



AGM CHAIRMAN'S REPORT

2019-2020





ABOUT US

Welcome to East Anglia RFCA.
We hope you enjoy reading our Annual Report.



WHO WE ARE

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.

WHAT WE DO

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.

Front cover: Norfolk Army Cadet Force taking part in Combat Cadet Competition 2019.

CHAIRMAN

The Association will continue to evolve, progressing from strength to strength in its support for Reserves and Cadets in East Anglia.

Although it is only my second year as your Chairman, my immersion in so many diverse and challenging Defence issues has made me feel as though I have been in post for a great deal longer. Many worthwhile national issues, that affect the Association have demanded my attention and have occupied much of my time.

The Cabinet Office Arms Length Body Review, known as the Tailored Review, has reported and the MOD is now contemplating the implementation of its recommendations. I continue to see the review as predominately positive for us and I believe that the MOD is fully cognisant of the value to it of an engaged and capable volunteer regional network. In the context of the next Strategic Defence and Security Review, to be known as the Integrated Defence Security and Foreign Policy Review, the next stage in the development of the Reserves under the much trumpeted banner of Future Reserves 2030, and the manifold improvements to MOD sponsored Cadets, I am confident that the Association will continue to evolve, as it has for 112 years, progressing from strength to strength in its support for Reserves and Cadets in East Anglia.

One area in which we have made good progress is the diversity of our membership. We were most fortunate to have Baroness Jenkin talk at the 2019 Chairman's dinner on the subject of growing diversity. Much has already been achieved, but we are doing more to improve the spectrum of perspectives on our Board, Sub Committee, and County Forum decision making processes. It is well proven that greater diversity leads to more effective and innovative organisations with the adaptability necessary to flourish in the high tempo change environment we will continue to face as the new decade emerges.

In the Estates area, in addition to introducing a most successful revised Statutory and Mandatory regime, and carrying out a large number of repairs and general maintenance tasks, we have also implemented 25 building and refurbishment projects across the region.

With 11 Employer Recognition Scheme Gold Award winners and 18 Silver Award winners in 2019, our regional Employer Engagement network, supported by our team at Springfield Tyrells, has built on the very good year they had



MR IAN TWINLEY DL
CHAIRMAN

in 2018. Their results speak volumes for the advocacy of our Members and our supportive Employers. Our support to Cadets has flourished with five very successful Annual Camps this year and many enabling training events organised and managed too. I am exceptionally pleased to report the outcomes achieved across all areas.

Thank you to my fellow chairs, and all our Members and supporters who do such sterling work in facilitating our Association's success throughout East Anglia. My thanks also to the support that we have been given by our Lords Lieutenant. Positive recognition, from the Chief of the Defence Staff and the Chiefs of all three single Services, of the benefits to the MOD of our regional footprint is conclusive proof of the success you our members have achieved.

CADETS

The positive societal impact of cadets continues to grow as more and more schools establish cadet units.



The Cadet Forces can make a huge difference to social inclusion, social mobility and the mental well-being of young people.

East Anglia RFCA run two Joint Cadet Committee meetings per year drawing together representatives from the Sea, Army, Air and Combined Cadet Forces. This best practice forum has welcomed two guest speakers this year: Professor Simon Denny (Retired Professor at Northampton University) and Colonel Clint Riley, ACF Colonel Cadets. Professor Denny delivered an update on the Study into the Societal Benefits of Cadets and Colonel Riley briefed on 'The Added Value of the Cadet Forces to Young People'.

To date, the key findings of the Study into the Societal Benefits of Cadets are very clear with qualitative evidence in determining that MOD Cadets represent excellent value within British Society. Whilst the study will be concluding in July 2020, the Year 2 Interim Report shows the positive impact of the Cadet Forces across a range of areas for young people, schools and volunteers.

The Cadet Forces are having a positive impact on the self-efficacy of cadets who are entitled to free school meals; an improvement which could be because of the activities they undertake in cadets. Young people who take part in learning outside school, such as that provided by the Cadet Forces, develop the non-cognitive skills which are sought after by employers and which can contribute towards educational success. Overall, the impact of the Cadet Forces on young people, schools, CFAVs and families is reported to be positive. For some young people, being a cadet has allowed them to make new friends, undertake new experiences, build a better

CV, be successful in school and develop their confidence and resilience. CFAVs play the biggest role in facilitating the Cadet Forces and many of them feel that they too benefit. We look forward to reading the final report from the study, and hope it will have positive influence and effect across other Government Departments for the continued support and investment in our uniformed youth organisations.



East Anglia now has 29 Cadet Expansion Units.

Our School Cadet Expansion Officer, Andy Bovingdon, was recently presented with a Chief of Defence People Recognition Award, at the Ministry of Defence, from Lt General Richard Nugee (Chief of Defence People). The reward recognised Andy's contribution to achieving the milestone target of 500 cadet units parading in schools across the UK. The target was achieved six months ahead of schedule and the certificate cites that the team has, without doubt, enhanced both the strength of the wider Defence Family and the reputation of Defence across Government.

