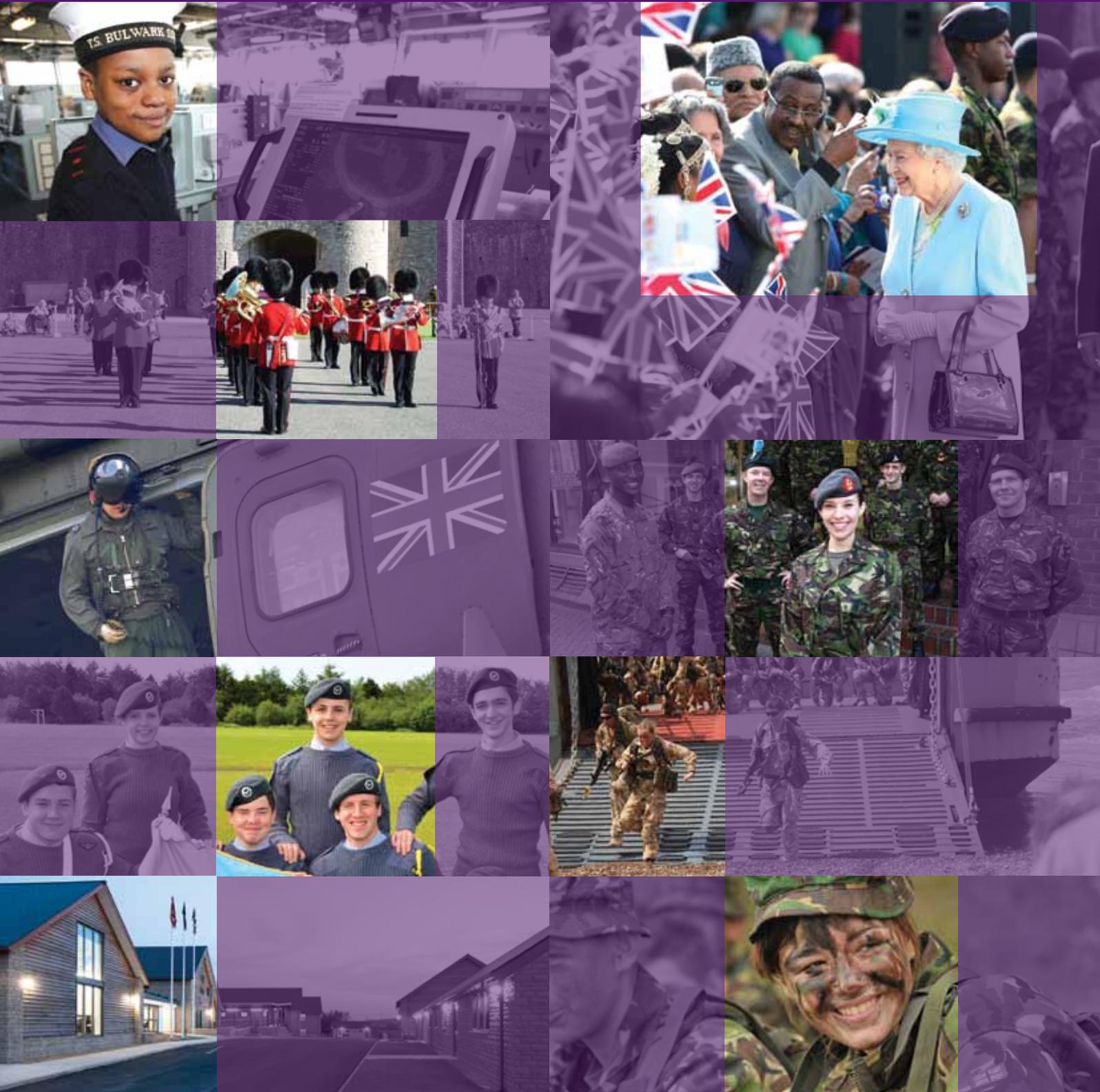


Council of Reserve Forces' and Cadets' Associations ANNUAL REPORT AND ACCOUNTS 2011/12



Council of Reserve Forces' and Cadets' Associations

ANNUAL REPORT
AND ACCOUNTS
2011 – 2012

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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 An 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.
- 1.8 The Chairman of the Association will be elected by those Members present and voting at its Annual Meeting. His duties and responsibilities, as outlined in regulations 2.15, 2.16 and Annex B, Appendix II, will be confirmed on first appointment by Letter of Authority signed by Director Resources & Command Secretary, Army HQ (Dir Res & Comd Sec).
- 1.9 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 the prior written approval of the Association Chairman's formal recommendation.
- 1.10 Ultimate responsibility for membership appointments rests with the Defence Council. Dir Res & Comd Sec 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, Dir Res & Comd Sec may delegate the task of approving membership appointments to individual Chairmen of CRFCA and RFCAs. Once confirmed, notification of Chairman and CE appointments is to be passed to ACDS(R&C). Dir Res & Comd Sec 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 041322 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, the Chairman of the Audit Committee 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

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 RFCA dependency has grown to encompass Reserves and Cadets of all three Services, the essence of the RFCAs' work remains the same:

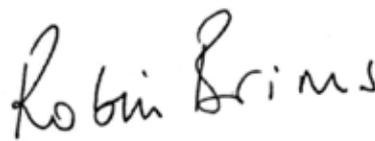
- Regionally, to provide advice and support on behalf of the UK's Volunteer Reserve Forces and Cadets;
- To work with the Chains of Command of the three Services; and
- To establish and maintain links with the community

RFCA business is funded, delivered and reported upon against a range of Service Level Agreements (SLAs), all of which are at last in the final stages of renewal or initiation. 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. This necessary but time-consuming exercise tends to focus exclusively on the business outputs of the 826 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.

This year, more than any other in recent times, I sense that we have had to turn to them much more than usual. Both Cadets and Reserves have been under intense scrutiny and, as the active members of both have waited overlong to discover what their future holds, it has fallen in large part to this group to help steady their nerve. Moreover, as spending control measures have begun to bite across the public sector, we have relied on them to assist in finding more imaginative support solutions to make the funds go further; to lobby for support from other sectors; and to examine how we might ally with others to pool resources in order to serve relatively common goals. Their patience has undoubtedly been tested and we owe them our thanks. Now that some resolution on the future for Reserves and Cadets is in sight, we will need to turn to them again: we will need their help and advice to implement any changes necessary in the regions and to ensure that the reasons why are understood by all – and I am confident they will rise to this challenge.



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

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

Chief Executive's Introduction

Background

Yet again, because of the unresolved and conflicting requirements of the various oversight bodies to whom we answer, this year's annual report is a slightly repetitive amalgam of data. Those readers interested most in detailed outputs should concentrate their attention on the KPI and achievement sections, which deal exclusively with the FY11/12 outturn related to specific funding; 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

Two factors characterise FY11/12 more than any other and they have had a significant deleterious effect on this year's activity: financial constraint and uncertainty.

Throughout the FY, in common with most other areas of Defence business, we have been required to observe the Comprehensive Commitment Control Regime (known as '3CR'). This process reduced delegated authorities for spending; constrained routine funding to a limited number of priorities; and thereafter required a far more bureaucratic and time-consuming process for spending approval. This not only had a direct impact on the RFCAs but also on our funding bodies, many of whom were unable to allocate their full planned spend on time or at all. Consequently with relaxation coming late in the financial year, we have been obliged to condense far too much work into the final quarter, with a bow wave of work cascading into the next financial year. From an RFCA perspective this has not ultimately saved money; it has instead made the work rushed, arguably more expensive and unquestionably more difficult to manage. More importantly it has neither removed nor reduced the original requirements but mainly compressed them (and the associated costs) into later years.

Other constraints such as the Cabinet Office restriction on marketing, have had a particularly adverse impact upon employer support and recruiting.

Alone this might have been containable but the compound effect of uncertainty – driven by four major and protracted reviews² related to the Cadet and Reserve communities – has exacerbated a widespread belief that reduced spending is a harbinger of bad news to come. This has been far harder to contain and

has relied heavily on our own volunteer membership and the Cadet Force adult volunteers to steady the ship. We have had a little potential to mitigate financially (both from RGI and non-public sources) but their energy, imagination and dedication has been the determining factor here. It has not helped that in some instances Defence appears to have snubbed these same volunteers, particularly in the area of charges and allowances, and this remains an area that needs redress.

The length of time to complete the review process has undoubtedly also been a major influence on attitudes. The Strategic Defence and Security Review (SDSR) was initiated in May 2010 and its conclusions were announced on 19 Oct 2010. The SDSR effectively stimulated two further studies on Reserves and Cadets, both of which reported within this FY yet, at year end (a full 18 months after SDSR was published) we still await the Department's direction on how these studies are to be taken forward. Consequently much of this year's work has effectively been conducted in a formal policy vacuum.

Against this backdrop one might therefore reasonably expect a down-beat report this year. I do not believe it is. True, we are frustrated with the level of contribution we are being tasked and funded to make (and that we wish to contribute) to maintain and improve the well-being of the Cadets and Reserves. But by working collaboratively with the MOD and the Commands we have been able to make reasonably well-informed judgements to ensure priorities for work have been established against the likely outcomes of the reviews, thus part setting the strategic

conditions for implementation. I therefore believe that this year's report demonstrates that we continue to deliver above expectation, on time and to a very high standard. Certainly the feedback we receive from the communities we serve tell us that. As importantly, and particularly in the estates business, I remain convinced that we are increasingly able to measure our performance better and demonstrate consistently good value for money.

A particular success story is our ability to deliver all alterations to the accommodation of injured Servicemen (ISLA) – currently some £1.416m of work in year and at least that expected in FY12/13.

Looking to the future, I see much to which the RFCAs can contribute further. Although at year end we still await a formal statement on how the reviews will be

implemented, the Prime Minister's and Secretary of State's continued commitment to growth in the Reserves and Cadets is most welcome, as is the additional funding identified for Future Reserves 2020 (FR20). If we are to make the most of this funding we still need to reduce the cost of the support overhead for both communities and the RFCAs could extend the established support model for cadets to assist in this. Similarly, as the footprint of Regular forces reduces, the RFCAs remain well placed to grow their community engagement work, whether merely as a conduit to the nation; in direct support of Firm Base and similar activities; or as regional agents seeking collaboration to support defence activity. Finally, as some traditional areas of support are outsourced, the RFCAs have much to offer new commercial partners as they take on these roles. We stand ready to do so.

Strategic Outcomes

The following 'outcomes' relate to the nascent high-level 4-year strategic plan, recommended by the Cottam Report in 2008 but for which formalisation has been effectively put on hold pending 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 4-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.

At regional and national levels the RFCAs have again participated fully with MoD and engaged extensively with Commands. Indeed, the number and nature of reviews being undertaken by MOD has tended to overshadow all other aspects of our work this year, even to the extent that RFCA subject matter experts have effectively drafted specialist areas of some reports. At the policy level this has been a welcome development; from the RFCA perspective we have felt wholly engaged. However, thus far the work has been associated with largely conceptual studies. Looking to the future we would hope that the RFCAs are, if anything, more involved during the arguably greater challenge of implementation. Much of this is likely to turn to regional solutions and third party assistance, typically calling for more extensive and focussed engagement; the RFCAs are perhaps uniquely placed to assist in this area, whether as the main player or (more usually) as an enabler.

If this is to be effective it will be important to resolve some of the relationship issues highlighted in last year's report³, which are likely to become more acute as the separate structures and responsibilities of MOD and the Front Line Commands (FLCs) mature.

³2010/11 Annual Report, Page 7. Essentially, how the Defence Council and FLCs provide direction to the RFCAs and how the RFCAs provide advice and feedback to them.

Outcome 2. Community Engagement. (Delivery Function)

In the absence of a more developed 4-year plan, the RFCAs have again been asked to report against four main outputs which again 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.

Work this year has to a large extent been conducted in the shadow of the Defence Infrastructure Organisation (DIO) standing up and the control measures already mentioned within the contextual comments above. However it is important to note the persistent underlying theme of progressive reduction in the volunteer estate's funding; FY11/12 marked the fifth successive annual DE/DIO funding cut in real terms (with actual maintenance funding reducing from some £28.7m in 2006/07 to £24.8m this year). Moreover, it is also worth noting that 85% of this funding is now directly related to statutory & mandatory inspections and consequent work, with all condition improvement being funded from generated income⁴ or directly through the FLCs (notably the ACO). Although the VE remains compliant, and its condition is just holding up, it is clear that this recent level of investment is building up condition and compliance problems for the future.

Against that backdrop it is interesting that the VE is perceived to be such an important driver in Defence estate rationalisation, within DIO's overall annual budget of c£3.3Bn (and therefore as a significant factor in studies into the Reserves and Cadets). Given that only about 11% of the VE is 'owned' by MOD directly there is little prospect of a worthwhile, realisable disposal receipt. Thus the long-term savings benefits are likely to come mainly through reducing running costs. However, without some investment in condition or capital for rationalisation, such savings are unlikely, unless compliance is prejudiced or unplanned closures accepted.

Despite this stark position the RFCAs remain committed to a VE rationalisation programme predicated on the future Reserves' and Cadets' requirements. Throughout the year we have been involved with DIO in developing ideas to do so and believe strongly that the best options for realising any rationalisation would necessitate our continued involvement, not least because of the complexities of VE title. In advance of the studies reporting, in late January we agreed with DIO to a model by which much of this work would be initiated by developing 'bottom-up' rationalisation projects, grouped into a MOD-managed programme, and then (once endorsed) delivered regionally. That said, we are equally clear that any modernisation or rationalisation must be requirements led.

Strategic Objective	Output
To enable and support delivery of successful Youth & 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.

It has been heartening that political support for the cadets has been demonstrably maintained throughout the year; this profile has probably been a key factor in sustaining cadet and youth activity regionally, where there is a renewed interest from other youth groups to work collaboratively - notably through Youth United - and from local authorities to engage more. Managing expectations for all parties will require a deft touch in the coming years, especially in matching growth ambitions to existing or additional funding. The youth engagement space is becoming more complex with devolved administrations having the lead for education and young people's activities; this is equally the case within England where further budgetary delegation, within the areas of education and youth service provision, has also taken place. This is therefore a key factor in future undertakings as increasingly this area of engagement needs to be handled regionally and locally. Fortunately the RFCAs are well attuned to the situation at this level and remain able to act as a conduit for Defence.

With so many initiatives for change underway in Defence there is significant potential for the cadet community to become the victim of unintended consequence, especially where routine practices or facilities are being rationalised mainly or exclusively with the prime users in mind; access to the training estate is a particular example as is the potential outsourcing of the management of Cadet Training Centres (CTCs). To some extent the RFCAs have been able to alert the FLCs and MOD to such problems and occasionally to suggest or provide work-rounds. Although this facet of our work will come to the fore in VE rationalisation, there are other areas in which the RFCAs are able to identify similar problems at an early stage. It is therefore important that the RFCAs remain involved in Youth and Cadet governance.

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.

Throughout the year we have maintained a constant level of employer support activity at the regional level. Although most energy has been directed towards reducing mobilisation risk, there has been considerable interest by the more informed employer community about what the future holds. This has not been easy to cover, not just because of constraints on the national campaign but also because of the difficulty of telling employers any detail, pending a formal announcement. However, once FR20 announcements are made we will need to move quickly to explain the ramifications. It will be important to do this in a measured and dispassionate way, without either minimising any new obligations of reservists or over-dramatising the likely impact for employers.

