive: Colonel T J Ludlam OBE

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

Association address: TA Centre, Triumph Road,
Lenton, Nottingham NG7 2GG.
Tel: 0115 924 8610 **DFTS:** 94451 5610
Fax: 0115 924 8629
E-mail: em-enquiries@em.rfca.mod.uk
Web: www.reserve-forces-eastmidlands.org

9. WESSEX ASSOCIATION (WESSEX RFCA)

President: Lady Mary Holborow JP

Chairman: Colonel O J H Chamberlain QVRM TD
FRICS

Chief Executive: Brigadier T Dalby-Welsh

Deputy Chief Executive: Colonel P D Verge

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: hq@wessex-rfca.mod.uk

Web: www.wessexrfca.co.uk

10. EAST ANGLIA ASSOCIATION (EA RFCA)

President: The Lord Tollemache KStJ JP Lord-Lieutenant of Suffolk.

Chairman: Lieutenant Colonel P G R Horrell TD DL

Chief Executive: Colonel J D Lacey CBE DL

Deputy Chief Executive: Lt Colonel J A Allan TD

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-hq@ea.rfca.mod.uk

Web: www.reserve-forces-anglia.org

11. GREATER LONDON ASSOCIATION (GL RFCA)

President: Sir David Brewer CMG JP HM

Lord-Lieutenant for Greater London

Chairman: Colonel E G Cameron TD DL

Chief Executive: Colonel H M Purcell OBE DL

Head of Youth, Cadets and Community Engagement:

Lieutenant Colonel R B Paddison MBE DL

City Secretary and Director of Commercial Lettings:
Lieutenant Colonel P L d'A Willis

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-reception@gl.rfca.mod.uk

Web: www.glrfa.org.uk

12. SOUTH EAST ASSOCIATION (SE RFCA)

President: Major General M S White CB CBE JP

Chairman: Lieutenant Colonel G H Wright TD DL

Chief Executive: Colonel S J Oxlade MBE

Deputy Chief Executive West/COS:

Lieutenant Colonel C C S Booth

Deputy Chief Executive East:

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: General Office 01252 357604 **Fax:** 01252 357620

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

Web: www.serfca.org

13. NORTHERN IRELAND ASSOCIATION (NI RFCA)

President: Colonel D A J Keegan OBE, HM Lord-Lieutenant for the City of Londonderry

Chairman: Colonel N J P Walker OBE TD JP

Chief Executive: Colonel J W Rollins MBE

Deputy Chief Executive: Major R C W Chisholm

Counties forming the Association: The six counties of Ulster

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

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

E-mail: ni-offgencl@ni.rfca.mod.uk

Web: www.reservesandcadetsni.org.uk

Glossary

ACDS(R&C)	Assistant Chief of Defence Staff (Reserve & Cadets)	MoD	Ministry of Defence
ACF	Army Cadet Force	NAO	National Audit Office
AMR	Automatic Meter Readers	OAR	One Army Recruiting
AO	Accounting Officer	P&P	Pay and Personnel
ATC	Air Training Corps	PAC	Public Accounts Committee
BME	Black and Minority Ethnic	RAuxAF	Royal Auxiliary Air Force
BTEC	Business and Technician Education Council	RDA	Regional Development Agencies
CCF	Combined Cadet Force	RF&C	Reserve Forces and Cadets
CE	Chief Executive	RGI	Regionally Generated Income
CESO	Chief Environment and Safety Officer	RMR	Royal Marines Reserve
CRFCA	Council of Reserve Forces' and Cadets' Associations	RNR	Royal Naval Reserve
CRG	Commander Recruiting Group	RPP	Recruit Partnering Project
CRR	Regional Recruiting Commander	RSCD	Regional SaBRE Campaign Director
CS Res LF	Command Secretary Resources Land Forces	SaBRE	Supporting Britain's Reservists and Employers
CVQO	Cadet Vocational Qualification Organisation	SDSR	Strategic Defence and Security Review
DCSF	Department of Children, Schools and Families	SHEF	Safety, Health, Environment and Fire
DE	Defence Estates	SHEP	Safety, Health, Environment Protection and Sustainable Development
DII(F)	Defence Information Infrastructure (Future)	SLA	Service Level Agreement
DIO	Defence Infrastructure Organisation	S&M	Statutory and Mandatory
DRT(Ops)	Director Recruiting and Training (Ops)	TA	Territorial Army
EMS	Environmental Management System	TAPO	TA Potential Officer
ES	Employer Support	UOTC	University Officer Training Corps
FLC	Front Line Command	VE	Volunteer Estate
FReM	Financial Reporting Manual	VEMT	Volunteer Estate Modernisation Team
FY	Financial Year	VRF	Volunteer Reserve Forces
IFRS	International Financial Reporting Standards		
IR	Internal Review		
JPA	Joint Personnel Administration		
KPI	Key Performance Indicator		
MAFiS	Managing Armed Forces in Society		

The Council of RFCAs

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