



# AGM CHAIRMAN'S REPORT

## 2018-2019



# OVERVIEW

East Anglia RFCA is widely recognised by its target audiences as the most valuable, knowledgeable and authoritative body in support of Reserve Forces and Cadet Organisations in East Anglia.

East Anglia RFCA is a public organisation, set up by statute (Reserve Forces Act 1996 Part XI) as a Central Government body with Crown Status, to be an enduring custodian for the well-being of the Reserves and Cadets.

We are apolitical and independent from the Ministry of Defence and the Chains of Command.

We are autonomous from the other 12 RFCAs in the UK, all operating with central direction and oversight of the key business outputs exercised by the Council of the RFCAs.

**Our core business pillars are based around the three Defence outputs of Estates, Engagement and Cadets and Youth.**

## Estates

We manage and maintain over 200 Reserve Forces and Cadet sites across the region, the acquisition and disposal of land and buildings and adapting homes for injured service personnel.

## Engagement

We assist the civil community, employers and local authorities with understanding the needs of Defence people and developing appropriate support and services for the region.

We also help to improve the knowledge and understanding of Reserves and Cadets within the wider community.



## Cadets and Youth

The RFCA provide the professional support staff who maintain and run the Army Cadet county HQs, the equipment and transport that Army Cadets use for their activities, and administer enquiries, new joiners and the adult volunteer membership.

In addition to raising awareness of the positive contribution of Sea Cadets, Air Cadets and Army Cadets in the region, East Anglia RFCA provides regional support for the recruitment of Army Cadet Force Adult Volunteers, with funding sourced from the Army Cadet Force Association.

**Members act as local ambassadors across the range of RFCA interests.**

The volunteer membership of the Association is the enduring interface between the local community and the Ministry of Defence.

Volunteer members are drawn from officers of all three services and cadet forces, representatives from local authorities, local business communities and charities. Members seek out opportunities for the promotion of the RFCA's key messages amongst influencers and those who can provide input. That they are prepared to give so freely of their time is a great testament to the high regard in which our Reserves and Cadets are held.

# CHAIRMAN

The staff and members of East Anglia RFCA have met the value for money expectations of the Ministry of Defence.

**This is my first year as your Chairman and I am impressed by the enthusiasm and commitment across the Association.**

Mine was the first non-military Chairman's appointment since the RFCA's inception in 1908. In line with the strong volunteering ethos of the RFCA, I have joined the Strategy Group of the Board of the Council of RFCAs and I now chair the Council of RFCAs Engagement Group.

**East Anglia RFCA continues to provide excellent support for the well-being of the Reserve Forces and Cadets throughout the region.**

I'd like to express my gratitude to the Association Membership for everything they do to support the services we provide in East Anglia.

Our engagement model is powerful and enables us to call on the expertise of our members, our wider networks, and our staff.

This year, five East Anglian businesses achieved a Ministry of Defence Employer Recognition Scheme Gold Award. A further fourteen organisations from the region were presented with ERS Silver Awards.

Under the Cadet Expansion Programme, East Anglia RFCA helped 29 new cadet units set up in state-funded schools, contributing to the national target of 500 new units by 2020.



Overall, cadet units in East Anglia are healthy and stable in numbers, and offer exceptional and unique opportunities for cadets and adult volunteers.



**MR IAN TWINLEY DL  
CHAIRMAN**

**The chains of command also recognise the value RFCAs contribute to the management of the estate.**

With scarce resources, the Estates team consistently deliver essential works, capital projects, further improvements to estate optimisation with new shared cadet sites, and provide home adaptations for injured personnel.

The team has swiftly and flawlessly taken on implementation of the Modernising Defence Programme, the Future Defence Infrastructure Strategy and developments in the MOD sponsored Cadet Forces.

I have the greatest confidence in our abilities to deal successfully with whatever challenges are thrown at us.

# CADETS

The Cadet Forces can make a huge difference to personal development and local communities.



**Our Cadet Forces across the six counties have had an incredibly busy year. In addition to their regular training evenings, annual camps and community projects, they have also helped the nation celebrate Armistice 100 and RAF 100.**

In April 2018, Essex County Council and the Lieutenancy invited 100 Essex cadets to Chelmsford County Hall to celebrate the outstanding contribution of the county's 3,700 young people who serve in the sea, army, air and combined cadet forces.

The Cadet Forces are consistently being recognised for the positive social impact they have on their local communities and many have won awards to reflect this.



SSI Dan Bees of Epping Detachment, Essex Army Cadet Force, was named as Epping Forest District Council's Citizen of the Year 2018. The Citation for his award read, "His supportive and kind nature inspires his cadets to realise the importance of community spirit and helping others."

Three of the eleven 2018 CVQO Westminster Award finalists hailed from the East Anglia region. The Award recognises selfless, determined individuals who have overcome adversity or a personal challenge or have gone the extra mile to help others.



Cadet RSM Jack Larder received the ACF Certificate of Service from the Lord Lieutenant of Suffolk, The Countess of Euston. Awarded by the General Officer Commanding Regional Command, the Certificates are usually only given to ACF Adult Volunteers. For Jack to receive one is exceptional and a reflection of his commitment, loyalty, leadership, hard work and dedication to Suffolk ACF.



Thirty-five cadet instructors from East Anglia were awarded their certificates at the annual Sandhurst ceremony for adult learners who have completed qualifications through CVQO.

# CADETS

East Anglia RFCA offer a wide range of support and funding opportunities to the Cadet Forces.

**Our Pre-CFCB weekend runs twice a year; the number of candidates subsequently passing CFCB underlines that this programme works.**

East Anglia RFCA has pioneered a programme in partnership with East Midlands RFCA to help Army Cadet Force Adult Volunteers (CAVs) succeed in achieving a Cadet Commission.