Employers themselves have been pretty stoic thus far with many indicating that they will be receptive to new ideas. That said, it is clear that many are expecting that significant changes must be backed by a better relationship, with the employer given more consideration than hitherto. As we move away from planned to contingent operations - with attendant training ramifications for reservists - this suggests that we urgently need a new (or at least significantly refined) strategy for employer engagement, in which the RFCAs believe they can continue to contribute as the major positive influence at the regional and local level. Here the lifting of the Government's marketing restrictions would be especially helpful.

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.

As indicated in the body of the report, the RFCAs have not been funded to any great degree to support recruiting this year; what they have done has largely been achieved on the back of the limited amount of RGI they have been able to divert to the task.

Towards the end of the FY, we have been in discussion with Capita (the successful bidder to partner with Defence in Army recruiting) to determine what assistance they might be offered as they gear up to a full operating capability. Although perishable, the RFCAs still have a wealth of expertise and knowledge in recruiting for the TA. Given the parlous state of manning within the TA and the other Reserves, such expertise must not be wasted, especially to redress the critical voids in potential officers and NCOs, as well as tapping other talent pools to meet specialist requirements. This is not just about commercial marketing; it is also about exploiting the established links the RFCAs maintain with key areas of the community through their membership networks and, in particular, locking in a coherent linkage with our employer engagement work.

At the more tactical level there is a pressing need to undertake some cosmetic work on the public-facing parts of the volunteer estate; in far too many TACs 'the look and feel' of the buildings is now a turn-off to potential recruits. We have recommended the use of a modest amount of betterment funding from the FR20 enhancement package to undertake this work but, despite evident support for the idea from the chain of command, releasing funds is proving frustratingly tortuous.

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.

Little substantive has changed since I reported on this output last year. On a positive note we now have a full suite of SLAs with MOD, the FLCs and DIO; the RFCA regulations have now been completed with the inclusion of estates business; and all our reporting conforms to MOD and FLC requirements (despite much of this being in a state of continuous flux). We continue to meet all our extensive audit commitments, notwithstanding our audit committee's concern expressed this year that we were over-audited when compared to any commercial standard.

However, we still await a 4-year plan. We still await resolution of our overly complex accounting and audit regime. And we still need to reconcile CRFCA legal status to the extent that our internal and external governance arrangements can be settled. All of this lies beyond the RFCA ambit. Consequently there is an internal perception that the RFCAs obligations to the MOD are not always fully reciprocated, and my final observation on enabling the RFCAs tends to support that perception.

Enabling the RFCAs

About four years ago it became apparent that the MOD would be unable to support the RFCAs with a bearer system for our internal and external IT communication, when our inclusion in DII(F)⁵ was 'de-scoped'. Consequently, with the welcome and essential support of HQ LAND/ARMY HQ we initiated a project using RFCA grant-in-aid to introduce a commercial alternative, known as HALDANE2. The concept, which has remained constant throughout, was to produce a system, operating on cloud-based technology, which provided services in a protected environment for data handling; centralised the RFCA MIS; standardised RFCA business communications; and allowed business handling both with our extensive civilian networks, contractors and – crucially – with the MOD and FLCs (to support their requirements for such things as JPA⁶ access).

All of this is now in place but we are unable to activate it, as we still await clearance to access the RLI⁷ because of additional security requirements imposed by MOD late in the day (despite having been assiduous in developing the project in parallel with accreditation consultation and testing from the outset). The old RFCA system, which we are obliged to still use, is creaking badly. The consequences of running the old system while holding onto a bespoke but inactive new system is placing an unreasonable financial burden on the RFCAs and putting our business continuity at unacceptable risk.



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

Chief Executive Council of Reserve Forces' and Cadets' Associations

My point here is that as the situation becomes intractable, it falls to the RFCAs to resolve it. We have neither the funds nor the influence/authority to do so. Given that this has been the prominent issue in our risk register (shared and endorsed by stake-holders) we appear frustrated in our attempts either to treat or transfer the problem – while other parts of MOD drive up the complexity and cost of achieving RLI interoperability. If accreditation is not granted soon and with no additional costs, it seems that our only recourse will be to concentrate solely on the stand-alone applications (i.e. the commercial broadband element that supports internal and external civilian RFCA business). At that point we will have no other option but to pass back to Defence the unresolved problem of DII(F) applications being provided to the RFCAs – in other words the onus will then fall fully on Defence to communicate effectively with the RFCAs.

Delivering HALDANE2 in this sub-optimal manner would be a major disappointment and increase, rather than reduce, the gap between Defence and the RFCAs (and their supported constituencies). Nothing here seems insurmountable but it does need a concerted and cooperative approach. HALDANE2's successful introduction would be a major step forward in achieving many of the potential benefits detailed above.

⁵Defence Information Infrastructure (Future)

⁶Joint Personnel Administration - the application which permits service personnel to undertake their own administrative support.

⁷The Wide Area Network bearer system that supports MOD's DII(F).

RFCA Governance

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

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

Lieutenant General R V Brims CB CBE DSO DL
Chairman Council of RFCAs

Colonel T S Richmond MBE TD DL
Deputy Chairman Council of RFCAs

Captain I M Robinson OBE RD RNR

Colonel R A Hooper MA DL

Air Vice-Marshal M D Smart DL

Major General S Lalor CB TD

Colonel A I Taverner MA MCIPR

Vice-Chairmen Council of RFCAs

COUNCIL SECRETARIAT

Air Vice-Marshal P D Luker CB OBE AFC DL
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

Colonel T S Richmond
MBE TD DL FCA CCMl
Chairman of the Board

Tim Richmond is a Chartered Accountant and Business Adviser. He spent 32 years in the accounting profession with a major international firm serving as both UK Managing

Partner and Chairman. In the public and voluntary sector he chairs Nottingham and Nottinghamshire Futures which provides support services to young people and has served as a Competition Commissioner and a non-executive chairman or director in Higher Education, Further Education, Healthcare and Social Housing and a number of other voluntary and charitable organisations. He is an adviser in strategic business direction and a non-executive chairman or director of a number of private companies including business to business, training, professional services, construction and logistics. His reserve service has included commanding an independent OP Battery, a UOTC and as deputy commander of a home defence brigade, a regional brigade and subsequently as Commandant of a County ACF. He is Vice Lord-Lieutenant of Nottinghamshire.

London but continued his military service in the Army reserves and finished his military career as the senior serving reserve officer in the rank of Major General. His final appointment was Assistant Chief of Defence Staff (Reserves & Cadets). His commercial career has included being one of the two original founders of Britam Defence Ltd, a mid-size risk management and training consultancy, directorships of major companies in industry and commerce with particular experience gained in strategic management, diversification, fast-moving commercial goods, marketing and finance. His own successful enterprises have included a specialist accounting firm providing funding and financial management solutions to businesses in Central London.



Captain Ian M Robinson
OBE RD RNR
Vice Chairman (Navy)
(Chairman Yorkshire & The Humber RFCAs)

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



VICE CHAIRMEN

Major General S Lalor CB TD
Vice Chairman (Army)

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



Colonel R A Hooper MA DL
Vice Chairman (Army)

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. He also consults widely on leadership and is an executive coach.



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

Management Consultant based in the North West, previously a Director of Lloyds Brokerage and Director of a clearing bank subsidiary. Commissioned in 1968 into the Royal Marines Reserve ended his service

as Commanding Officer Royal Marines Reserve Merseyside in 1994 when he received the clasp to his Reserve Decoration. After leaving the RMR he became a member of the Council for St John's Ambulance Brigade. A member of the Association since 1994 and was a member of the Merseyside County Employers Liaison Team (now Merseyside Employer Engagement Group) for 10 years. Appointed Association Vice Chairman Marines in 2000, a position held until his appointment as Chairman in 2008. In 2009 he was appointed as a Deputy Lieutenant for Merseyside.



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

Lt Gen Robin Brims was 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 Dalton, Newcastle upon Tyne. He is Honorary Colonel of 72 Engr Regt (V) and Northumbrian Universities Officers Training Corps. He is also Chairman CRFCA Council.

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.



Colonel A C C Lapsley QVRM TD ADC DL
Board Member (Chairman Lowland RFCA)

Deputy Commander 51(S) Bde 2004 – 2007. Appointed Col TA, HQ SOinC (A) in Oct 2009. Honorary Colonel of both 32nd Signal Regiment (V) and Glasgow and Strathclyde UOTC. Appointed Chairman of Lowland RFCA in

Feb 2012. In civilian life a Company Director of 3 SMEs (main SME being Possilpark Shotblasting); was a director of former Poppyscotland and now a member of Scottish advisory committee of TRBL; a member of Trades House of Glasgow (Late Deacon Incorporation of Fleshers), an elder in the Church of Scotland and involved with a number of charities.



Colonel M Colville TD DL
(Chairman East Midlands RFCA)

Col Colville was educated at Magdalen College School, Brackley, Northants and was commissioned into Duke of Wellington's Regiment in 1973. From 1979 to date he has been Principal Partner of Leicester Office Furnishers. Appointed Deputy Lieutenant of Leicestershire (1998),

Justice of the Peace (2000-2004) and assumed appointment of Deputy Brigade Commander (2002). Additional activities include Chairman of Leicestershire & Rutland ABF The Soldiers' Charity and Honorary Colonel of the Sherwood Rangers Yeomanry.



Colonel S J Cartwright TD
(Chairman West Midland RFCA)

Colonel Stamford Cartwright spent much of his early working career in the FMCG market with International Companies. In the mid '80s he launched a business to supply products to the housebuilder and developer market and under his chairmanship this grew to become the largest supplier to this market. During this time he was also a main board director of a Plc and a member on the editorial panel of a national monthly magazine. He joined the TA in 1965 and filled a number of regimental and staff appointments before command. In retirement he maintains his links with the armed forces as chair of several service charities and trustee of a number of benevolent funds. He is also chair of a local military museum trust.



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

Qualified as a Chartered Surveyor and Fellow, he was a Resident Land Agent in Dorset and Yorkshire. He now manages a small consultancy practice in rural estate management in Dorset, Wilts and Hants. He joined the TA in 1972 and Commanded Royal Wessex Yeomanry. Other appointments include Colonel Yeomanry and Brigade Deputy Commander. He is a Liveryman and Warden (Cordwainers) and Deputy Lieutenant and has a number of charitable interests.



Colonel H N D Gill TD JP
(Chairman East Anglia RFCA)

A former Regular Officer, on settling in Norfolk, he joined the TA and filled a number of Regimental and staff appointments before command of 6 R ANGLIAN. Post command, he went on to be Comdt Norfolk ACF for 6 years and then the first President of Cadet Force Commissions Board, Westbury. He is now semi retired but as well as running his wholesale company and property management business, he has a range of other interests including School Governorship, a local Magistrate and is currently on the faculty of the UCLH sponsored NHS Staff College. Colonel Gill brings a depth of experience and understanding of Reserve and Cadet service, a detailed knowledge of the Region and a long association with EA RFCA.



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

Colonel Ewen Cameron TD DL took over as Chairman of Greater London RFCA on 5 July 2010. A Solicitor, Partner of Maples Teesdale LLP Solicitors, he specialises in commercial property investment and development. Educated at Oundle, Bristol University and Sandhurst, he spent five years regular service with the 13th/18th Royal Hussars (QMO), commanded the Royal Wessex Yeomanry as a territorial and was subsequently Colonel, Territorial Army, in Headquarters London District. Other appointments include: One of Her Majesty's Body Guard of the Honourable Corps of Gentlemen at Arms; Representative Deputy Lieutenant for the London Borough of Wandsworth; Liveryman of the Worshipful Company of Glovers; and Trustee of the RFCA Pension Fund.



Lieutenant Colonel G H Wright TD DL
(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. He has served in the TA for 30 years.



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

He has had a full and successful medical career culminating as Senior Partner in General Practice in a busy Belfast practice. He is also a GP Trainer and Appraiser and the Medical Member of the NI War Pensions Appeals Tribunal and Medical Advisor to Northern Ireland Veterans Advisory and Pensions Committee. He teaches first aid to D of E Award participants. He has served for 37 years in the TA, commanding a Field Ambulance and a Field Hospital. He has been operationally mobilised twice and reached the rank of full Colonel. He is fully engaged with the local community being a JP/Lay Magistrate, a school governor and a DL for County Antrim. He is currently Captain of the Green Island Golf Club, Co Antrim.

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 RFCAs Customer Board provides direction out to four years. Individual Stakeholder direction and outputs are set in respective SLAs and financial provision over the annual business cycle. At both levels, variations to outputs and policy are imposed on the Council of RFCAs and RFCAs as a result of the long term defence reviews (such as the SDSR, FR20, Army 2020 and DYER) 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 RFCAs HQ staff. However, additional resources are created through RFCAs 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 postage 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 or in-year control restrictions (3CR and on recruiting and publicity).

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 (Project HALDANE2 (PH2)) which will generate RFCAs savings from FY13/14 onwards once high level approval is given to this project.

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, has assisted 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 the defence infrastructure organisation DIO/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 RFCAs and funder. This provides the basis for each AP drawdown financial instruction which instructs

RFCAs to drawdown their actual requirement for the upcoming month. The consolidated drawdown is then submitted to funders by CRFCA. The main cash flow risk lies in late payment by funders, however to combat this 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.
- Appropriate training.

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 Environmental Management System (EMS) has now been developed and introduced which demonstrates best practice for reducing waste, greenhouse gas emissions and energy consumption via a series of advice leaflets. It provides RFCAs guidance on identifying potential environmental hazards and practices, and the incident reporting regime. The EMS also sets out how RFCAs are to record, collate and manage environmental data reported by Unit and RFCA staff. It is based on the Army EMSAS but adapted for our tri-Service responsibilities.

To accompany the EMS, an IT system has been proposed and specified, to sit on the Commercial Portal, and designed to increase the amount of data collected automatically (eg, from Automatic Meter Readers), link to DIO sites such as TRaSH and eMIS, and provide a dashboard display to better inform the Chain of Command. This should in turn lead to energy and emission reductions, and reduced utilities expenditure. Funding for the IT system was not secured in year and is now planned for 2012/13.

RFCAs have continued to invest a limited amount of funding in Spend to Save measures such as Photovoltaic, solar panel and air-source heat pumps, as well as low energy lighting and movement sensors on existing properties, with a DREAM excellent target (BREEAM equivalent) on new builds.

Further details can be found under FY2011/12 Achievements, Outputs One C and Six.

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 FY2011/12 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%	99%
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%	100%
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
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%	100%
1A.8	Encourage cooperation and relations between ACO and local RAuxAF units and UASs	Compliance, in conjunction with HQ Air Cmd Direction	Compliant	Compliant
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 mobilisation procedures by providing support and advice on:	Compliance as requested, normally as a Priority One activity – contingency funding may be required	Compliant	Compliant
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)	100%
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	100%
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%
2A.4c		% of estate assets meeting statutory compliance	100%	100%
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%	95%
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%	100%
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%	100%
2B.2	Administer and provide cleaning services for entitled Air Cmd users ⁸ . Standalone units are not entitled	Compliance	100%	100%
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 ⁹	Completion in-year	100%	100%
2C.2	Project management of design and construction of new builds and major refurbishments over £100K	Completion within funding allocated by HQAC	100%	100%
2C.3	Provide IAs ¹⁰ 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

⁸NACTC Llanbedr, NACTC Windermere, 615 VGS, HQ London Wg ATC, HQ Hants & Isle of Wight Wg ATC, HQ Sussex Wg ATC & HQ Surrey Wg ATC, plus 602 and 603 Sqn RAuxAF, OUAS and ULAS.

⁹In accordance with DE Spec 005.

¹⁰In accordance with MOD Guide to Investment Appraisal & Evaluation: JSP 507 V.3 Dec 06.

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%	100%
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%	100%
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%	100%
2C.9	Preparation of robust business cases/IAs in support of all ACO acquisitions and disposals	100% completion with agreed plans	100%	100%
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%	100%
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%	100%
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%	100%

SECTION 3 – SUPPORT TO RECRUITING¹¹

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	Compliant
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	Compliant
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	Compliant
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	Compliant
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	Compliant
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	Compliant
3.7	Develop opportunities to harmonise recruiting effort with the other Services	As above	As above	Compliant
3.8	Provide insurance cover under the 'Look at Life' scheme for unattested recruits expressing an interest in joining the RAuxAF	100%	100%	100%

¹¹Policy for support to RAuxAF Recruiting is still in formulation – negotiation for facility to buy in more CRFCA services as required.

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	90%	Compliant
		Encourage support for the RAF Presentation Team	Publicise and help populate such events	Compliant
4.4	Demonstrate the worth of the RFCAs, in support of Air Cmd, 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 and Cadets and promote the volunteer ethos	Provide a Corporate Communication focus within each RFCA	Compliant	Compliant
		Develop a Corporate Communication Plan	Compliant	Undergoing periodic review by Comms Plan

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%	100%
5.1d		Ensure RDEL & CDEL funds are fully utilised in-year. Compliance	100%	100%
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)	100% Compliance	100% Compliant
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 ¹²	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%

¹²Output 5.2 to be reviewed by Air Cmd annually.

SECTION 5 *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
5.3	CRFCA Director of Administration to attend financial planning and 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
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
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

SECTION 6 – OPERATING SUPPORT TO THE RFCAs

OUTPUT 6A: ADVICE AND SUPPORT TO THE RFCAs

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	Compliant
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	Compliant
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 6B – PROPERTY MANAGEMENT SERVICES

Serial	Tasks	Performance Indicators	Targets	Achievement
6B.1	Approve on time Stages I-IV and provide funding for fees	Compliance	100%	100%
6B.2	ACO WExOs to schedule annual inspections with RFCA to prioritise and cost LVMNW requirements and FMR tasks	Compliance	100%	100%
6B.3	ACO to notify changes in its 4Cs policy and provide up to date contact details of 4Cs Duty Holders	Compliance	Compliant	Compliant
6B.4	ACO to prioritise programme for RDEL & CDEL projects	Compliance	100%	100%
6B.5	Commission and fund RFCA to submit planning applications	Compliance	100%	100%
6B.6	Commission RFCA to acquire and dispose of land and property for ACO estate and fund preparatory work	Compliance in liaison with DE	100%	100%
6B.7	Commission RFCA to provide timely and adequate requests for funding for provision of leases and rental charges for accommodation not on MOD sites	Compliance	100%	100%
6B.8	Request Property Change Forms as required	Compliance	100%	100%
6B.9	Request Proof of Payment documentation for all Legacy Projects on the ACO estate	Compliance	100%	100%

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 ¹³	Compliance	100%	100%
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%	100%
6C.3	Provide funding for RDEL and CDEL projects via DE transfer	Compliance	100%	100%
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 ¹⁴ 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 ¹⁵	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%
6C.8	Provide timely and accurate financial approval to Stages of Completion, as appropriate	Compliance	100%	100%

¹³Works Services for FDTC Crickhowell (funded by HQ No 22 (Trg) Gp under RAC NCA 003, via monthly draw down of funds).

¹⁴ACO properties not on the Regular Estate funded by HQ AC; 602 Sqn RAuxAF funded by RAF Kinloss; 603 Sqn RAuxAF funded by RAF Honington; OUAS and ULAS funded by DRIT.

¹⁵NACTC 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%	99%
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
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 (a & b) 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	Compliant

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 mobilisation 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 RF&C Div CRFCA Emp Sp SLA	Compliant	Compliant
1B.1b	b. Provision of suitable VE accommodation as required	Link with DE CRFCA VE Management SLA	Compliant	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	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
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	100% Compliant

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

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	100%
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	100%
1C.4	Provision of furniture, furnishing and fixtures in accordance with statutory regulation and financial provision	% compliance	90-100% against provision	98%
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	80-100%	98%
		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)	100%	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	100%

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%	100%
		% staff fully trained	90%	97%
2.2	Maintain ACF County Organisation within rules for Detachments	% CFAV strength (ACF Officer plus AI numbers to Establishment)	95%	90%
		% of ACF Detachments retained with strengths below 15 for three consecutive years	Nil without justification	Compliant
		Initiate establishment and closure of Detachments	Within regulations	Compliant
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 (Cdt) and HQ PSC (P&R) to monitor performance and VFM	Compliant	Compliant
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%	100%
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%	99%
		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%	95%
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	Process applications and forward within 10 working days of receipt of fully completed documentation from the individual	100%	100%
	Meet additional requirements arising from the Safeguarding of Vulnerable Groups Act	Maintain registers	100%	100%
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%	100%
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%	100%
2.11	Administer ACF counties in accordance with the ACF Manual, JSPs and LFSOs	Compliance	100%	100%
		% detachments inspection reports (AFE 7502) processed and actioned	100%	100%
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	100%
2.13	Demand, issue and account for MOD stores in accordance with JSP 886	Compliance	100%	100%
	Maintain, inspect and operate publicly funded vehicles in accordance with JSP 800	Compliance with statutory requirements	100%	100%

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%	100%
2.15	Meet LF requirements for Log Sp Inspections	Compliance with Log Sp direction	100%	100%
2.16	Provide and maintain civilian vehicles in accordance with agreed scales and funding	Compliance	100%	100%
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)	100%
	Provide qualified SHEF staff at county level	Compliance with Cadet Branch instruction	100%	100%
	Maintain records	Compliance	100%	100%
	Submit accident reports and take remedial action as appropriate.	Compliance	100%	100%
	Assist the Health and Safety briefing of CFAVs	Compliance	100%	100%
	Provide portable appliance testing and recording at ACF camps	Compliance	100%	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)	100%
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%	100%
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)	100%
2.21	Support, maintain and repair RFCA sponsored ranges and training areas	Compliance with statutory requirements	100% (within funding)	100%

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	100% Compliant
2.23	Negotiate, administer and pay leases and rents on non-Departmental properties associated with Cadet use	Compliance	100%	100%
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%	100%
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%	100%
2.27	Set the conditions to encourage ACF cadets to consider a career in R&TA as officers and soldiers	Compliance	100%	100%
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	Compliant
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	Compliance	Compliant
2.30	Support regional partnering arrangements between the ACF and other Youth organisations where appropriate	Compliance	Youth initiative details to follow	Compliant

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>100%</p> <p>100%</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	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	Compliant
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	Compliant
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	Compliant
3.5	In conjunction with CsRR, establish and maintain regular contact with adult employment agencies	As above	As above	Compliant
3.6	Provide continuity in support of regional BME activity	As above	As above	Compliant

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	Compliant
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	Compliant
b.	RFCA CEs will contribute as RRCC members to provide continuity and local regional knowledge	Compliance	Compliant	Compliant
c.	Provide typically a full time PR and Recruiting Support coordinator at each RFCA (with appropriate clerical support)	Compliance	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	Compliant
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	Compliance	Compliant	Compliant

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	Compliance	Compliant	Compliant
g.	Develop opportunities to harmonise recruiting effort with the other Services	Compliance	Compliant	Compliant

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
	Develop and maintain appropriate events based CE data-base compliant with DPA 98	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% Publicise and help populate such events	100%
		Encourage support for the Army Presentation Team	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%	Undergoing periodic review by Comms Plan

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
5.2	Recruit and employ RFCA staff	Maintenance of staff numbers within Establishment as agreed in the CRFCA Dec 05 Internal Review	95%	100%
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	Compliant
5.5	Manage the funds provided by HQLF (and other Stakeholders) in accordance with LF GiA FF and Managing Public Money	Management of funds without adverse comments by external auditors either in compliance with Accounting Rules or accuracy of figures	Compliant	Compliant
		Provide the following reports to HQLF quarterly at AP0, AP03, AP06 and AP09	Compliant	Compliant
		Monthly Drawdown against CRFCA expenditure (by RAC) and Profile - Budget/Forecast of Outturn/Actuals (also by RAC)	Compliant within transition	Compliant
		Move to new external audit regime within the NAO by Apr 2010		
		Monthly Drawdown sums to be set in order that bank balances are kept to a minimum consistent with efficient delivery of RFCA outputs	Compliant	Compliant

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%	100%
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%	100%
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)	100%
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	100%	100%
		Develop a Corporate Branding Policy	100%	100%

DE SLA KPIs
SECTION 6A – HEALTH AND SAFETY

Serial	Tasks	Performance Indicators	Targets	Achievement
6.1	Ensuring a legally compliant estate in accordance with JSP 375	Compliance	Compliant	Compliant
6.2	Delivering the requirements set out in the Output Specification	Compliance	Compliant	Compliant
6.3	Ensuring all RFCAs adopt Spec 005 and carry out all necessary statutory and mandatory testing	Compliance	Compliant	Compliant
6.4	Ensure individual RFCAs comply with the agreed H&S management plan and adopt all the measures therein	Compliance	Compliant	Compliant
6.5	Ensure all staff receive appropriate training	Compliance	Compliant	Compliant
6.6	Produce a SHEP plan and report performance through the agreed performance measurement routes	Compliance	Compliant	Compliant

SECTION 6B – TECHNICAL DELIVERY

Serial	Tasks	Performance Indicators	Targets	Achievement
6.7	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 6C – COMMERCIAL

Serial	Tasks	Performance Indicators	Targets	Achievement
6.8	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 6D – FINANCE

Serial	Tasks	Performance Indicators	Targets	Achievement
6.9	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

SaBRE KPIs SECTION 7A – EMPLOYER SUPPORT

Serial	Tasks	Performance Indicators	Targets	Achievement
7.1	Establish regional focuses for Employer Support activity embracing representatives of the Chain of Command, association officers and members, employers and DRFC	To form a Regional Employer Support Group in line with Defence Directive on Employer Support	Compliant	Compliant
7.2	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 ¹⁶	Generate the Association ES Plan with the RESG in order to secure ownership and the delivery of integrated ES	Compliant	Compliant
7.3	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
7.4	Provide regional representation and contribute to an annual ES performance review conducted by DRFC in Feb/Mar of each year	Compliance	Compliant	Compliant
7.5	Select and employ a RSCD who meets the DRFC provided selection criteria ¹⁷ to deliver the regional elements of the National Campaign. Selection to involve DRFC representation	Compliance	Compliant	Compliant
7.6	Develop the RSCD's competence reflecting input by the SaBRE Campaign Director as part of the RSCD's performance review process	Compliance	Compliant	Compliant
7.7	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	Compliant

¹⁶Approved annually by the SaBRE Executive Committee

¹⁷Selection criteria to be agreed between RFCA Lead CE ES and MOD (RF&C)

EMPLOYER SUPPORT *continued*

Serial	Tasks	Performance Indicators	Targets	Achievement
7.8	Implement good practice as identified and developed by the SaBRE Campaign Director, the RSCDs and the Lead CE for Employer Support	Compliance	Compliant	Compliant
7.9a	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	Compliant
7.9b	UESOs/ROSO Understand what SaBRE does	Understand what SaBRE does	Compliant	Compliant
7.9c	Increase the absolute number of supportive employers	By confirmed and unconfirmed supportive	Compliant	Compliant
7.9d	An annual increase in the awareness of SaBRE amongst employers	Annual increase in awareness amongst employers	Compliant	Compliant
7.9e	An annual increase in the awareness of what SaBRE does amongst employers	Annual increase in awareness of what SaBRE does amongst employers	Compliant	Compliant
7.9f	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	Compliant
7.10	Support marketing at a national level of Exercise Executive Stretch (Ex ES) 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	No Ex ES held in FY11/12
7.11	Provide updates on campaign performance. Budgetary position and negotiate re-balancing of outputs at the In-Year Management Quarterly Reviews	Compliance	Compliant	Compliant
7.12	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
7.13	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
7.14	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 DRFC participation and published in a best practice compendium 2. Implemented by SaBRE Central and RSCDs	Compliant	Compliant
7.15	RFCA's to ensure RSCD attendance at Workshops and the implementation of direction and best practice developed at these workshops	Compliance	Compliant	Compliant
7.16	Promote SaBRE as the key point of contact in targeted areas of Reservist employment	Compliance	Compliant	Compliant

FY2011/12 Achievements

Output One Alpha Advice and Support to the Defence Council

The reporting period has continued to be identified with a number of reviews falling out of the Strategic Defence and Security (SDSR) and the ongoing structural changes within the MOD, the Front Line Commands and the Defence Infrastructure Organisation. The final staffing of the Future Reserves 2020 (FR20) Review involved the Chairman of the Council, the Chairman of the Board and the Chief Executive CRFCA, the latter being intimately involved with the work of the three Independent Commissioners (VCDS - General Sir Nicholas Houghton, Julian Brazier MP, Lieutenant General (Retired) Sir Graeme Lamb). A similar level of involvement occurred in the development of Defence Youth Engagement Review (DYER) and related youth initiatives. At all times the advice of the regional associations and their voluntary members was particularly helpful. Here the regional advice from devolved governments remained particularly relevant, especially where devolved representatives were voluntary members of the Associations. The provision of such advice and guidance was facilitated by the continued close linkage between the CRFCA and the MOD and senior FLCs. Membership of both national and regional tri-Service command and management boards by RFCA Chief Executives and National Resource Directors continued to assist in this transparency. Additionally membership of specific change management working groups such as the MOD Reserves Steering Group, the MOD Youth and Cadet Steering Group and Basing Optimisation Programme Board have helped prepare for change, which is particularly relevant to volunteer estate rationalisation.

The pace of change has often been demanding not only upon our small staff but also upon our management processes. The development of Army HQ structures, the demise of the regional division HQs and the establishment of HQ Support

Command and the significant changes in the tri-Service infrastructure organisations require the RFCAs to remain adaptable to all this change. Moreover, the potential changes in emphasis and priority in tri-Service outputs, such as employer support, community engagement and youth initiatives, combined with significant proposed outsourcing such as the Army's Recruiting Partnership and further contracting of the Defence Training Estate, all have necessitated internal strategic and business re-positioning. The CRFCA Strategy Committee has been instrumental in this as well as a programme of internal specific workshops addressing many of these issues at Chairman, Chief Executive and Director level.