Intense preparation exercises involving command tasks and refresher sessions on maths, english and non-verbal reasoning help identify and train potential officers

in the Cadet Forces. The candidates rewarded us with ten passes at the Cadet Force Commissioning Board (CFCB) at Westbury in 2018, including a husband and wife team from Cambridgeshire ACF. Each year, about 150 CAVs nationally apply to the CFCB.



Ulysses Trust Ambassador Tania Noakes, a former Army Officer, experienced adventurer and the first British woman to ski the length of Norway, inspired cadets at an event organised by East Anglia RFCA.



Bedfordshire is unique in the country for commissioning so many Lord-Lieutenant's Cadets. The Lord-Lieutenant, Mrs Helen Nellis (our Association President) and her deputies support a number of youth initiatives locally.

All six of our Lord-Lieutenants appoint cadets in order to support their duties as HM The Queen's representative in their respective counties. A cadet appointment acknowledges their outstanding contribution to their cadet service and to the community.

**Twenty-nine new cadet units were successfully set up in East Anglia as the Cadet Expansion Programme (CEP) draws to a close.**

Our dedicated School Cadet Expansion Officer (SCEO) helped schools set up Combined Cadet Force units and Sea Cadet units under the government-funded CEP. The SCEO will continue to work with 7 Infantry Brigade, the appropriate single Services, CAVs and school staff to consolidate, build and grow the new units.

CEP has been very successful in East Anglia. Whilst the programme ends in September 2020, it will leave a significant legacy and provide the building blocks for future aspirations the Government may have to expand cadet units in schools yet further.

# CADETS

Our local cadets experienced an action-packed year full of fun, friendship and adventure.

**Cadet activities have varied across our region with many enjoying an experience of a lifetime.**



Bedfordshire and Hertfordshire Army Cadets on annual camp completed TIBUA (Training in Built Up Areas). They were given a scenario that involved clearing the training village and several buildings of enemy troops.



Air Commodore Dawn McCafferty CBE, Commandant of the Air Cadets, attended the official opening ceremony for Bedfordshire and Cambridgeshire Wing ATC 2461 (Sawston) Squadron. They have moved

into their new building, commissioned by East Anglia RFCA, which enables them to do activities they couldn't do before.



105 (Cambourne) Squadron Air Cadets won a trip to meet the RAF Red Arrows as part of the RAF 100 Engineering Competition at IWM Duxford. They were awarded second place for their

concept of using hydrogen fuel cells to power aircraft for the RAF and civilians.



Cambridgeshire Army Cadets from Ramsey were given "freedom of the town" to acknowledge their outstanding contribution to the local community.



Norfolk Army Cadets went on a week-long parachute course at Skydive Hibaldstow, jumping from an aircraft at 3000ft.



Essex Army Cadet Force excelled at sporting fixtures and are amongst the top shots in the UK. One cadet has secured a six week shooting scholarship in Canada.

# CADETS

With 13,500 cadets, East Anglia has one of the highest cadet populations in the UK.

Cadet Michael Bramham of King's Lynn's 42F Squadron Air Cadets was presented with the Blue Instrumentalist Musician's Badge in recognition of musical achievement. Having had cello lessons outside of the Squadron, he attained grade three and was awarded his certificate by the Associated Board of the Royal Schools of Music.



Over 50 Air Cadets from Norfolk were welcomed onto RAF Marham for the Corps' annual ATC Sunday Parade and church service.



240 Suffolk Army Cadets, and 68 adult volunteers travelled to Sennelager in Germany for their annual camp, enjoying eight days of APC training, adventure training, cultural trips and visits to both local British and Germany Military units. The knock-on effect of their hugely successful trip has been a significant uplift in cadet and CFAV recruitment.

**Cadets participated in Armistice 100 celebrations to honour those who fought during World War One.**

Army Cadets from Basildon, Essex, paired up with the Forget Never Project and travelled to Belgium. The Corps of Drums also visited Belgium on a battlefield tour where they played at the Menin Gate.

Cambridgeshire Army Cadet Force took part in Cadet Armistice 100, a national exercise which saw 5,000 cadets from across the country visit the Somme Battlefields to commemorate the Centenary. Norfolk cadets visited Thiepval Memorial; the largest Commonwealth memorial to the missing in the world.



## CADET FORCES IN EAST ANGLIA

CCF	26 independent
SCC	32 units
ACF	150 detachments
ATC	100 squadrons
TOTAL	13,500 Cadets 2,000 Adult instructors

# RESERVES

With over 2000 reservists, East Anglia has a strong Army and Royal Air Force footprint across the region.

**The pace and scale of operational deployments remains steady with around 300 Reservists nationally mobilised on any one day.**

On behalf of the Ministry of Defence, our main effort lies in maintaining fit-for-purpose sites to train in. The provision of training facilities is essential to the recruiting and retention effort.

East Anglia RFCA hosted the CRFCA External Scrutiny Team visit, enabling the independent team to visit our Reserve units and discuss issues affecting reservists such as manning, training and estate matters. The information gathered was fed into the UK Reserve Forces EST Annual Report 2018, which was submitted through the Secretary of State for Defence to Parliament.

Our Employer Engagement members and Regional Engagement team network extensively within local business communities to promote the Armed Forces Covenant and the benefit of reservists, military spouses and veterans in the workplace. We act as a key point of contact for reservists and their employers at the point when they need to manage the impact of mobilisation on their business.

Throughout the year we also provide funding grants for adventure training packages, parades and other activities in support of the Army and Royal Auxiliary Air Force Reserve units across the region.