The RFCA support to welfare and in particular to injured servicemen has become a growing output. CE CRFCA continues to be an important member of the COBSEO Board and has improved linkages with all tri-Service welfare charities. Our outreach to Service Families' Federations has also strengthened. CRFCA has been represented on the Injured Reserve Working Group (the TIRWG) developing answers to Reservist medical issues and regionally linkages to local Service charities remain strong.

Fundamental to all these strands of work is the voluntary membership of the Associations and the CRFCA. The Quinquennial Review of all the RFCA Schemes of Associations of April 2010 provided all Associations with a common basis for their Schemes and a framework for the next five years. The voluntary commitment of all Association members to both national and regional committees and working groups, such as the Regional Employer Support Advisory Groups (RESAG), is a force multiplier for Defence enhancing Defence's links into society. This free, voluntary commitment and significant pro bono advice is much appreciated. The continued support of our Association Presidents and Vice-Presidents – the Lord-Lieutenants – has been pivotal to our links to our communities in

particular to the lead-in to the busy Diamond Jubilee Year programme. Moreover, linkages to local MPs have strengthened through regional briefings and visits to the Palace of Westminster

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

The primary aim of all our business outputs continues to be the support to operations, particularly to all our mobilised volunteer reserves. The level of mobilisation in this reporting period continued at a high tempo with the emphasis on specialist support in particular reserve medicine and individual augmentation. New threats such as maritime piracy and Op ELLAMY – operations in support of NATO in Libya – required additional individual mobilisation notably from the RMR and RAuxAF – to provide specialist operational skills, mainly in ISTAR, movements, intelligence and PR. In February 2012 it was announced that Reservists would be mobilised to support the London 2012 Olympics Games under the wider mobilisation powers for national resilience. Such new usage of volunteer reserves mobilised to support such a prestigious national event requires a new proposition and a different employer support campaign. Combined with current operational support, the planned support by volunteer reserves for Op OLYMPICS will mean that mobilised numbers will exceed those of 2003. Wider support by the RFCAs in the provision of VRF sites for Op OLYMPICS, particularly by Great London RFCA, has also demonstrated our ability to support national events.

In addition to our increasing close links to Service welfare charities, the RFCAs have expanded their role in adapting the homes of injured servicemen delivering over 51 projects in 12 RFCA regions with funding received from DInfra of £1.746m. Further funding from Haig Homes, Help For Heroes and regional Government has also been received.

This rewarding work, using our skilled regional estate staff, continues to demonstrate the utility of the RFCAs in support of post mobilisation delivery. Here also the close RFCA links with the Army Recovery Capability (ARC) and in particular the Personnel Receiver Units (PRU) means that the Associations can continue to act as regional welfare support hubs when required. Our continuity and regional knowledge means that this important role of post mobilisation aftercare is an ideal opportunity for the RFCAs.

Output One Charlie Provide Facilities Management Services

Work has advanced in confirming the full FM requirement for the Maritime Reserves resulting in a new SLA. Resource planning for utilities has proved difficult throughout the autumn and winter period, with monthly variable and substantial price rises for electricity and gas purchased using the Government Central Contracts. The mild winter mitigated the worst effects and the total spend remained within budget.

All Associations report compliance with utilities provision and an improvement in the collection of meter readings. The DIO (DInfra) led project to install Automatic Meter Readers (AMRs) has not met its target and smaller properties originally due completion by Oct 11 were not carried out within the reporting period.

Associations continue to take advantage of Government backed energy production and reduction measures such as Feed-In-Tariffs and Renewable Heat Incentives, and have installed photo voltaic and solar panels, air-source heat pumps and more efficient components in both new and existing property. A late bid to make best use of funds remaining from DIOs Spend-to-Save pot was unsuccessful but should lead to future DIO contributions.

Government targets of a reduction of 25% in greenhouse gases and waste by 2015 are reflected in the Environmental Management System (EMS) which has been instigated at the beginning of the reporting period. The EMS is similar to the Army Sites EMS (EMSAS) but tri-Service, and Associations are required to gather data on the production of waste, carbon emissions and energy consumption. The IT system to support the EMS and display data for the benefit of the Chain of Command is currently the subject of a review to ensure it is compatible with DIO/CESO developments including the TRaSH reporting system. It is this IT system that will inform users of consumption trends and enable costs to be driven down.

A Transport Operation Instruction for cadet support vehicles based on JSP 800 has been endorsed by LF Master Driver and is now in use throughout the Associations. PSC carried out a Baseline Study of the current RFCA transport provision; the results are still awaited. The scheduled Project Phoenix (pan Government White Fleet) Trial has not been undertaken. A reclassification of cadet support vehicles to tax class 60 has resulted in the removal of the Road Funds Licence (Road Tax) payments, a saving of approximately £100,000 per annum.

The in-year removal of the TA Establishment Grant has led to Units and RFCAs bidding for furniture, fitting and fire fighting equipment from their respective Accommodation Services Units. Early signs are that the process is working in all areas apart from fire extinguisher replacement; FMs have replaced faulty equipment immediately and not waited for replacements from Bicester.

The management of regionally generated income continued to be exercised within the terms of MOD policy and individual SLAs. The income generated through wider markets initiatives will improve over time through the introduction of new management applications (the events booking system and the Sales Ledger on SYMPHONY) linked to a new

Alternative Venues marketing programme, which will improve the letting of VE spare capacity in a professional and branded manner.

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

Cadets

Over the course of the last year a significant amount of work has been undertaken by the RFCAs in support of the Defence Youth Engagement Review (DYER). By the end of this reporting period the DYER had not been issued. However, it is anticipated that many of the recommendations made by the author, Brigadier James Plastow, will be taken forward. A key recommendation emanating from the Review was the establishment of regional agents who would be responsible for stimulating cadet force development and providing influence at the local/regional level. These agents would produce development options for the Defence focus (MOD) whilst working to national strategic objectives agreed by the cadet forces. They could also provide the principal point of influence and contact on youth matters with schools and local authorities/agencies. This would not prevent each cadet force from conducting its own local influence and engagement strategies, but would provide an element of regional coordination where this was thought to be appropriate and beneficial. It is therefore axiomatic that the role will play an important part in any initiatives designed to expand the Cadet Forces. It is also of note that the Societal Impact of Cadet Forces Report undertaken by Southampton and Portsmouth Universities in 2010, commissioned by the CRFCA, was extensively used to support some of the underpinning statements within the DYER.

One of the key undertakings that we provide to the ACF is the professional support to County Commandants and an important aspect of this is the provision of Designated Safeguarding Officers in each County/Sector/Battalion. In order to ensure

that the best possible service could be provided, all of the Cadet Executive Officers (CEOs) within England, Wales and Northern Ireland have taken part in training courses provided and accredited by the NSPCC (separate arrangements took place for the CEOs in Scotland). The training proved to be extremely valuable but also served to reinforce the high level of understanding of this difficult area of responsibility held by the current incumbents. Future plans include the ability to provide in-house accredited on-going training for new members of staff and continuation training for existing employees.

The RFCAs were well represented at the Army's Cadet Commandants Conference which took place in the Royal Military Academy Sandhurst in February. It was of note that one of the biggest areas of concern, raised by the ACF Commandants, was the potential transfer of management responsibilities for several Cadet Training Centres. There was, and still is, a real concern that should the provision of these facilities become the responsibility of a contractor, within the wider training estate contract, that the flexibility currently provided by the RFCAs would be lost and that the end-to-end provision of support services to the ACF has the potential to be diluted. This ironically comes at a time when notable achievements in the development of cadet facilities have occurred. No better example of this is the Greater Manchester ACF County Headquarters and Cadet Training Centre at Holcombe Moor which was opened in September by General Sir Nick Parker, KCB CBE, Commander-in-Chief Land Forces. The project was completed within budget and ahead of time. The facility has already demonstrated that the principles of maximum utilisation are well understood by the RFCAs with the first occupants of this facility coming from a Regular Army unit. As part of our commitment to ensure that this type of facility is available to the wider Service community, the RFCAs have developed a bespoke booking system. This system manages user requests, tracks utilisation and provides the level of data

management consistent with standard audit requirements. Notwithstanding the provision of this ACF-specific facility, there is also a requirement, wherever possible, to develop facilities that can be shared by the cadet forces. The re-housing provided by Greater London RFCA for ACF 106 Detachment and ATC 1227 (Sidcup) Squadron in a purpose-built facility replaced the previous mix of inadequate accommodation formerly occupied by the two units, provides a perfect example of best practice.

In Northern Ireland a 'Cadets into Work Initiative' was launched in September 2011. This initiative will help Cadets bridge the gap from school to employment. Those who complete the course should be better positioned to show off their skills and personal attributes while local employers will benefit from access to a pool of young people with a strong work ethos, high self-esteem and a determination to make their mark in life and in the workplace. At the launch of the 'Cadets into Work Initiative' parents of the cadets involved were briefed by the Commandant 1 (NI) Bn ACF, Colonel Paul Shepherd and Nigel McIlwaine of Foyle Food Group who supported the pilot. At the first event in October cadets and cadet force adult volunteers participated in a series of workshops culminating in mock interviews. It is hoped that this initiative will be replicated across all of the RFCAs.

At the end of the reporting year the West Midlands RFCA were the main sponsors of the Birmingham Group Chamber of Commerce Annual Awards Dinner at the International Conference Centre. The event was attended by almost 1,000 business men and women from the region. As the main sponsors an opportunity to speak was provided and the Regional Brigade Commander was invited to talk on reserve and cadet issues. During this piece he championed the virtues of the cadet movement and explained that there were a vast number of high quality young people leaving the cadets who do not go on to join the military and were all excellent potential apprentices for the business community.

He then handed over to 15 year-old Cadet Corporal Francesca O'Carroll, the newly appointed Lord-Lieutenant's Cadet for the West Midlands, to speak, who promptly stole the show. Francesca wowed the audience telling them of her (considerable) achievements since she has been a member of the ACF and her aspirations for the future. Before she could get back to her seat at the dinner table, Lord Digby Jones came over to personally congratulate her. Such events are not uncommon but go a long way to demonstrate the reach of the RFCAs and their ability to help shape the understanding of the cadet forces and the wider benefits they can bring to employment and the community in general.

The development of a new Army Cadet Force (ACF) website includes the ability to make expressions of interest to become an adult volunteer with the ACF online. The subsequent follow up procedure can now be monitored and should be a useful tool in determining the effectiveness of the website and of the procedures in place to take an 'expression of interest' and turn the approach into a new volunteer. In simple terms it appears that, although enough volunteers are forthcoming to maintain the status quo, there is an area of concern regarding ACF Officer manning, which stands, as a national average, at 68% of establishment, with the average age of an ACF officer being 46. It therefore follows that there is a shortage of talented young officers who can be nurtured to become the Deputy Commandants and Commandants of the future. In order to address this concern a nationwide digital officer recruitment campaign will take place over financial year 2012/13. The RFCAs continued to manage the HR requirements of Combined Cadet Force Officers through the JPA system.

Youth

It is not unusual for youth policy to be high on the government's agenda but the riots in several English cities in August 2011 and youth unemployment levels have further focused interest on youth

development issues. Government sponsored schemes such as National Citizen Service (NCS) and many other initiatives have potential implications for Defence youth activity, particularly the cadet movements. The Devolved Administrations have the responsibility for youth provision and as such have specific policy documents relating to this area. In England the document published in December 2011 is entitled 'Positive for Youth' and contains some significant comments on the role of the cadet forces including a statement on exploring the opportunities to expand cadet forces particularly in state maintained schools. The Ministry of Defence (MOD) and Department for Education (DfE) are working together to find cost effective ways to meet the demand from state schools wanting to run their own cadet force unit. Should this expansion take place then it is highly likely that the RFCAs will play a pivotal role in the provision of guidance to schools wishing to have a cadet unit and the subsequent recommendations for inclusion to the MOD and DfE.

NCS is the Government's flagship youth programme designed to challenge 16 year-olds to come together in a common purpose, aid social integration and develop a community spirit and awareness. Working with the delivery partners from The Prince's Trust and Skillforce, the RFCAs provided accommodation, for the pilots undertaken in the summer of 2011, in several areas. It is anticipated that in the future much more of the cadet estate may be required for the delivery of the NCS programme as the aim is to expand the offer to 90,000 young people by 2014 with an ambition to make it available to all 16 year-olds in England. Cabinet Office and the Department of Education are also working with the Ministry of Defence to explore options for strengthening the general contribution of the Armed Forces.

It should also be noted that a new Youth Action Group has been established to bring together the Chief Executives from seven large national charities (which includes Youth United) with Ministers from nine Government Departments (including the MOD as lead for the cadet forces). Strong links have been established with Youth United where the Council of RFCAs representative sits as a member of the Board as a supporting organisation. The same level of engagement also takes place in Wales through Young Dragons and in Scotland via Youth-link. In addition to the national organisations the Chief Executive for Greater London RFCA, in his capacity as a Deputy Lord Lieutenant, chairs YOU London.

Output Three Support to Recruiting

We reported last year that the process of tasking and resourcing the RFCAs was now better understood by the regional brigades but activity levels continued to be hampered by a lack of direct resourcing. That situation has remained largely unchanged with Associations reporting that much more could have been achieved had they received relatively small cash injections to prime the pumps of their regional support. Thus our ability to shape the recruiting battle space has once again relied largely upon those Associations who could afford to deploy a proportion of their RGI towards recruiting positive activity. A total of £0.7m was added to regional and local reserve and cadet support to recruiting from RFCA income generation. This might not be available to the future Commercial Recruit Partnering Contract. The latter has included typically local PR campaigns, support to Army Careers Exhibitions, Fresher's Fairs and Community Engagement Events with a peripheral recruiting spin-off.

Latterly in the run up to the announcement of the RPP's preferred bidder (Capita) and subsequent contract award, the RFCA's intimate knowledge of the Volunteer Estate, past experience, cost effectiveness and flexibility have all featured in

discussions with ARTD's Staff and the RPP Team – work in this area, designed to identify where the RFCA's existing Recruiting Support Output can complement, as well as dovetail safely into the RPP's Operating Solution without causing a conflict of interest, is on-going.

Output Four Assistance to Community Engagement & Representation

Communicating change has been the theme of this year in the Civil Engagement of Community Engagement arena as well as stressing support for our continuing campaign in Afghanistan and the reserves and cadets. The background and reasons for the downsizing in all three Services, the preparations for the implications of Future Reserves 20 and Army 2020 has been the key messages using our extensive and embedded community networks. Regional delivery through county and regional briefings to Associations with selected guests have proved invaluable in helping to shape and prepare Councils, Unitary Authorities, the Reserves and other key stake holders for the implications of these change programmes.

Many RFCAs have conducted regional MP briefings in the House of Commons to stress the importance of the Reserves, their employers and the cadets. These have been very well received and have resulted in greater engagement by MPs visiting their reserve units and cadets in their constituencies.

Regional support to the chains of command continues to increase across a widening spectrum; facilitating regional and local Armed Forces Community Covenants and military civilian partnerships, identifying key civilian personnel for Service civil engagement events and supporting the transition of service leavers into the community. The engagement of the reservist employers is an integral component of the delivery of civil

engagement that will increase in importance as part of the expansion of the reserve forces. Support to veterans has involved signposting to service charities and highlighting veteran issues to Service Veteran and Pensions Advisory Forums and the Service Personnel and Veterans Agency. The use of the RFCA contact database has proved invaluable in these areas.

The impending reduction in the geographical laydown of the Services and the recruiting challenges for the reserves particularly the TA will place greater reliance on the RFCAs and the cadets in the future.

Output Five Personnel and Financial Management

Financial Year 2011/12 was the fifth 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 continued to remain work in progress. The welcome development of the Fleet SLA in April 2012 will assist the delivery of outputs for FY2012/13. The CRFCA Business Plan 2011/2012 was based on the extant SLAs with DE (DIO), the HQLF Plan, the HQLF SLA, the HQAC SLA and the SaBRE SLA.

Internal governance continued to improve with the programmed activities of the CRFCA Audit Committee and a return visit of the DIA. The DIA focused their audit on four areas all of which we attained substantial assurance: Pay and Remuneration, Infrastructure (Soft FM), Regionally Generated Income and White Fleet and Cadet Vehicles. The recommendations made throughout this audit have, in the majority, been

put into practice. However several strategic issues remained unresolved with our stakeholders that were highlighted on the previous DIA report 2009, 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 FReM compliant. It is anticipated that these regulatory issues will be resolved in FY2012/13 for full compliancy by FY2013/14. During this period, compliancy and governance was enhanced through the full establishment and development of the RFCA Audit Committee albeit the need for a funded internal audit facility remained an aspiration.

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. FY2010/11 savings measures, which included a reduction in the TA Establishment Grant and infrastructure, were carried forward into FY2011/12 however some in-year risk was mitigated by a successful winter supplementary provision and uplift. Reductions in budgets for Estate management, projects and ES/SaBRE and the cessation of the ACF Additional Travel Grant resulted in our funding income decreasing from FY2010/11 by 4%, almost £5 million, to £104,983,276. Overall these factors combined with control measures such as 3CR, PROMPTU and the Government embargo on recruiting and publicity/marketing compounded to make in-year cash flow management difficult. Despite the continued difficult commercial market, regionally generated income added a further £8,649,049 to the budget realising

a final income budget of £113,632,325. Total expenditure was £113,851,453 producing a narrow variance of £219,128 expenditure over income. We remained within our 2% GiA operating reserve figure.

Human Resource support to our workforce continued to be underpinned by the RFCA Staff Regulations 2010, which were further updated with the first main amendment to reflect a series of new HR issues. All in-year HR issues were managed by the Pay and Personnel Committee, with important membership and advice from our trade union representative. Although the ACF support staff increased slightly, the professional staff numbers reduced. Overall the lean staff ratio has had to deal with an increased work load, notably from additional data collection and new reporting requirements for the DIO. This had added to bureaucracy and stress in the workplace. Sickness absence has also increased, whilst Government restrictions on staff recruiting have not helped.

Project HALDANE2 (PH2), the development of the CRFCA secure web facing and RLI facing application based upon a secure centralised data base/platform and cloud technology was stalled at the start of Phase 2 in November 2011 by a retrospective ruling by the Network Technical Authority (NTA). Despite widespread approval of the technical design, the NTA was not prepared to authorise PH2 to connect to the RLI. This ruling necessitated the PH2 Board to produce and submit a Risk Balance Case to the MOD Chief Information Officer. He has ruled that PH2 can have an interim connection to the RLI in order that an end to end penetration test can be applied to PH2. This has yet to be actioned and at the time of publishing this report this important business project will have been delayed by 10 months, causing additional project costs, reputational risks and business delays. This represents the CRFCA's most serious corporate business risk. On the plus side, the delay has allowed us to develop a

better IT structure for the RFCA cadet permanent staff, which is work in progress. Linked business applications (pre-qualification questionnaires for contractors; environmental management; finance applications – the sales ledger; the events booking system; end of year applications) continue to be developed and SYMPHONY, the RFCA business application, continues to underpin all our work. New reporting and data recording requirements imposed by Stakeholders need to be underpinned by the necessary IT funding. Information security and data management has been the subject of internal workshops, training and the necessary accreditation.

Output Six

DIO 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

There are two principal interfaces between the CRFCA and DIO in relation to the built Estate. Firstly, we are mandated to maintain it within constraints of our budget but compliant to all Health and Safety and Mandatory regulations as contained in numerous Specifications, JSPs and our SLA. Secondly, we work closely to identify areas of the Estate that are likely to be surplus to requirements. Although the latter is not overtly part of this report it is implicit in all of our work. Reductions in funding force difficult choices and over capacity in the Estate make some of those choices more difficult still. The in-year cut of £1m to the VE maintenance budget led to a commensurate reduction in the overall standard of the estate and a consequential increased bow wave of outstanding works for the following years. This will also reduce 'the look and feel' of volunteer reserve sites at a time when the Future Reserves 2020 study is seeking increased numbers through recruiting and retention initiatives. Moreover the Lowland RFCA external

auditors (Wylie and Bisset LLP) raised the following observation over estate funding in their audit report: "We note that expenditure for the year amounted to £1.5m. This continues the reduction in spending in this area reported within our prior year letter (from £2.9m in 2009 to £2.1m in 2011). We have been advised that this is principally due to a reduction in non-essential maintenance costs. Whilst we appreciate that a decision has been made to fund principally essential maintenance we highlight that this could have a detrimental effect on future financial returns if this results in a back log of repair work required for the Association's estates".

Our procedures are continually improving and the underlying Service Specification (SS) is regularly revisited and is in need of a general refresh. This is dependent upon the Output Specification as produced by the single Services and DIO. We are working hard to ensure any changes in that requirement are reflected in our SS. The seven year Service Level Agreement originally between CRFCA and DE needs to be reissued and refreshed to reflect DIO and its new requirements. This work will begin shortly.

Despite a dramatic cut in Maintenance funding, the Estate remains compliant but necessarily there are a number of buildings that are showing signs of under-funding and this is only likely to get worse over time.

There are though some good news stories of ways in which we have been able to use single Services funding to good effect in major works or Estate replacements.

We had a major injection of funds last year from LF to fund a replacement programme of Arms Chests at ACF cadet centres. The programme was extensive and still ongoing – due to complete in September this year with an overall spend of £1.5m replacing 650 chests. This represents a significant move forward for security of weapons held by the

Army Cadet Force to meet security compliancy. It also reflects an Army commitment to this vital output.

Over the last two years the Associations have been increasingly used to manage projects of Disabled Access Works for Injured Soldiers, most of whom have been injured by IEDs in Afghanistan. Works vary from ramps and rails into a house to internal lifts and wet rooms and a few major property extensions worth in excess of £100k. This demonstrates the agility and cost effectiveness of our business model – using local trustworthy contractors who offer competitive prices for quality work.

Around the UK there were a number of capital projects worthy of special mention.

- Holcombe Moor Cadet Training Centre. This year saw the completion of the Greater Manchester ACF County HQ and Cadet Training Centre, which was opened by CinC LF, General Sir Nick Parker in September 2011. This was a major capital project which was completed on time and well within budget.
- Sidmouth Joint Cadet Centre and Range. This year saw the completion of the build of the new cadet centre in Sidmouth in collaboration with East Devon District Council.
- Kingswood ATC Centre. In Bristol, a new Cadet Centre was completed for the ATC, part funded by South Gloucestershire CC and with joint occupation by the Ladybirds Playgroup.

- At Yoxter Training Centre, following a successful planning application, 92 solar panels have now been installed on the main dining/ablution block. The power generated will provide sufficient energy to serve the centre, reduce the LPG requirement from three tanks to one and provide an income stream from electricity supplied back to the grid. The installation timetable has met the timeline for the RFCA to benefit from the higher level of electricity generation rate.
- We have also been engaged with a project to provide a new glider hanger at Upavon Airfield in Wiltshire.
- Newton Abbot Joint Cadet Centre. A new two storey Cadet Centre has been built on the former ACF (freehold) site.
- Wells Joint Cadet Centre and Range. A new centre built on the remaining freehold site. The centre has been built in partnership with Brookvale Homes.

At Cambuslang Cadet Training Centre, home of Glasgow and Lanark Bn ACF, we completed a new accommodation block for female Cadets and Adult volunteers. Although a longstanding requirement for the ACF this project had remained unfunded for a number of years until the Board of Lowland RFCA were able to step in with dedicated RGI funding.

At Edinburgh TA Centre a Virtual Battlefield Simulator2 Suite was installed to provide a valuable local training resource. This was installed in direct support to operations of unmanned surveillance aircraft over Salisbury Plain prior to deployment. A number of Reserve Centres across the Lowlands also benefitted from Building Management Systems which will reduce wastage of utilities. In the last year this has assisted in achieving reductions in gas usage of 39% and 32% in electricity.

Cambuslang Cadet Training Centre



Cherry Tree Camp, Colchester CTC

The camp at Colchester is ideally placed for a CTC. The extensive Friday Woods surrounding the camp is used by Regulars, TA and Cadets as a training area. We recently completed a new build dormitory to hold a further 35 Cadets, in addition to the existing 120 beds. The 240m² plan is loosely based upon the lines of Project FEVER and was funded by RGI to the value of £410k. Extensive negotiations took place between Estates and the Planning/ Highway Authorities as previous submissions were rejected for such a scheme.



Grays Cadet Centre

Grays TA Centre was sold under a compulsory purchase order from the Thurrock Thames Gateway Development Corporation (TTGDC) to enhance the town, and build a new Royal Mail Delivery Office. Part of the purchase was to move the TA into Coldhams Lane, Cambridge and re-provide a cadet centre within Grays. It was decided that the cadet centre would be built on the site of the existing ACF building incorporating both the ACF and ATC in one unit. The completed project was handed over in January 2012 at an estimated cost of £1.5 million.



Output Seven

Employer Support - SaBRE National and Regional Delivery

Introduction

This has been another challenging but yet successful year for employer support, a reflection of the continuing economic challenges experienced by many employers in both the private and public sectors nationwide and affected by the sustained budget cuts across Defence. The freeze on using external agencies for marketing and advertising activities remained and thus the ability to engage and sustain supportive employers with limited resources was to some degree restricted. Nevertheless regional engagement has remained very active and much credit for this falls to the Regional SaBRE campaign Directors (RSCD). Reservist mobilisations continued for Ops HERRICK

and TOSCA and this period saw preparation for mobilising Reserves to support Op OLYMPICS, which will be the largest mobilisation since 2003.

Employer Attitudes

Employers' attitudes remain mixed. The vast majority continue to appreciate and admire the selfless commitment of the Armed Forces, and consider that they have an obligation to provide support. Those employers who were already supportive, on the whole, remained so. They want to ensure that they are supporting their Reservist employee in every capacity as they believe in both the commitment and the experience that Reserve service brings to their organisations. For some, balancing the 'supportive spirit' against the reality of their business environment has become more of an issue as the economic situation has remained tough. HR policies were tweaked, days off reduced and/or paid time off revised as these employers struggled to make room for Reservist commitments within their organisations. There have been a few cases of employers showing some resistance to the demands from their Reservists, which we should not necessarily be surprised by. However this is not a common trend and the vast majority of employers remain prepared to be supportive. Inevitably there are some employers who cannot accommodate their Reservists' requests for time off for training and ultimately mobilisation, due to financial burden or staff shortages. With 'intelligent mobilisation' by units, this problem can largely be avoided.

This highlights the need to target and educate the employer base. Employers that are unengaged by us and therefore ill-informed about the Reserve Forces clearly will have their own (or, indeed, no) perceptions about what Reservists do. The stand-out observation from the helpline remains 'communication is everything'. If both parties engage early and, crucially, understand the obligations from both sides that a Reservist commitment brings, the relationship will invariably be more harmonious. The problems arise when there is little or no communication until a request

for time off for training is raised or a mobilisation comes around. To counter this type of problem, it is essential that employer data held on Joint Personnel Administration (JPA) is properly maintained by units, and units, when warned for mobilisation, are more proactive in engaging with their employers. This then enables more effective and timely engagement by the RSCDs. Under Future Reserves 2020 (FR20) it will be essential that these two aspects are effectively addressed.

Support and Engagement

SaBRE's day-to-day business continued through various channels, both in a national and regional capacity. The helpline, which is highly regarded, continued to provide information and advice in a variety of areas to employers, Reservists and the Chains of Command. Subject matter included time off for training, generic information about joining the Reserve Forces and questions about HR policies relating to employing Reservists to name but a few. Some of the calls were complex in nature and many required regional input. The SaBRE website continues to be a most effective form of communication. It is invaluable in promoting the employer support message, and is the 'go to' for information for both employers and Reservists. 2011/12 also saw a soft launch of SaBRE's social media channels – Facebook, LinkedIn and Twitter. These have been populated with content including case studies, announcements from defence and articles and blogs written by SaBRE staff with the aim of extending our reach. In the coming year there remains an ongoing need to validate the effectiveness of these social network sites in conveying the ES messaging.

Work in the regions continued through SaBRE's network of RSCDs who are embedded in, and employees of, the RFCAs throughout the UK and remain at the forefront of Defence's direct engagement with employers. They continued to work across the private and public sectors and help with all issues arising from Reservists' mobilisation and their return to work.

The wider engagement by the RFCAs has remained at high tempo with advantage being taken of events sponsored by the individual Services together with more focused work with employer groups and professional bodies (IoD, Federation of Small Businesses (FSB), Chambers of Commerce, etc). This has provided valuable engagement with employers that may not currently employ Reservists. Much focus on highlighting the value of Reservists in the civilian workplace and the work undertaken by SaBRE to evaluate the training benefit to employers has been convincing, particularly at a time when CPD funding in business is under pressure.

Lord-Lieutenants, politicians and senior officers have been particularly helpful in promoting the Employer Support message at events organised by the RFCAs. The presentation of Supportive Employer certificates continues to provide a useful means to recognise the commitment of employers, and particularly those who have had experience of a mobilised Reservist. A number of the RFCAs' Regional Employer Support Advisory Groups (RESAGs) have mounted successful advocacy campaigns and this enables a means of very effective penetration into the wider employer base, together with some particularly effective work in niche areas, such as the NHS. The RFCAs take advantage of virtually every community engagement event to expose employers to the Armed Services. Events such as the Service presentation teams and military exercises provide powerful opportunities to expose the work of the Services and have resulted in significant interest and enthusiasm to provide support. Every such opportunity needs to be seized. We would recommend a return to funding well-engineered employer events, such as Ex EXECUTIVE STRETCH, and Employer Abroad visits. These are influential in enabling greater understanding by employers of the operational environments in which the Services are engaged, particularly as the visibility of Op HERRICK begins to wane.