**3 Royal Anglian** went to Italy for an Overseas Training Exercise. The two-week package devised and run by the 3rd Alpini Regiment in Pinerolo encompassed urban warfare, mountain warfare, ranges, mountain training (rock climbing) and culminated in a short final exercise. The exercise was enjoyed by those taking part and the introduction of a new operating environment highlighted fresh challenges that needed to be overcome.



**No 3 (RAuxAF) Tactical Police Squadron** received two awards this year; the Robin's Trophy for best RAuxAF unit and the Stammers Trophy for top Reserve unit in the RAF Police. In July personnel took part in the RAF 100 Parade on The Mall and led the security operation for the International event at the Royal International Air Tattoo.

# RESERVES

The RFCA supports the MOD by providing visibility of Reserve issues, solutions and strengths.

**6 Regiment Army Air Corps** carried out their annual deployment exercise in Cyprus. Over 120 personnel deployed to conduct aviation, communications and military training courses as well as completing driver training and licence acquisition. The exercise culminated in adventure training, including rock climbing, cycling and kitesurfing.



It was a very busy year in terms of community engagement for 6 AAC. From organising the Suffolk Show Military Village, to recruiting at the Royal Norfolk Show, 677 Squadron also attended the Sandringham Flower Show. Reservists and their guests had the opportunity to meet HRH The Prince of Wales and the Duchess of Cornwall.



East Anglia is established for 2124 Reservists as tabled below.

RNR/RMR	190
Army Reserve	1365
RAF Reserve	240
University Service	329



Four Reservists from **36 (Essex Yeomanry) Signal Squadron** based in Colchester and Chelmsford were amongst 15 Army Reservists selected to go to the Falklands. They were mobilised via Chilwell in January and then became part of 2 Signal Regiment for three months at Imphal Barracks, York, conducting the build-up training to prepare for their roles on arrival in the Falklands. They were assigned to 246 Queens Gurkha Signal Squadron and were included in everything from the physical training and driving courses through to communications training and social events. A fantastic experience that deepened their knowledge of Regular day to day activity.



**36 (Essex Yeomanry) Signal Squadron** and members of the Essex Yeomanry Association deployed to Belgium. The 13th May 2018 was the 103rd Anniversary of the Battle of Frezenberg; where 304 Essex Yeomen went into the line and received 160 casualties including the Commanding Officer. A grant from East Anglia RFCA part-funded this trip.

# RESERVES

At home and abroad, the Reserve Forces provide a wealth of experiences and opportunity.



Reservists from **124 Transport Squadron RLC** travelled to the British Army Training Unit Kenya camp for kayaking, paddle boarding, rock climbing, bouldering, speed

climbing and mountain bike riding; all aimed at developing leadership skills and teamwork.

124 joined other squadrons in 151 Regiment RLC on their Annual Continuous Training Exercise, designed to improve operational effectiveness, professional knowledge and cohesion. The team from 151 Regiment came best overall Reserves in the RLC Military Skills competition.



Reservists of **158 Regiment RLC** deployed to Norway on Exercise Trident Juncture; the largest package of NATO manoeuvres for years. Its scenario is based around an attack on an alliance nation, bringing into play article 5 of the organisation's treaty – a robust military defence from all member states. Support to the initial deployment came in the shape of drivers and assistance to set and run convoy support centres. Sgt Tom Ratcliffe (200 Squadron) provided communications support throughout the whole



exercise and Captain Hueck (202 Squadron, pictured left) was utilised as liaison officer between 4 Brigade the battle group. This was an exciting and challenging opportunity for reservists to deploy in support of a NATO exercise and integrate with Army Regulars.

Eight reservists from **254 Medical Regiment** deployed for two weeks to take part in the Army Medical Services Skiing Championships in Serre Chevalier, France. Major Susie King came second in the individual Alpine event.



**2620 (County of Norfolk) Squadron RAuxAF Regiment** completed an all-day training shooting exercise with scenarios including combat service support and casualty evacuations. The squadron took over the live-armed guarding commitment for the Lightning Force from their Regular colleagues, 15 Squadron RAF Regiment.

Squadron members took part in an episode of DIY SOS in Mildenhall helping to convert the house of an ex RAF Regiment Gunner who suffered severe brain damage after an unprovoked attack at a football match. The show, which aired in Jan 2019, featured Sgt M Scott and some of the Squadron reservists, who in their day jobs are tradesmen, working alongside regular RAF Regiment personnel from RAF Honington.



# RESERVES

"The Reservist is twice the citizen."  
Sir Winston Churchill

Reservists from **2623 Squadron RAuxAF Regiment** were deployed to the United Arab Emirates and Romania to assist with airfield security.

Cpl Jamie MacDougall from 2623 Squadron went to Michigan on a Reserve Forces Exchange Programme.

2623 Squadron chaperoned the St Nicolas Hospice 'Girls' Night Out' charity walk in Bury St Edmunds.



Students from **Cambridge University Air Squadron** took part in Ex Lanzarote Landfall; an adventurous training (sub-aqua) expedition aiming to develop teamwork by placing individuals into an unfamiliar and demanding environment.



A rigorous ten day diving schedule challenged the students both mentally and physically whilst at the same time progressing skill sets, learning new talents and gaining valuable qualifications.

60 Officer Cadets from **Cambridgeshire University Officers Training Corps (CUOTC)** completed Ex Blue London where they completed an arduous 'Apprentice' Style task. They were tasked to deliver a short recruitment and leadership promotional video for CUOTC using the sights around London. The task focused on teamwork, initiative, imagination and presentation skills. They then delivered the results to the 'Alan Sugar Board' in the Cavalry and Guards Club.



CUOTC cadets and staff deployed on a skiing expedition to France. Cadets traditionally gain the SF1 qualification, grasping the basics of how to ski, and for those that can already ski they are progressed to the SF2 qualification. This involves ski touring, avalanche training, and practising the fundamentals of progressing onto becoming a Ski Leader.



# EMPLOYER ENGAGEMENT

Many businesses across East Anglia lend their support to the Defence community. In turn, their efforts are rewarded via the Employer Recognition Scheme.

Across East Anglia, our Employer Engagement team have worked tirelessly with a range of delivery partners who are signatories of the Armed Forces Covenant, such as public sector bodies, charities and businesses to establish mutually beneficial relationships.

Throughout 2018, 68 businesses took the first step by signing the Armed Forces Covenant; a promise from the nation ensuring that those who serve or have served in the Armed Forces, and their families, are treated fairly.

During the first two months of 2019 alone, a further 14 businesses have signed including Deyton Bell, Gepp Solicitors and East and North Herts NHS Trust.



Our Regional Employer Engagement Director (REED) secured five Employer Recognition Scheme Gold Awards; the most any one REED across the country achieved.

The Gold ERS Award is the Ministry of Defence's highest badge of honour for employers who actively support the Armed Forces community in their workplace and also encourage others to follow their lead.

Our congratulations and thanks to C S Hodges, East of England Ambulance Service, MBDA Missile Systems, Norfolk and Norwich University Hospitals NHS Foundation Trust and Raytheon UK for taking such meaningful steps towards creating positive, Defence friendly working practices.

14 local businesses also received ERS Silver Awards at an exclusive event held in Cambridge.



	AFC Signings	ERS Bronze	ERS Silver	ERS Gold
2014	30	7	100	0
2015	29	12	10	0
2016	45	33	11	0
2017	74	41	6	1
2018	68	58	14	5
Total	246	151	141	6

# EMPLOYER ENGAGEMENT

We deliver a diverse range of Employer Engagement events and activities.



East Anglia RFCA organised breakfast networking events for local employers across the region, to share insights into the reservist experience and explain the benefits of Partnering with Defence.

Nearly 30 Hertfordshire based employers attended an Armed Forces Covenant breakfast networking event held at Knebworth House, Hertfordshire. Lt Col Mary Read,



Commanding Officer of 254 Medical Regiment, awarded a Bronze ERS Award to Mr Adrian Hawkins of Hertfordshire LEP at the event.



158 Regiment RLC showcased their skills to Cambridgeshire based employers at an Armed Forces Covenant networking event held at the Peterborough Army Reserve Centre.



Eighty employers attended an exclusive event behind the wire at Merville Barracks in Essex. Employers had the opportunity to try on equipment and meet local reservists.



Employers who show their support for Defence people are appreciated in East Anglia.

A selection of Essex employers were welcomed to Ingatestone Hall, the ancestral home of Lord Petre, for an evening reception to celebrate the valued support they give to our Armed Forces Personnel. During the evening Jane Farrell, Managing Director, at Mid-Essex Hospital Services NHS Trust, signed their Armed Forces Covenant and Lord Petre presented Daniel Tanner, Managing Director at Bridge Recruitment with their Bronze ERS Award.

The Royal Norfolk Show is a key event in the employer engagement calendar every year. More than 30 employers



attended a breakfast briefing with Brigadier Simon Banton OBE, Chief of Staff, Headquarters Regional Command.

# EMPLOYER ENGAGEMENT

Our local units help us to deliver Employer Engagement events at home and abroad.

## Partnering with Defence delivers a diverse range of training opportunities for employers and employees.

When an organisation signs the Armed Forces Covenant and enters into the Ministry of Defence's Employer Recognition Scheme, they can attend development and leadership courses organised by East Anglia RFCA and delivered by local Army Reserve units.

The Army Intelligence Challenge offers one such opportunity. Hosted by 3 Military Intelligence Battalion, multiple companies put forward the best candidates to take part in this one-of-a-kind competition. This full day course introduces participants to military analysis skills enabling them to problem solve under time constraints. After reviewing the available information (with coaching support from a Military Intelligence Operator), they are given two hours to prepare a brief and present it to a 'Task Force Command Board'. British Rail were crowned 2018 winners.



Throughout the year, employers that have pledged to support Defence people, can also benefit from Executive and Future Leader; professional development courses based on the British Army's approach to leadership and management.



## Six local employers were invited by East Anglia RFCA to join reservists on foreign training exercises and see them in action.

Employers Abroad is an exclusive, immersive experience which involved four days in the company of the "Steelbacks," the Reserve battalion of the Royal Anglian Regiment, on Exercise Roman Star in Turin, Italy.

Representatives from Maritime Transport, Cambridgeshire County Council, Peterborough City Council, Colchester Borough Council, Honeywood School and Howden's Joinery Limited all employ reservists. All three of the Councils that attended this year's Employers Abroad successfully achieved ERS Silver Awards during 2018.

Employer visits to reserve training activities, exercises and operations are an important and effective way of helping employers to better understand the roles of reservists, and how the skills and experiences gained through Reserve Service can benefit the civilian workplace.

Sam Goodman from Colchester Borough Council echoed that the programme provided a valuable insight into the military regime and training undertaken by reservists. She added: "I now have the knowledge to cascade key messages to staff at Colchester Borough Council, including the benefits of employing reservists."



# COMMUNITY ENGAGEMENT

We work closely with local communities to raise the profile of our Cadet & Reserve Units and help local authorities understand the needs of the Armed Forces community.



## East Anglia RFCA develop and build relationships with civilian and civic communities to raise awareness of the Reserves and Cadets, as well as East Anglia RFCA's role in supporting them.

Working with local authorities and key stakeholders, we support them in the delivery of their Armed Forces Covenant pledge. All County Councils and Unitary Authorities in East Anglia have signed the Covenant and they all strive to implement it in a way that fits with the values and ethos of their county.

We are in regular contact with all of our local MPs, providing regional briefings when appropriate and disseminating information on the Armed Forces Covenant, Reserves and Cadet matters.