Future Reserves 2020 Review

Future Reserves 2020 (FR20) review will be formally announced and published shortly, examining the future utility of the Reserve Forces and the strategic intent to rebuild and reshape the future use of the Reserves as part of the Whole Force concept. The significant increase in 'operationally-ready' Reservists suggests the need to develop a much stronger relationship with employers. Equally the employer dimension must be better understood across Defence if it is to succeed. SaBRE commissioned a wide ranging piece of research to explore employers' reactions to those elements of the FR20 review which potentially impacted on employers. The research field work was conducted in November and December. The research explored how employers and potential employers of Reservists currently perceive Reservists, and their attitudes towards the idea of employing Reservists. For the qualitative phase the research agency, Jigsaw, conducted 8 meetings with the RFCAs' Regional Employer Support Advisory Groups (RESAGs), 6 focus groups with small employers, and 48 in-depth interviews with different sizes of employers (50 employees to 500+) at their place of work. These meetings, groups and interviews were conducted throughout the UK, including Northern Ireland. In the quantitative phase, over 1,100 online questionnaires were filled in by employers, who were invited to participate by the RSCDs and in association with Employer organisations who endorsed the survey: The CBI, The IoD, The FSB, British Chambers of Commerce and the Forum of Private Businesses. The results of this survey were presented to MOD in February and helped draw attention to several issues that require consideration in the development of the future relationship with employers. There was recognition that FR20 will demand a more sophisticated and mutually beneficial relationship between Defence and employers. CRFCA is firmly engaged in advising on the developing policy and strategy

Op Olympics

Special mention should be made of Op OLYMPICS. The announcement in February that Reservists would be mobilised to support the London 2012 Olympic Games was new territory for the employer community. The support of employers to enable Reservists to contribute to the safety and security of such a prestigious national event was a key enabler. The numbers needed were higher and the mobilisation period significantly shorter than those seen on either Op HERRICK or Op TOSCA. The initial announcement provided the opportunity for a follow-up SaBRE communications package aimed at both employers and Reservists in order to reduce mobilisation risk thus helping to ensure Defence achieved the required numbers. Targeted information was key – it was important that likely questions raised by employers were answered. This information was sent out via the RSCD network to employers and Reservists together with the Chains of Command for cascade. It was also added to the SaBRE website and resulted in a 60% rise in the hit rate to the site compared to the same period the previous year.

Employer Database

SaBRE's database came under the spotlight in this period. Salesforce has been SaBRE's database provider and repository for employer data since 2003. Salesforce is a cloud CRM (Customer Relationship Management) solution hosted in the US and is accessible via a web browser. In 2007, SaBRE was granted approval to store Reservist data (including service, rank, unit, excluding personal address) on Salesforce. Thereafter a regular process of preparing and uploading JPA data onto Salesforce has been in place. Reservist data is now linked to employer data, where this is available, allowing more intelligent and better targeted employer communications and support. However as a result of changes in the security criteria applied by the MOD's Defence Security and Assurance Services, Salesforce could no longer be accredited. With conditional accreditation in place

until March 2012, a Migration Project Board was established and work undertaken to refine the User Requirements Document and assess the migration options. After consultation with key stakeholders, a shortlist of two potential suppliers was established: MAFIS (Management of Armed Forces in Society, a bespoke database funded by the RFCAs) and Microsoft Dynamics CRM (MS CRM), a commercial CRM database which could also be hosted on the RFCA RESTRICTED network, HALDANE2. ACDS (R&C) has delayed the final choice of database decision beyond the March 2012 deadline, in light of pending FR20/Army 2020 decisions. At the same time as pressure to find an alternative database to Salesforce was being felt, the planned reduction in SaBRE funded Administrative Officer (AO) support to RSCDs took effect. From July, data and general administrative support for RSCDs has had to be found from elsewhere within each RFCA. Not surprisingly this has resulted in less support being available, with the consequence that RSCDs have found it more difficult to get out of the office and there has been a reduction in the accuracy of data held on Salesforce. This issue has been drawn to the attention of the MOD.

Conclusion

Overall the Employer Support effort mounted by the RFCAs and SaBRE has helped to ensure that the vast majority of Reservists are mobilised when required by Defence and employers are broadly satisfied by the advice and support with which they have received. The RFCAs and SaBRE continue to play a key role in maintaining and expanding the interface between Defence and employers. Whilst there remains no room for complacency, the overall campaign continues to be successful and over the year has been enhanced by more focused engagement by the RFCAs at the regional level: considerable credit needs to be given to the RSCDs for their commitment to this work.

The RFCAs recognise the value in expanding the work of the RESAGs who have ever-greater potential to act as force-multipliers and persuasive advocates across the employer base. As we enter the era of FR20, the support provided to Reservists and their employers will need to evolve to meet several new challenges: the RFCAs are very keen to ensure their contribution assists in meeting success.

Chief Executive's Report

Background

The Reserve Forces' and Cadets' Association (RFCA) is an organisation, which sits outside of the Chains of Command ('an arm's length body'), but fully supports them in their activities. It is classified as a Central Government non-trading Body with Crown status under the Reserve Forces Act 1996 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 and their dependents, as well as regulars. The RFCA organisation employs some 826 salaried Crown Servants, of whom 551 support the ACF across the UK and 275 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 and 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 2012 was £113.9m, down 3% from FY2010/11. Funding income totalled £105.0m and RGI totalled £8.7m which resulted in a very minor excess of expenditure over income of £0.2m. The Grant-in-Aid reserve to carry forward fell within the 2% allowable.

Of the £113.9m spend, 37% (£41.2m) was spent on the reserves estate and infrastructure, 26% (£30.4m) was spent on the cadets estate and infrastructure, 26% (£29.9m) was spent on support towards the ACF, TA and RAuxAF, 2% (£1.9m) was spent on employer support and the remaining 9% (£10.4m) was spent on RFCAs' overheads. This represents no increase in infrastructure costs despite rises in utility, environmental and non-domestic rates costs. This was achieved through RFCAs better utility and environmental management (EMS). Property management expenditure reduced by 13% overall due to decreased funding, even though estate funding was supplemented in-year by RGI to the sum of £5.8m (£3.8m revenue and £2.0m capital). RGI was also used in year to supplement recruiting support funding (£0.7m), Reserve and Cadet grants (£0.6m), IT & Admin (£0.4m), employer support funding (£0.03m), vehicle replacement funding (£0.1m) and other infrastructure/sub letting costs (£0.8m).

Employer support expenditure reduced by 9% due to Government imposed restrictions, redundancies and funding cuts and RFCA overheads reduced by 10% due to efficiencies. Support towards ISLA rose by 700% which was funded through DIO/DInfra or specific charitable donations or local government.

Further details of the outputs delivered within this expenditure can be found under FY2011/12 achievements.

Result for the Year

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

Financial Risks and Uncertainties

During FY2011/12 we managed a formal risk management process that included mitigation planning. This was important since we faced many in-year risks. The DIO maintenance funding for the year was cut by £1m as a savings measure. Additionally we faced risk within the grant-in-aid budgets which were partially bought out by the Winter Supplementary (IT £0.3m, Utilities £0.2m, Staff Costs £0.1m) and by internal transfers. 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 FY2012/13 and the Planning Round period are far greater. Our grant-in-aid control total for FY2012/13 includes the rolled forward cuts from FY2011/12. However, this Grant-in-Aid cut has been further exacerbated by the risk to the vehicle replacement budget, the removal of the ACF Additional Travel Grant and the TA Establishment Grant. Moreover continued reduced funding by DIO of the VE estate maintenance budget (reducing from £27.7m in 2010 to £24.8m this year) increases future risk arising from a bow wave of repair bills in the years ahead. All of these risks will be closely monitored throughout the year using the processes shown within the Statement of Internal Control. Finally, wider uncertainty lies in the outcomes of FR20 restructuring and the ongoing need for broader Departmental savings.

Corporate Governance

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

Pension Arrangements

These are covered in the Remuneration Report.

Staff Involvement

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

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

Sickness Absence

During the year the days lost through long term sickness were 4,424 days and short term sickness were 2,086 days being the equivalent of 7.7 days per employee. In comparison with national average within the public sector, the RFCA sickness absence rate is 2.9% days lost as opposed to 2.6% nationally.

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, a loss of one unclassified PC, two printers and one overhead projector in the Wales RFCA region. Additionally, £2.5K of cadet clothing (due to non-return) 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 third year that CRFCA is producing shadow consolidated accounts for review by the NAO prior to the first live year in FY2012/13. There remain several regulatory, legal 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: FY2011/12 (£,000)

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Including bonuses/ overtime and London Weighting	Benefits in kind e.g. Company car					
	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)
AVM P D Luker CB OBE AFC Council of RFCAs Appointed: 05/04/2006	85-90	5.1	0.0	165.7	129.4	14.1	143.5
Col (Retd) A K M Miller CBE Highland RFCA Appointed: 28/05/2007	60-65	4.7	0.0	103.5	67.3	9.8	77.1
Col R D Gibson MBE Lowland RFCA Appointed: 20/09/2004	60-65	2.8	0.0	194.9	105.7	12.4	118.1
Col J R M Hackett CBE North of England RFCA Appointed: 21/08/2006	50-55	5.6	0.0	102.0	79.8	5.7	85.6
Col (Retd) C E M Snagge Yorkshire & The Humber RFCA Appointed: 30/09/2009	55-60	4.5	0.0	105.0	83.4	8.7	92.1
Col G J O Wells-Cole OBE DL North West of England & Isle of Man RFCA Appointed: 07/02/2000	65-70	4.5	0.0	244.7	172.5	1.5	174.0
Col N R Beard TD Wales RFCA Appointed: 09/09/2002	55-60	5.8	0.0	182.7	150.0	9.2	159.2

SALARIES AND PENSION ENTITLEMENTS

The salary and pension entitlements of the most senior members of the RFCAs are shown below: FY2011/12 (£,000)

Chief Executives:	Annual Emoluments:	Non-cash benefits:	Real increase in Pension and related lump sum at age 60:	Value of accrued Pension and lump sum at age 60 at the end of the reporting year:	Value of the cash equivalent transfer value at the beginning of the reporting year:	Real increase in the cash equivalent transfer value during the year:	Value of the cash equivalent transfer value at the end of the reporting year:
	Including bonuses/ overtime and London Weighting	Benefits in kind e.g. Company car					
	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)	FY2011/12 (£,000)
Col T F L Weeks OBE West Midland RFCA Appointed: 09/08/2004	55-60	2.2	0.0	138.6	114.5	6.6	121.1
Brig W J Hurrell CBE DL East Midland RFCA Appointed: 01/06/2000 Retired: 31/07/2011	25-30	1.8	0.0	210.2	170.0	-1.5	168.5
Gp Capt N D Sharpe East Midland RFCA Appointed: 01/08/2011	35-40	1.9	0.0	146.4	N/A	N/A	9.0
Brig T Dalby-Welsh Wessex RFCA Appointed: 28/04/2003	60-65	5.0	0.0	169.0	140.4	-5.1	135.3
Col J D Lacey CBE DL East Anglia RFCA Appointed: 23/04/2003	55-60	5.9	0.0	175.1	140.8	-1.3	139.4
Col H M Purcell OBE DL Greater London RFCA Appointed: 01/09/2009	65-70	0.0	0.0	82.7	48.5	15.4	64.0
Col S J Oxlade MBE South East RFCA Appointed: 29/01/2007	50-55	2.1	0.0	110.9	69.6	14.4	84.0
Col J W Rollins MBE Northern Ireland RFCA Appointed: 14/03/2010	70-75	0.0	0.0	83.7	15.0	15.1	30.1

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.

The above reporting requirements cover the total costs of exits agreed in the year. They include payments under the Civil Service Compensation Scheme (CSCS), payments under any other compensation schemes where applicable and any other payments made (special severance payments).

Exit Package Cost Band	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band	
	2011-12	2010-11	2011-12	2010-11	2011-12	2010-11
<£10,000	1	-	-	-	1	-
£10,000 - £25,000	1	-	-	-	1	-
£25,000 - £50,000	1	-	-	-	1	-
£50,000 - £100,000	1	-	-	-	1	-
£100,000 - £150,000	-	-	-	-	-	-
£150,000 - £200,000	-	-	-	-	-	-
Total Number of Exit Packages	-	-	-	-	-	-
	£000	£000	£000	£000	£000	£000
Total Resource Cost	110	-	-	-	110	-

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 MacIntyre 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 2012 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 structural changes (e.g. DIO), new policies and savings measures. The complete lack of progress in Project HALDANE2 (PH2) leading to presentational, business, financial and IT technical risk. Awaiting outcome of the end to end test by DSAS and then further decision by the CIO. 	<p>Prepare staff case to highlight the potential impact that these changes will bring to our founding values and relationships.</p> <p>Develop business cases and communication letters to ensure that the impact on RFCA reputation, organisation and core funding is minimised.</p> <p>Ensure that future process changes and funding transfers do not reduce RFCAs' ability to deliver their outputs.</p> <p>As a result of the PH2 Risk Balance Case, CIO has decided that there will now be an end to end test of PH2 connected to the RLI. Outcome of this will determine the way ahead. Need to confirm way forward either PH2 new programme or alternative PH2 versions. Potentially need for 2 Star response to CIO. Need for early migration programme and reprofiling of budget.</p>
<p>RFCA Infrastructure</p> <ul style="list-style-type: none"> Core Funding. Potential for underfunding in certain areas against need. Infrastructure/DIO. The transfer of the G-in-A Infrastructure component to DIO will now come in to effect on 1 April 2013. This has potential for significant impact on funding, FM staff structure and total output. Saving Measures. PR12 anticipate on-going forecast saving measures. 	<p>In year – Anticipate Stage 3 CTs being less than Stage 2 and prepare impact statements. PR 13/14 – Prepare robust PR13 funding submission and business case in preparation for DIO transfer.</p> <p>The impact of this transfer will be to change our relationship with Army HQ, reduce our Grant-in-Aid status, impact on our original status and values and affect the beneficial income from NDR relief and RGI. Need to staff this transfer with care and ensure that it retains its G-in-A status.</p> <p>Staff in-year enhancements to meet specific risks now that Grant-in-Aid is 'in budget' through Winter Supplementary.</p> <p>Examine EMS efficiency measures to create infrastructure/utility savings and/or consider emergency options (e.g. Site closure or reduction of usage).</p>

Detail	Mitigation
<ul style="list-style-type: none"> • Utility Price Risk. The ending of the 12 month in advance purchase of utilities and the monthly changing price structure have led to volatile pricing of utilities which need to be managed. Change in MOD gas contract from TOTAL to CORONA may cause in-year problems. 	<p>Seek DIO report on price changes on a monthly basis and monitor impact. Apply for funding for S2S measures with £100m available to MOD over next 3 years. Resist future utility savings measures and reflect increase in PR12. If still underfunded, DAdmin to seek reductions in SLA outputs.</p>
<ul style="list-style-type: none"> • Organisation. Savings measures targeted directly at RFCA operating overhead leading to the existing RFCA structure being unsustainable. To be prepared for further PR12 savings measures. 	<p>Develop contingency options to react to organisational change within RFCA structures.</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>
<ul style="list-style-type: none"> • Manning. Progressive PR12 'Going Further' savings measures prevent the maintenance of a post-IR adequately qualified RFCA workforce. 	<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>
<ul style="list-style-type: none"> • MIS/IT. Funding for IT/MIS is now adequate but extremely tight for Project HALDANE2. However further slippage (see Serial1) will cause financial risk both nationally and regionally. 	<p>Once CIO full end to end penetration testing is complete, review regional IT requirement and reprofile IT budget if necessary.</p>
<ul style="list-style-type: none"> • Cadets. PR12 Funding for ACF in-year measures (removal of Special Travel Grant and reduction of ACF Consolidated Grant) will impact on ACF outputs. 	<p>Seek reduction in ACF outputs through SLA review to manage underfunding if necessary.</p>
<ul style="list-style-type: none"> • Grants. CLF in-year or PR savings significantly reduce grant allocations, significantly reducing local unit initiatives and prejudicing RFCA reputation. Wef April 2012 total removal of TAEG and replaced by COPF/ ECOPF. 	<p>With demise of TA Establishment Grant, monitor new processes in particular provision of accommodation stores through DAS DIN and the allocation of COPF/ ECOPF to sub units.</p>
<ul style="list-style-type: none"> • RGI. Risk that transfer of infrastructure to DIO will impact on management of RGI will reduce level of income to customers. Current market and financial pressures mean that RGI will remain low for foreseeable future. 	<p>Exploit better the spare capacity in VE to maximise lettings and WMI.</p> <p>All to commit to the Alternative Venues initiative and develop through improved policy, process, IT applications and a better corporate approach.</p>
<ul style="list-style-type: none"> • NDR Relief. The risk of local authorities restricting or withdrawing the discretionary element of rates relief for cadet properties, resulting from budget cuts to local authorities. 	<p>Improve NDR rate relief applications and ensure that local authorities are aware of the benefits of volunteer reserve forces and cadets to the local community.</p>