County forums continue to provide platforms for the military to engage with local communities. All our county and district councils have pledged their support in recent years for their local forces, brought about by the county Councillor members of our forums.

Hosted by Cambridgeshire Army Cadet Force, Cambridgeshire County Forum delivered a briefing for civic leaders. Guests received a full RFCA briefing to further their understanding of the Armed Forces structure and growing reliance on reservists as part of the 'Whole Force' approach to future Defence commitments. Also highlighted was the need for community and employer support for the work of local men and women serving their country and community.

## Our President, HM Lord-Lieutenant of Bedfordshire, Mrs Helen Nellis hosted a Service of Thanksgiving for Voluntary Organisations.

Over 300 people from across Bedfordshire came together for the service at Bunyan Meeting Church, Bedford. With many local dignitaries present, guests were welcomed on arrival with a Guard of Honour from various cadet units in the county. The Lord-Lieutenant's Cadets led the prayers during the service which was also held to commemorate the Commonwealth and the end of World War One.



Norfolk ACF was honoured to receive a visit from the Chairman of Norfolk County Council, Councillor John Ward, at the Cadet Training Centre in Thetford.



# COMMUNICATIONS

East Anglia RFCA has a duty to ensure the continuity of knowledge about the Reserve and Cadet Forces in the region.



This year we have introduced media monitoring so we can report monthly on the Advertising Value Equivalent. During the first three months, our media support was equivalent to a £49K advertising spend.



Reserves Day in June was an important event for us and we supported the Armed Forces Week campaign by shining a spotlight on our local serving reservists; PE Teacher Vickie Bracken with 158 Regiment RLC, Mountain Holiday Specialist Kelly Richardson with 3 Tactical Police Squadron based at RAF



Honington and Harry Macleod, Production Director at The Development Network from 3 Royal Anglian. Quest, the resettlement magazine, serialised the interviews and BBC Radio Essex interviewed Harry.

Our monthly e-newsletter continues to be the main news source for our members and network of supporters.

Following the introduction of GDPR last year, we refreshed our distribution list extensively and our open rate has soared to above 45%; almost double the civil service industry average.

Throughout the year we co-ordinate media relations for national single Service and Tri-service events, anniversaries and commemorations.

18 delegates from Army Cadet Forces in the region attended our annual in-house PR training workshop. Now in its fourth year, the workshop complements ACF PR training modules and offers a unique networking opportunity for counties to share ideas and best practice. The workshop content includes writing press releases, posting to social media and using video as a recruiting tool.



# SOCIAL MEDIA

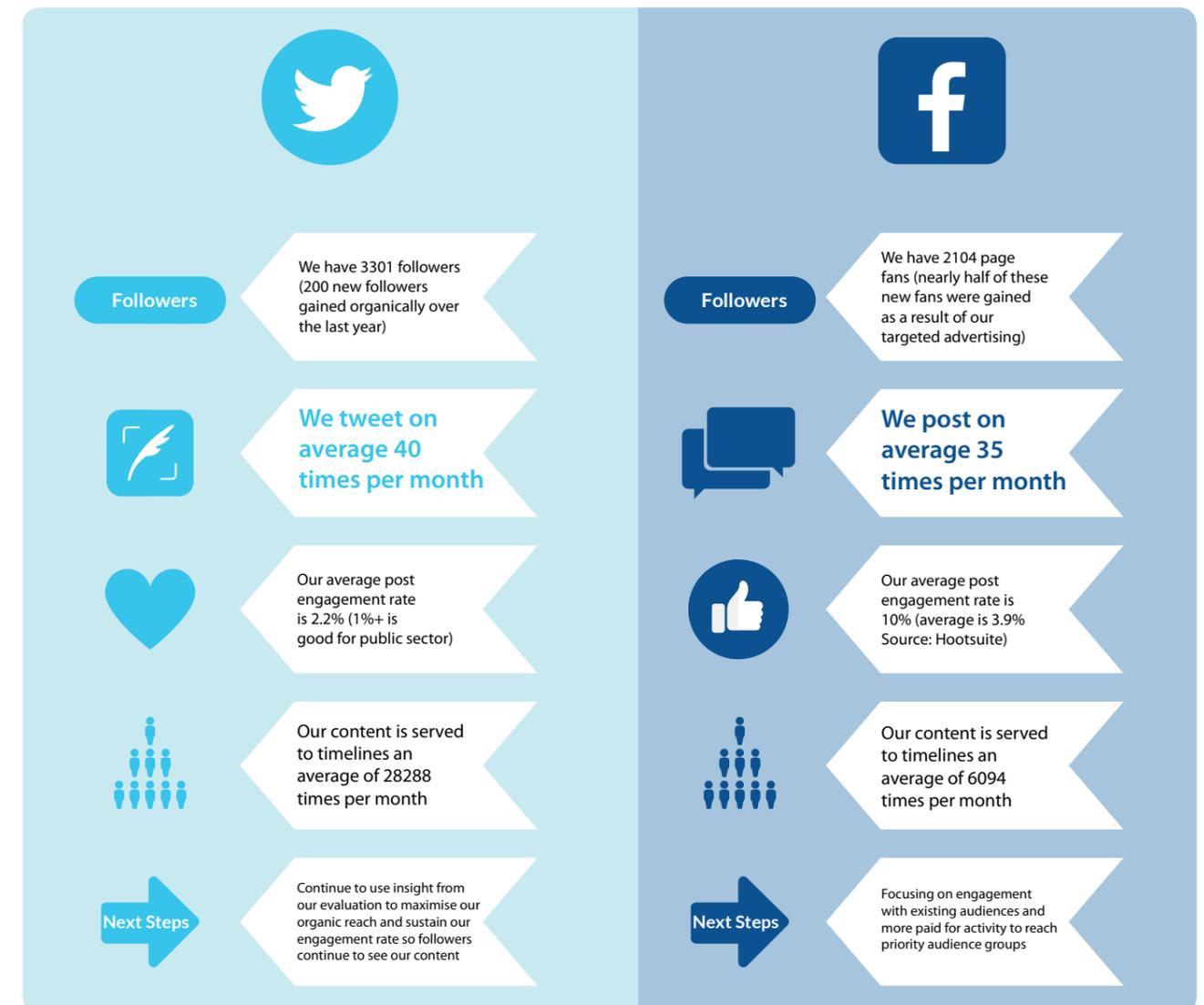
Our Social Media following increased by 26% this year.

During 2018/19 we have grown our audiences and their engagement with our content on Facebook and Twitter. This is becoming increasingly difficult as both platforms changed their algorithms making it harder for company pages to get their content seen without budget behind it.

In response to these changes, we have trialled paid for activity on Facebook, with the objective of building our page fans through carefully targeted campaigns which are designed to reach new audiences. This campaign generated 835 new fans and importantly, these were quality gains; that is relevant fans who are already engaging with our content.

On Twitter, we are trialling a paid for campaign, which will present some of our most popular social content to new audiences. In particular, we want to address some of the gaps in our current audience base, so we are targeting women and young people in the Eastern region.

LinkedIn is an emerging channel for the Association with significant potential in the Employer Engagement arena. We are trialling sponsored posts and targeting priority audiences in East Anglia; particularly those with military connections. We also continue to grow our company page followers organically by reaching out to Association members, employers and the civic community.



# ESTATES

We manage and maintain over 200 Reserve Forces and Cadet sites across the region, handle the acquisition and disposal of land and buildings and adapt homes for injured servicemen and women.

We deliver highly cost effective maintenance and development projects. £1.8 million is planned to be invested in the estate during 2018/19. This activity is funded by various Ministry of Defence streams and Regionally Generated Income.

The Next generation estate contracts (NGEC) programme continues to drive an enhanced standard of statutory and mandatory inspection and testing. 2018/19 has seen us increase the scope of works to include additional statutory inspection of assault courses, workshop equipment, site tree hazards and additional automated gate testing.

We were fully funded to undertake all statutory and mandatory inspection works at a cost of £500K. Reactive maintenance funding was split to cover £250K statutory works arising from inspection regimes and £250K covered reactive repairs. This has proved sufficient to undertake the most urgent works across the estate.

All 16 Army Reserve Centres have received a variety of upgrades ranging from fire alarm works, heating repairs and new female ablutions to extensive re-wiring, new lighting, roof repairs and window replacement. (Peterborough ARC represented a £263K spend).

Across the cadet estate, we have welcomed Essex Wing HQ to our Chelmsford HQ with a brand new purpose built office block for their permanent staff. Harlow and Stotfold ACF benefited from various external and internal refurbishments including new fire doors, toilets, replacement windows and new LED lighting.



Cadets and adult instructors of the Aylsham Road Troop of Cadet Norfolk Artillery Battery celebrated the opening of their very own, new purpose built cadet hut.

East Anglia RFCA demolished the 90 year old, cramped building and built a much larger fit-for-purpose hut on the same site, shared with an Army Reserve Centre.



We have supported our five regional Army Cadet Forces with the purchase and roll out of seven vehicle trailers, two Ford Combos, two Ford Transit vans and one Ford Focus Estate. This enables the permanent staff to deliver their key support across their respective counties.



# ESTATES

We are continuing to increase income generation in order to support the further betterment of our estate.

East Anglia RFCA are scheduled to deliver four Wounded, Injured and Sick Personnel Adaptations (WISPAs).

Discrete funding from the Directorate of Infrastructure Army HQ enabled adaptations to living accommodation to be done in order to support those living with a disability following military service. The projects range in scope but offer dramatically improved living conditions.

In St. Neots, Cambridgeshire, internal alteration works to a residential home included a new ground floor wet room, internal wall removals to aid movement throughout and a new kitchen adaption to aid disabled use.



In Flitwick, Bedfordshire, another injured serviceman also benefited from a new ground floor wet room and improved door widening for wheelchair access. Externally, a new car standing area with flush threshold entry to the house was constructed.



Alternative Venues (AV) raised over £200K for the estate.

In a climate of financial austerity, income generation is of utmost importance to the future of RFCA activity. With a part-time Business Development Manager now in post, our aim is to increase revenue and improve process to sustain long term growth in Alternative Venues and Wider Market Initiatives activity. Revenue is re-invested into the estate, with up to 40% going directly to the unit operating from the hired site.

Income generation will follow two clear streams for East Anglia RFCA. Building on the traditional AV model, we will ensure existing high traffic venues are fully compliant and look to grow additional sites that present hiring potential. Once all of our sites are in a fit for purpose state, attention will turn towards the marketing of those sites and growth of the client base.

In terms of Wider Market Initiatives, many of our sites across the Reserve and Cadet estate have available land space and 2019 will present us with the challenge of pairing up these sites with projects such as solar panning, battery storage and gas peaking.

## An indication of the size and composition of our managed Estate.

Association HQ	1
Army Reserve Centres	16
Weekend Training Centres	4
ACF Detachments	73
Joint Cadet Centres	48
ATC Squadrons	44
Combined Cadet Force	21
Careers Offices	1

The volunteer members of the Association act as local ambassadors in the community across the range of RFCA interests.

**The membership is at the core of our activity and their time and expertise is highly valued by the Association.**

East Anglia RFCA has 160 Association members across the six counties of East Anglia.

Members attend biannual county forum meetings and some may take part in committees and events.