CURRENT RISKS *continued*

Detail	Mitigation
<ul style="list-style-type: none"> • Community Engagement (CE). Failure of Land Forces to fund CE aspects related to delivery of Firm Base, prejudicing RFCA credibility to deliver. 	<p>Include CE as funding requirement within PR and supplementary submissions.</p> <p>Dependent upon the outcome of 'future SALESFORCE', develop business case for fully funded MAFiS programme, including commercial engagement of single Services. Improve take up of MafIS Lite within the RFCAs.</p>
<p>Estate</p> <ul style="list-style-type: none"> • Insufficient funding leads to directed reduction in quantity/ quality of VE maintenance. Reduced planned maintenance funding will increase bow wave of maintenance work for the future. • Saving Measures. 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. • Ongoing bilaterals with DIO/DTE over the management of elements of VE training estate and CTCs. 	<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>Sustain pressure with MOD to provide resource to manage regional employer data and provide administrative support for RSCD.</p>
<p>Employer Support</p> <ul style="list-style-type: none"> • Loss of AO is causing a progressive reduction in regional activity. • Pre FR20 SaBRE delivery model unsustainable. • Lack of decision on future ES database is risking closure of data base by accreditor and causing delay in development of cost effective solutions to enhance communications with employers and management reporting to MOD. • Cabinet Office restrictions continue inability to deliver ES outputs, particularly national SaBRE Marketing Plan. 	<p>Sustain pressure with MOD to provide resource to manage regional employer data and provide administrative support for RSCD.</p> <p>Develop new delivery model, with appropriate balance between central and regional imperatives.</p> <p>Sustain pressure with MOD to decide future ES database.</p> <p>Reduce appropriately outputs and KPIs and continue to press for mitigation of the restrictions.</p>

Detail	Mitigation
<p>New ES/SaBRE command structure may cause:</p> <ul style="list-style-type: none"> • Dislocation of SaBRE team and RFCA effort. • Ambiguous C2 for RFCA employment of RSCDs. • Marginalisation of RFCAs from MOD decision making and delivery priorities/funding. • Real time concerns over governance and accounting responsibilities. 	<p>Formalise future support arrangements for SaBRE by RFCAs within new SLA.</p> <p>Review RFCA ES outputs and funding within SLA.</p> <p>Review post of Director ES within CRFCA.</p> <p>Retain CRFCA/RFCA seat within ES governance committees.</p>
<p>Recruiting Support</p> <ul style="list-style-type: none"> • The challenge to meet the FR20 target of manning for the TA by 2018 of 30,000 (plus 8,000 training margin) will not be met by regional funding. • New recruiting Partnership contract may provide significant opportunity to develop regional support or if missed isolate further RFCAs from regional recruiting support for the TA. 	<p>Engage within HQ Sp Comd and DRT(Ops) for TA recruiting campaign with urgent focus on YO's and young soldiers (and with other Commands) during transitional year. Engage at Bde level for Recruiting Support funding and tasks. Highlight significant downturn in TA manning resulting from lack of dedicated recruit marketing. Develop better recruit targets/deliverables. Present robust PR12 funding submission and seek in-year enhancements.</p> <p>Engage with Capita to act as Supplier 2 for TA recruit marketing and FM support to ACIOs/AFCOs. Need to develop RFCA trading arm to facilitate commercial links with RPP Supplier 1.</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. If we fail, communicate impact to customer. Reduce SLA output (support to ACF and CCF(A)).</p>
<p>Vehicles</p> <p>RFCA Support for ACF Transport to Project Phoenix.</p> <ul style="list-style-type: none"> • Uncertainty over the future provision of ACF transport, both dedicated vehicles and spot hire. Included within this risk, the future for RFCA dedicated staff and admin vehicles. 	<p>Continue to prepare and participate in any planned bench marking trial.</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. 	<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>

CURRENT RISKS *continued*

Detail	Mitigation
<ul style="list-style-type: none"> • Disposals decisions are made without having first introduced a disposals policy and 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>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> <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 FY2011/12:

- 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 and reducing budgets. Mitigation planning is therefore difficult and risk can often only be passed back to the Stakeholders.
- CRFCA risk is promulgated up the Chain of Command to the relevant Stakeholders via regular in-year meetings, PR screenings and half yearly Army HQ Performance and Risk returns.

Audit Committee Report on Governance and Structural Issues

Given the responses that the Audit Committee have had from Council's Auditors and following a review of the individual Associations' management letters and the responses to such letters, the Audit Committee have no reason to think that there were, during FY2011/12, issues of governance that needed to be brought to the attention of the Board. However the Committee's ability to review the effectiveness of the system of internal control within the Associations has been limited by the continuing absence of an Internal Audit Service.

This issue has been raised by the Chairman of the Audit Committee with the Chairman of the Board and the Chief Executive of Council. As a result of these discussions it has been agreed that the Committee will, with the assistance of MacIntyre Hudson and in consultation with the Chairman of the Board and the Chief Executive of Council, be inviting a number of firms to tender for the provision of Internal Audit Services to Council. The Committee's aim is for such Services to be available well before the end of FY2012/13.

Issues Raised During Audits

The Council of RFCAs external auditors, MacIntyre Hudson LLP, reported no issues or areas of concern when completing the consolidated audit for FY2011/12. However Wylie & Bisset LLP, a regional auditor, stated 'Whilst we appreciate that a decision (by DIO) has been made to fund principally essential maintenance we highlight that this could have a detrimental effect on future financial returns if this results in a back log of repair work being required for the Association's estates. We recommend that this area is kept under close review going forward to ensure the Association has the ability to generate an overall surplus in future years'.

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 Publications, specific instructions and guidance issued by the MOD. In particular:
 - JSP 462 Financial Management Policy Manual
 - JSP 472 Resource Accounting Policy Manual
 - JSP 525 Corporate Governance
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and relevant to the NDPB;
- Spec 024;
- The RFCA H&S Safety Management System (SMS) incorporating: the CRFCA H&S Policy, the RFCA H&S Policy and the RFCA H&S Manual);
- Environmental Management System Ch1 and Ch2;
- Register of H&S legislation;
- Document Management System (Draft – to be issued in 2011);
- Induction and Awareness Training;
- Document Management System (Draft – to be issued in 2013);
- DE Spec 005;
- Service Specification;
- Service Level Agreement;
- RFCA Standing Instructions and Standing Finance Instructions;
- 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 DIO Compliance Auditors, in their management letters and other reports.

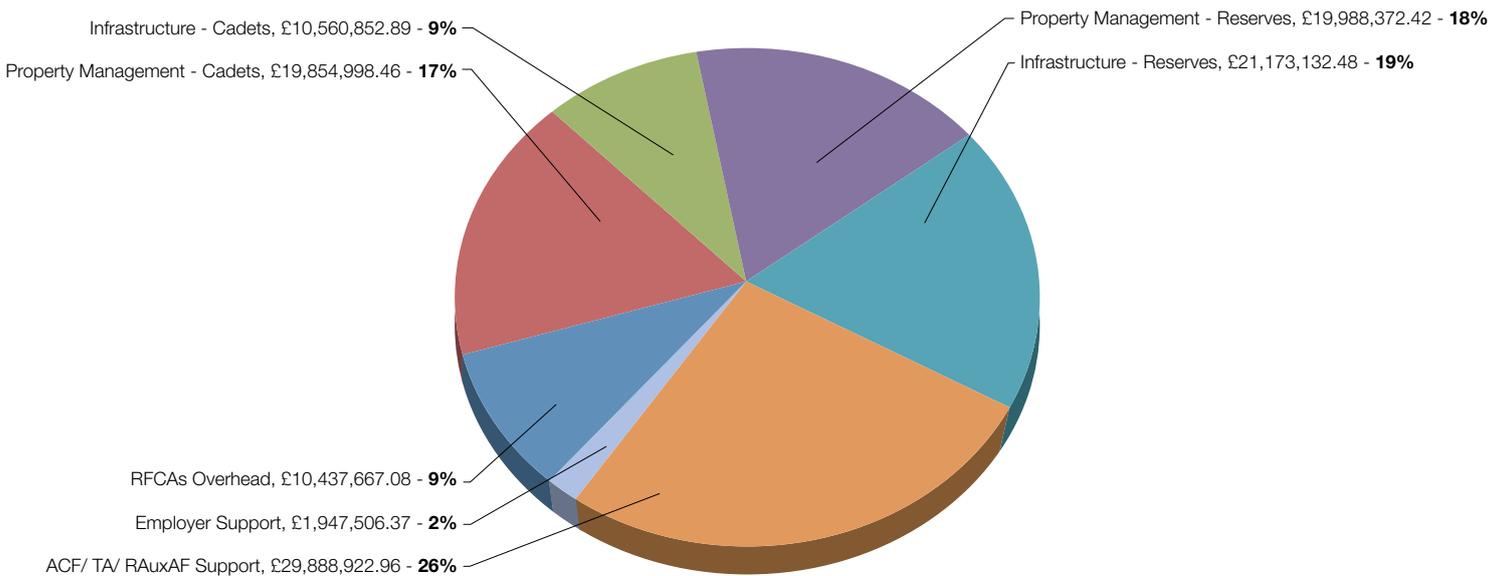
I have received signed Statements of Internal Controls from all individual accounts that make up the consolidated account for FY2011/12.

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 included the recommendations arising from the FY2010/11 and FY2011/12 DIA audits, points arising from the work of the CRFCA Audit Committee, risk management training and direction from the Army HQ Performance and Risk Management Committee.



AVM P D Luker CB OBE AFC
Chief Executive and Accounting Officer

2011/12 Consolidated Expenditure of RFCAs for Year Ended 31 March 2012 (including Funded Outputs and expenditure from RGI)



Funded Outputs			
Army HQ		Fleet	
Reserve	20,171,546	RNR	79,087
Cadet	33,280,530	RMR	156,593
RFCA	10,052,695	URNU	12,409
Total	£63,504,771	Total	£248,089
Air		RF&C	
Air Cadets	2,625,660	National	950,109
RAuxAF	99,405	Regional	1,002,531
RAF	389,363	Total	£1,952,640
Total	£3,114,428	Dinfra/DE	
ARTD		Reserve	19,721,704
ACF	243,850	Cadet	12,561,062
Total	£243,850	Other	1,415,616
		RFCA	564,260
		Total	£34,262,642

FY2011/12 Accounts

Financial Statements

for the year ended 31st March 2012

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

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

FOR THE YEAR ENDED 31 MARCH 2012

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RESERVE FORCES' AND CADETS' ASSOCIATION
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2012

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

MHA MacIntyre Hudson
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 2012

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 2012 on pages 4 to 15 in accordance with Draft Management Statement and Financial Memorandum (November 2007) and instructions in a letter reference 503/4/11 dated 6 February 2012. 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.

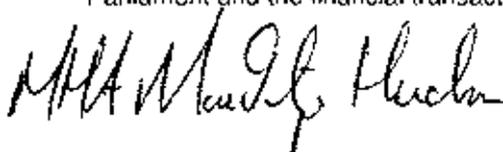
We planned and performed our audit so as to obtain all the information and explanations which we considered necessary to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or 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 2012
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 2012 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.



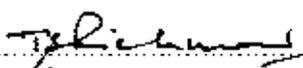
MHA MacIntyre Hudson
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Date 15 August 2012

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.


.....
Chairman

10 August 2012
.....
Date


.....
Chief Executive

10 August 2012
.....
Date

RESERVE FORCES' AND CADETS' ASSOCIATION
CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2012

			2012		2011
	Note	£	£	£	£
<u>INCOME</u>					
Funding via Council of RFCAs	2	104,833,047		109,515,546	
Funding received direct from funders	2	150,229		-	
Receipts generated by the RFCA	2	<u>8,649,049</u>		<u>7,879,904</u>	
Total Income			113,632,325		117,395,450
<u>EXPENDITURE</u>					
ESTATES MANAGEMENT					
Statutory & Mandatory		10,861,069		9,861,256	
Planned Maintenance		4,343,137		7,228,241	
Reactive Maintenance		11,020,563		10,068,850	
Incidental Work		191,821		299,287	
Life Cycle Replacement		125,371		429,340	
Condition Grade Improvement		514,533		136,199	
Injections / Projects RDEL and MNW		6,146,840		6,220,664	
Prof Fees/Ext Assistance		<u>519,835</u>		<u>315,220</u>	
Sub Total			33,723,169		34,559,057
CAPITAL EXPENDITURE					
Land & Buildings		4,138,676		1,107,714	
Purchase of Vehicles		-		4,919	
Assets in the Course of Construction		<u>1,980,694</u>		<u>9,997,020</u>	
Sub Total			6,119,370		11,109,653
STAFF COSTS					
	3				
LE NI Civ Staff Pay		20,334,145		20,098,573	
UK NI Civ ERNIC		1,538,358		1,474,210	
LE Civ Ind Staff Pay		909,417		903,537	
UK Ind Civ ERNIC		45,575		48,475	
Non PCSPS Pens Payments		2,427,636		2,368,941	
Redundancy Payment		<u>122,689</u>		-	
Sub Total			25,377,820		24,893,736