Members are chosen for their expertise in finance, legal matters, estates and employer engagement. Typically, these individuals range from qualified surveyors, accountants and solicitors to industry leaders and opinion formers.

If their hourly rates alone were considered, their contributions would represent a cash value of £600K a year in pro bono activities. A phenomenal achievement for a volunteer membership.

Hertfordshire member Col Keith Cockman OBE was instrumental in the successful ceremonial laying of a commemorative stone in memory of 2nd Lt Frank Young, Hitchin's only Victoria cross recipient, at the memorial outside St Mary's Church.

For over a year, Keith, a former Chair of the Hertfordshire Regiment, advised on procedure, liaised with North Herts District Council Officers and Councillors, and spoke to the Canon at St Mary's Church and local organisation 'Herts at War'. He also assisted with the order of service and enabled the participation of reservists from 254 Medical Regiment and the Army Cadet Force.



**We bid a fond farewell to several Association members as we welcome new faces and celebrate new appointments.**

Col Chris Burrell-Saward has retired after nearly 20 years as a member of the Association. He became Commandant of Suffolk ACF in 1999, after 24 years as a CFAV. He chaired our Estates Advisory Committee and was our Vice Chairman (Army). He has been a stalwart supporter of the Association and we thank him for the massive voluntary contribution he has made to East Anglia.

Brigadier Tim Seal TD DL VR is the new Vice Chairman (Army) and Col Peter Christian OBE is the new Chairman of the Estates Advisory Committee; we thank both of them for taking on those roles.

We also say farewell to Group Capt David Ray, who has been our Vice Chairman (Air) for over 10 years. He has delivered valuable service to the Association always representing the needs of the RAuxAF Units and RAF Cadets within the region. We are grateful for his commitment and wish him well in his retirement.

Christopher Walkinshaw took over as Chairman of the REEG and is already making a positive difference to the reach and operation of our network of Employer Engagement members throughout the region.

In the ACF world, Lt Col Kearn Malin has been appointed Commandant for Norfolk Army Cadet Force, Lt Col Leona Barr-Jones Commandant for Essex Army Cadet Force and Lt Col Anthony Fairbanks Weston TD CStJ VR Honorary Colonel for Suffolk Army Cadet Force.



We currently employ 25 members of staff at Chelmsford HQ and another 45 employees across the six counties.

## Personnel Update

There have been a number of changes amongst the senior management team. We have a new Deputy, former Regular Army Officer, Major Jane Wilkes. After 19 years loyal service our Head of Business Services, Nick Stephens, has retired. Jeremy White has been appointed as Head of Finance. Ben Rotheron was promoted to Head of Estates in August, and David Routledge succeeded him as Deputy Head of Estates. We have welcomed two Business Service Apprentices; Cameron Chambers (Finance) and Andra Minea (Secretariat) and Sarita Jatain has been contracted to work on QMS Compliance.



A number of long-serving staff have retired from our ACF Professional Support team and we have some new joiners. A new CEO for Bedfordshire & Hertfordshire ACF, Major Jim Cousen, and supporting him a new AO, Anne Chamberlain. At Norfolk ACF we have a new AO, Laura Edwards and two new CAAs Matt Lambie and Stuart McGuire. Essex ACF also have a new CAA, Keith Cordingly.



## Shining a spotlight on Cadet Executive Officers

Across the five East Anglia Army Cadet Force (ACF) counties, there is a Professional Support Staff (PSS) team of 45 RFCA employees who support their county Commandants and respective teams of Cadet Force Adult Volunteers (CFAVs).

Critical to the delivery of a first rate level of service to the ACF is the county Cadet Executive Officer (CEO), a senior employee within the RFCA, professional advisor to the Commandant, and responsible for leading and managing their RFCA County PSS team.

CEOs are responsible for the implementation of regulations, managing ACF funds, property and equipment. They also act as the Designated Safeguarding Officer for their county, dealing with cases which require sound judgment, quick decisions and a high degree of sensitivity. All CEOs have served in the Regular Army.

Often unsung heroes, it takes a special kind of person to be a successful CEO. At East Anglia RFCA, we have five outstanding individuals who lead by example and lean into issues with a view to resolution. We have one CEO who has been in post for over 18 years, and another who has been in post nine months - collectively there is no problem they can't solve or offer a solution to!

The role is a demanding one, but comes with significant rewards too. Highly valued, respected and capable members of the core RFCA team and within the Army Cadet environment, our CEOs enable the RFCA's key tenets of service, team work and value for money to be achieved within the ACF community.

The forecast this Financial Year is for expenditure of £8.147m.

## East Anglia RFCA is funded by several Ministry of Defence and single Services sources to deliver its three mandated outputs of Estates, Engagement and Cadets and Youth.

The forecast for this financial year is expenditure of £8.147m on an income of £7.524m. The difference being supported by income self-generated within the region.

This income is from Non Domestic Rates Reliefs (NDRR) for cadet premises and from the commercial exploitation of our estate. The forecast for self-generated income this financial year is circa £352k and £197k respectively.

Estates maintenance, revenue and capital projects accounted for 42% of expenditure.

Soft Facilities Management support to the estate added a further 19% to the spend.

Wounded, Injured and Sick Personnel Adaptations (WISPAs) accounted for 3% of total annual expenditure.

Support to cadets, including staffing, represented 22% of total expenditure.

Overheads were tightly controlled with the cost of Association HQ staff and IT/general administration expenses representing just 11% of expenditure.

### IT Systems

Our hardware replacement program increased staff efficiency, reduced the risk of hardware failure and susceptibility to toxic code.

Rollout of Superfast Broadband to all ACF remote users means all of East Anglia's field-based CAAs can now access Fibre Broadband.

### Secretariat

The Secretariat department carries out administrative control and management of HR support, training and MIS administration for our 70 staff.

The team has helped ensure GDPR compliance; updating policies and processes and is reducing the number of hard copy official documents in favour of electronic records.

As in previous years, the Secretariat has provided work opportunities for young people on a Business Services Apprentice scheme.

The dedication of our staff and members is the cornerstone of the RFCA's ability to deliver Defence requirements.

## Our proven capabilities to adapt and to optimise resources are key to our success.

The support that our Association staff and members contribute to Reserve and Cadet matters in East Anglia is of immense value to Defence.

I am pleased to share in this report evidence that the concerted efforts of the wider team produced some very creditable results.

## Value for money, across the Association and particularly in Estates, was our 'main effort' during this period.

I congratulate our Estates team for their efficiency in delivering the outputs required of us by the Ministry of Defence, taking in their stride the emerging demands of the Future Defence Infrastructure Strategy.

Our Engagement teams have delivered sterling performances in the areas of Civil and Employer Engagement, all underpinned by a Communications capability that has proved itself first class.

## Cadets and Youth activities within our six counties remain at a high tempo.

1450 Army Cadet Force cadets and 480 adult volunteers attended Annual Camps, held around the country and overseas this year.

The flying activity for RAF Air Cadets is returning, and across the cadet forces 35 vocational qualifications have been awarded to adult volunteers.

We are also making healthy progress towards our aspirations for better gender balance and diversity amongst the Reserves and the Cadet Adult Instructors.



**COLONEL RAY WILKINSON QVRM TD DL VR  
CHIEF EXECUTIVE**

**I am confident that the Association has a very competent membership and executive team in place.**

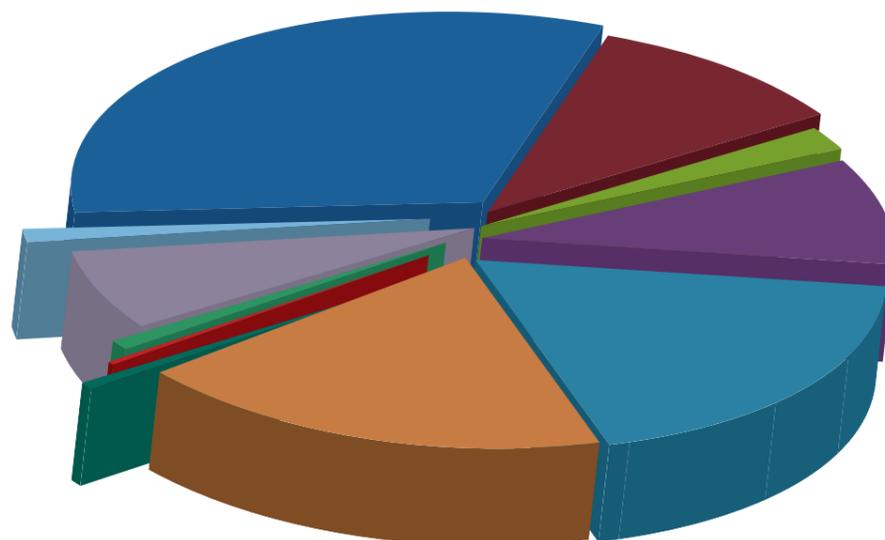
The resilience and dedication of staff and members helped to successfully overcome numerous savings and improvement requirements over the last year.

I am looking forward to the opportunities we will be presented with in the next year, arising from the ambitious transformation goals in the Ministry of Defence.

Our commitment, flexibility, and innovation will undoubtedly be tested but I am supremely confident that this team will meet the stretching expectations of us in the year ahead.

## Consolidated Expenditure Forecast Financial Year 2018/19 (8.147m)

Estates Capital Projects, £856,707
Vehicle Replacement, £144,635
Staff Costs (Assn HQ), £725,868
Staff Costs (ACF PSS), £1,540,345
Infrastructure (Soft Facilities Management), £1,513,521
IT & Communications, £49,585
Transport & Movement, £9,987
Recruiting Support, £70,689
Reserves & Cadets Support, £551,404
Administration, £91,098
Estates Maintenance & Minor Projects, £2,593,252



## Our Vision

East Anglia RFCA is widely recognised by its target audiences as the most valuable, knowledgeable and authoritative body in support of Reserve Forces and Cadet Organisations in East Anglia.

## About Us

East Anglia RFCA is an autonomous and tri-service corporate body established by an Act of Parliament.

Our main role is to give advice and assistance to the Ministry of Defence on matters relating to Reserves and Cadets in our region.

East Anglia RFCA covers Essex, Suffolk, Norfolk, Cambridgeshire, Hertfordshire and Bedfordshire.



**GEOGRAPHICAL BOUNDARIES OF EAST ANGLIA RFCA**

## Support Us

You can support our work in the following ways:

- Share your knowledge and enthusiasm for Reserves and Cadets by using your network to create local engagement opportunities.
- Use your local government connections to encourage attendance at events, support for planning applications and assistance with housing and education for service leavers.
- In your business, encourage your HR representatives to follow **@EAEmployers** on Twitter and email us at **ea-empsp@rfca.mod.uk** to find out how to show support for Armed Forces Personnel.
- Tell your friends and colleagues that our sites are available to hire for training and conferences. Our sites are secure, often with plenty of free parking, well-equipped and all proceeds are invested back into the estate. Visit [alternativevenues.org/ea](http://alternativevenues.org/ea) or contact 01245 244 800 for enquiries.

## Stay up to date

Sign up to receive our monthly newsletter and stay up to date with Reserve and Cadet matters across the region.

To subscribe to our newsletter or share your news, email **ea-comms@rfca.mod.uk**

You can also find us **@EastAngliaRFCA**



## East Anglia Reserve Forces and Cadets Association

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