RESERVE FORCES' AND CADETS' ASSOCIATION

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2012

	2012	2011
£	£	£
INFRASTRUCTURE		
Heating Oil	368,524	335,476
Gas	4,656,345	4,527,861
Electricity	6,795,926	6,272,568
Water & Sewage	57,212	103,752
Estate & FMS Accom Stores	1,171,221	1,364,132
Energy Cons & Env Chge	1,844,686	2,090,833
Rates/NDR	14,557,463	14,062,558
Sub -Letting Costs	667,360	849,699
Rents/Leases/Alarms/Lettings	<u>3,204,258</u>	<u>3,163,952</u>
Sub Total	33,322,995	32,770,831
IT & COMMS		
IT Minor Equipment HW/SW	477,652	459,220
IT Maintenance Services & Contracts	1,222,121	1,366,239
Line & Tol Rental	<u>244,125</u>	<u>216,727</u>
Sub Total	1,943,898	2,042,186
TRANSPORT & MOVEMENT		
Lease of Vehicles	91,484	88,332
Vehicle Maint	208,068	221,142
Fuel (Non Utilities)	95,547	76,963
Depreciation	2,015,681	2,008,208
Loss on sale of vehicles	<u>108,589</u>	<u>117,158</u>
Sub Total	2,519,369	2,511,803
RECRUITING SUPPORT		
Employer Support (SaBRE)	813,965	961,384
Recruiting Support	<u>1,118,201</u>	<u>883,536</u>
Sub Total	1,932,166	1,844,920
GRANTS		
CRFCA Payment	837,038	922,053
Payments to welfare association	1,415,617	202,294
ACF Travel & Consolidated Grants	3,099,636	3,316,557
TA Establishment & Band Grant	1,084,028	730,704
RAuxAF Admin & PR	<u>30,536</u>	<u>32,677</u>
Sub Total	6,466,855	5,204,285

RESERVE FORCES' AND CADETS' ASSOCIATION**CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2012**

		2012		2011
	£	£	£	£
ADMINISTRATION				
Office/General Administration	1,370,939		1,420,634	
Education/Training	96,285		86,097	
Professional Fees	342,107		279,723	
Legal Costs	33,989		50,869	
Insurance	80,479		98,558	
Travel & Subsistence	456,326		421,585	
Entertainment	<u>13,283</u>		<u>17,946</u>	
Sub Total		2,393,408		2,375,412
HR SUPPORT				
HR & Recruiting - Civilian Assoc Staff	<u>52,403</u>		<u>37,311</u>	
		52,403		37,311
Total Expenditure		<u>113,851,453</u>		<u>117,349,194</u>
Excess (expenditure) / income for the year		<u>(219,128)</u>		<u>46,256</u>

RESERVE FORCES' AND CADETS' ASSOCIATION

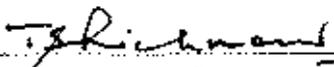
CONSOLIDATED BALANCE SHEET

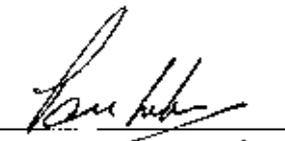
AS AT 31 MARCH 2012

		2012		2011	
		£	£	£	£
FIXED ASSETS					
Motor vehicles	5		8,059,191		7,733,101
CURRENT ASSETS					
Bank	6	26,153,415		24,700,156	
Petty Cash		39,740		40,401	
Sundry Debtors	7	744,810		664,380	
Prepayments & Accrued Income	7	<u>1,305,064</u>		<u>1,221,885</u>	
			28,243,029		26,626,822
CURRENT LIABILITIES					
Sundry Creditors	8	1,596,377		1,385,429	
Accruals/Deferred income	8	4,366,819		4,298,774	
Advance Receipts	8	<u>20,322,597</u>		<u>18,612,614</u>	
			26,285,793		24,296,817
Creditors due in more than one year	9		-		11,279
TOTAL ASSETS LESS TOTAL LIABILITIES			<u><u>10,016,427</u></u>		<u><u>10,051,827</u></u>
FINANCED BY					
General Reserves	11		<u><u>10,016,427</u></u>		<u><u>10,051,827</u></u>

The financial statements were approved by the CRFCA Board on 10 April 2012

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 2012

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 Infrastructure Organisation, RF&C (SaBRE), DRT (Ops), Fleet, ATC, RAF, RAuxAF and DIntra accounts. The fixed asset investments are included on the Balance Sheet at HQ Army level and accounted for using both Historic Cost Accounting and Modified Historic Cost Accounting.

1.3 Vehicle Fixed Assets

Vehicles are accounted for at cost less accumulated depreciation, modified to include 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 to 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 2012

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.

2 Income

2.1 Funding via Council of RFCAs	2012	2011
	£	£
CRF – Grant in Aid (CRFCA Payment)	63,256,704	61,573,633
CRF – Grants to RF and Cadets (RDEL)	15,201	322,569
CRF – Vehicles	2,060,187	1,095,814
Defence Infrastructure Organisation – Maintenance	24,881,266	25,865,014
Defence Infrastructure Organisation Projects RDEL and CDEL	6,618,566	9,830,568
RF&C (SaBRE)	1,859,470	2,162,856
DRT (Ops)	207,000	235,500
Fleet	228,698	202,669
RAF RDEL	301,484	225,271
RAF CDEL	-	-
RAuxAF	105,132	92,643
ATC (Input)	2,546,408	2,762,124
ATC RDEL	-	-
ATC CDEL	5,173	35,063
DInfra - RDEL	2,149,023	715,145
DInfra - CDEL	598,735	4,396,677
	<u>104,833,047</u>	<u>109,515,546</u>

RESERVE FORCES' AND CADETS' ASSOCIATION
NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2012

	2012	2011
	£	£
2.2 Funding received direct from funders	150,229	-
<hr/>		
2.3 Funding generated by the RFCA	2012	2011
	£	£
Sale of land and buildings	218,920	912,355
Sale of Vehicles & Other Equip	-	4,000
Gains on sale of vehicles	161,800	125,561
SaBRE Events	-	-
Rent Receipts - Land	675,270	1,106,212
Rent Receipts - Buildings	1,891,125	1,786,191
Bank Interest	49,104	41,361
Receipts – recruiting	-	20,000
Receipts – Misc (inclusive of NDR relief/rebates)	5,652,830	3,884,224
	8,649,049	7,879,904
<hr/>		

3 Staff numbers and costs

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

	2012	2011
Civilian	826	837

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

	2012	2011
	£	£
Salaries – Civilian	21,243,562	21,002,110
Social Security Costs	1,583,933	1,522,685
Other Pension Costs	2,427,636	2,368,941
Redundancy Payment	122,689	-

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

3.3 Salaries include, where appropriate, reserved rights to London Weighting or London Allowances, Recruitment and Retention Allowances and Private Office Allowances. Bonuses paid in respect of the year are also included.

4 Pensions

Present and past employees are mainly covered by the Council of RFCA Retirement and Death Benefits plan which receives contributions from employers and employees. For 2011/12 the employer contributions were 13% of pensionable payroll and employee contributions were 5% of pensionable salary.

5	Motor vehicles	2012
		£
	Cost	
	At 1 April	13,310,698
	MHCA	255,000
	Additions	2,769,328
	Disposals	(2,539,792)
		<u>13,795,234</u>
	Depreciation	
	At 1 April	5,577,597
	MHCA	71,271
	Charge for the year	2,015,681
	On disposals	(1,928,506)
		<u>5,736,043</u>
	At 31 March	<u><u>8,059,191</u></u>

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

6	Cash at bank	2012	2011
		£	£
	Net current account	22,496,921	19,054,240
	Deposit Account	3,587,003	5,588,342
	Imprest account	69,491	57,574
		<u>26,153,415</u>	<u>24,700,156</u>

7	Debtors	2012	2011
		£	£
	Sundry debtors (note 7.1)	744,810	664,380
	Prepayments and accrued income (note 7.2)	1,305,064	1,221,885
		<u>2,049,874</u>	<u>1,886,265</u>

There are no debtors falling due after more than one year

7.1	Other debtors	2012	2011
		£	£
	Due from MoD	25,540	11,336
	Sundry debtors	277,966	293,964
	Employees AVC contributions	72,794	92,305
	Employees pension contributions	156,894	145,575
	Sub letting rent receivable	211,616	121,200
		<u>744,810</u>	<u>664,380</u>

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

7.2	Prepayments and accrued income	2012	2011
		£	£
	IT	3,000	23,726
	Pension contributions	881,745	899,735
	Rent	279,181	212,612
	Insurance	754	15,367
	Other prepayments	140,384	70,445
		<u>1,305,064</u>	<u>1,221,885</u>
8	Creditors (due within one year)	2012	2011
		£	£
	Sundry creditors (note 8.1)	1,596,377	1,385,429
	Accruals and deferred income (note 8.2)	4,366,819	4,298,774
	Advance receipts (note 8.3)	20,322,597	18,612,614
		<u>26,285,793</u>	<u>24,296,817</u>
8.1	Sundry creditors	2012	2011
		£	£
	CIS Tax	56,381	46,036
	Due to MoD	39,782	15,000
	Lettings due	167,572	149,101
	HMRC	163,784	263,953
	Sundry creditors	1,168,858	911,339
		<u>1,596,377</u>	<u>1,385,429</u>

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

8.2	Accruals and deferred income	2012	2011
		£	£
	Utilities	2,130,105	1,916,003
	HLC	-	144,279
	Estate Management	1,007,074	699,499
	Grant in Aid	230,216	204,392
	Rent	15,499	106,541
	Legal and professional	62,979	25,530
	Office admin	9,594	29,483
	Other accruals	911,352	1,109,646
	Deferred grant income	-	63,401
		<u>4,366,819</u>	<u>4,298,774</u>
8.3	Advance receipts	2012	2011
		£	£
	Grants received in advance	5,686,264	3,978,644
	Grant in aid	13,487,436	13,626,137
	Estate Management	17,500	424,405
	RG/Other deferred income	1,131,397	583,428
		<u>20,322,597</u>	<u>18,612,614</u>
9.	Creditors (due in more than one year)	2012	2011
		£	£
	North of England mining restoration	-	11,279
		<u>-</u>	<u>11,279</u>

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

10 Commitments under operating leases

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

	2012	2011
Land and buildings	£	£
Within one year	1,934,809	1,687,016
Between 2 and 5 years	5,654,110	5,162,796
Over 5 years	<u>18,963,140</u>	<u>15,773,363</u>
Other	£	£
Within one year	85,716	124,889
Between 2 and 5 years	53,453	151,306
Over 5 years	<u>-</u>	<u>-</u>

11.1 General reserve

	2012	2011
	£	£
Balance at 1 April 2011	10,051,827	1,630,272
Introduction of motor vehicles at net book value	-	8,339,679
Prior Year Adjustments	-	35,620
Balance at 1 April 2011	<u>10,051,827</u>	<u>10,005,571</u>
MHCA adjustment	183,728	-
Excess income/(expenditure) for the year	(219,128)	46,256
Balance at 31 March 2012	<u>10,016,427</u>	<u>10,051,827</u>

RESERVE FORCES' AND CADETS' ASSOCIATION

NOTES TO THE CONSOLIDATED ACCOUNTS

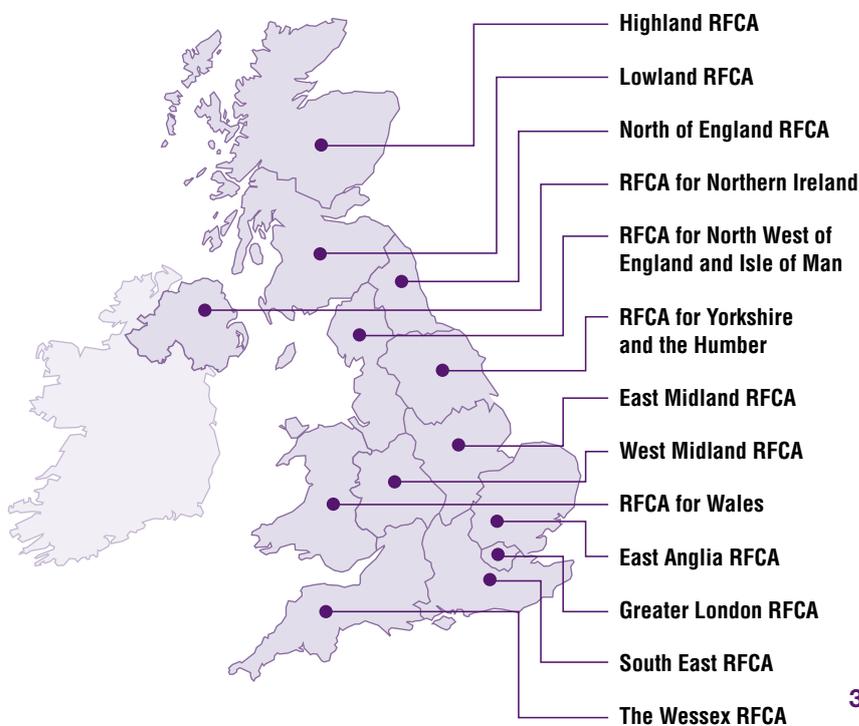
FOR THE YEAR ENDED 31 MARCH 2012

11.2 Reserve Memorandum

	Reserves carried forward	Current year's grant	Maximum Permitted Balance (2% of grant)
	£	£	£
CRF RFCA Grant in Aid	885,259	63,256,704	1,265,134
ATC (Input)	-		
ATC CDEL	(282)		
SaBRE	(2,457)		
RAuxAF	26,774		
Fleet	1,402		
DRT (Ops)	2,216		
DE Maintenance	267		
DE Projects CDEL	(7,930)		
DE Projects RDEL	(1,826)		
DInfra CDEL	-		
DInfra RDEL	-		
CRF Vehicles	(4,711)		
RAF	989		
RGI	1,057,535		
Capital reserve	8,059,191		
Total Reserves Balance	10,016,427		

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: Colonel A I Taverner MA MC IPR
Chief Executive: Col A K M Miller CBE
Deputy Chief Executive: Lieutenant Colonel R K Orr

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.hrfa.co.uk

2. LOWLAND ASSOCIATION (LOWLAND RFCA)

President: Captain J D B Younger LVO
Chairman: Group Captain R G Kemp CBE QVRM AE DL
Chief Executive: Colonel R D Gibson MBE
Deputy Chief Executive: Colonel T C Mathew

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

Association address: Lowland House,
60 Avenuepark Street, Glasgow G20 8LW.
Tel: 0141 945 4951 **DFTS:** 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: Doctor I M Roscoe BA PHD FSA
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 The Right Honourable the Lord Shuttleworth KCVO

Chairman: Lieutenant Colonel C T Hillock RD* DL

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

Chairman: Lieutenant Colonel D G Clarke OBE TD DL

Chief Executive: Colonel N R Beard TD

Deputy Chief Executive: Colonel P J Hubbard OBE DL

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

Fax: 0121 427 8380

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

8. EAST MIDLANDS ASSOCIATION (EM RFCA)

President: Sir Andrew Buchanan Bt KCVO

HM Lord-Lieutenant

Chairman: Colonel T S Richmond MBE TD DL

Chief Executive: Group Captain N D Sharpe

Deputy Chief Executive: Lieutenant Colonel

P S P Worsley

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: Mrs A Pit-Rivers HM Lord-Lieutenant

Chairman: Colonel O J H Chamberlain QVRM TD
FRICS

Chief Executive: Brigadier T Dalby-Welsh

Deputy Chief Executive: Lieutenant Colonel P G
Adams AFC

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: H Duberly Esq CBE HM Lord-Lieutenant

Chairman: Colonel H N D Gill TD JP

Chief Executive: Colonel J D Lacey CBE DL

Deputy Chief Executive: Lieutenant 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

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: 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

Chairman: Colonel N J P Walker OBE TD DL

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

The Council of RFCAs

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

Tel: 020 7426 8350

Email: co-info@co.rfca.mod.uk

Web: www.rfcacouncil.org.uk