The Cadet Expansion Programme is now closed to new applicants and any additional Schools wanting Cadet Units will be treated as 'business as usual' by the Single Services. The focus now is on sustaining and growing the Cadet Units that have been established. Andy has worked in partnership to establish Cadet Units under CEP for the past three years. In some instances, he has helped schools to partner with existing cadet units nearby and has now taken on liaison and support with 'legacy' CCFs; those who pre-existed CEP.

CADETS

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

From annual camp and adventure training, to parades, learning new skills and forging new friendships, the appeal of joining a Cadet unit continues to grow. Here's a snapshot of Cadet life in East Anglia.

Beds and Herts Army Cadet Force deployed to Westdown camp in Wiltshire for Annual Camp 2019. It was an exciting camp, made more interesting by seeing members of the regular army taking part in Exercise Wessex Storm. Pictured is a senior cadet during the 4 Star Fieldcraft assessment phase.

1 Company Beds and Herts Army Cadet Force enjoyed their first range day of 2020 in early January. Despite the cold weather, there were 20 two star passes out of 22 cadets. For most, it was their first time firing the L98A2. The top score was 90/100.

Two cadets from **Cambridgeshire Army Cadet Force** were presented with their Gold Duke of Edinburgh Award from the Lord-Lieutenant Mrs Julie Spence OBE QPM; RSM Sam Kidd from Linton Detachment, No 3 Company and CSM Richard Lynch from Cambourne Detachment, No 2 Company. Their certificates will be presented at either St James's Palace or Buckingham later this year by a Member of the Royal Family. There are five sections that need to be competed at the Gold level and the ACF provides many opportunities to complete cadet subjects that also qualify as DofE activities.

Cadets from **Cambridgeshire Army Cadet Force** had a surprise visitor Sgt Johnson Beharry VC COG drop in to see them whilst at West Tofts Camp, Thetford. The cadets were truly amazed and inspired by his account of the two actions in Iraq that lead to him being awarded the Victoria Cross in 2005.

Flitwick and Ampthill Sea Cadets, Bedfordshire had the honour and privilege of being awarded the Canada Trophy which recognised them as the Top Unit in the Sea Cadet Corps for 2019.



CADETS

East Anglia RFCA are proud to represent and support not just the Cadets, but the Adult Instructors and Permanent Staff that make all of this activity possible.



To celebrate 35 years of the **Huntingdon and District Sea Cadets**, Huntingdon Town Council awarded them Freedom of the Town in September with an inspection, service and parade taking place. The unit was further celebrated at the Sea Cadets Area Conference when the unit was awarded the Falcon Trophy to mark their achievements. It is awarded annually to the unit in the area that has done most to help within their community.



Essex Army Cadet Force, like many counties, were fortunate to have several key military guests attend their annual camp. Colonel David Wakefield OBE, Deputy Commander, 7th Infantry Brigade, met with Essex cadets in addition to Lieutenant General Tyrone Urch CBE, Commander Home Command.



1483 Brentwood Sqn, RAF Air Cadets were crowned National Banner Competition Winners 2019 by Air Commodore Dawn McCafferty, Commandant RAF Air Cadets. Having battled tirelessly over the previous six months to win the Essex and then Regional competition, the team of five cadets was led by Cadet Warrant Officer Owen Morgan, as Banner Bearer supported by Cadet Flight Sergeants Daniel Hickman and Jake Moore, Cadet Sergeant Ollie Geggus and Cadet Brandon Brown.



Cadet Warrant Officer Emelia Jones from **1483 Brentwood Sqn** won the ATC 75 Sword for the top female cadet in the whole RAF Air Cadets. Emelia fought off tough competition from every corner of the RAF Air Cadets to win the coveted top slot. Having pursued every avenue of the Air Cadet Syllabus, through sports, shooting, aviation, qualifications, citizenship, adventurous challenges and service, she has pushed herself and demonstrated what it is to be a role model for future cadets to look up to.



CADETS

With nearly 14,000 cadets East Anglia has one of the highest cadet populations in the UK.

Over 40 cadets and seven Cadet Force Adult Volunteers from **Norfolk Army Cadet Force** joined a battlefield tour in Normandy to commemorate the 75th Anniversary of D-Day. During the trip they visited Pointe-du-Hoc, Omaha and Gold beaches, Pegasus Bridge (pictured) and the Longues Battery, concluding with a drumhead service at Arromanches overlooking the remains of the Mulberry harbour.

Norfolk Army Cadet Force achieved gold medals at the 7 Brigade Combat Cadet Competition and were presented with the Best ACF Team Cup at the annual Combat Cadet competition also organised by 7 Brigade. The weekend saw 18 teams from across the Eastern Region competing for the Winner's Shield, which Norfolk narrowly missed out on, coming second to Bedford Modern School CCF. Combat Cadet is a mentally and physically demanding exercise comprising fieldcraft, navigation, shooting and teamwork, where all the teams are constantly under pressure with little time to rest and relax.

Cadet Corporals Ives and Surti of **Suffolk Army Cadet Force** joined the Royal Canadian Cadets on Exercise Oak Leak. This Annual Exchange programme was established in 1972 and is the Army Cadets' main contribution to International Defence Exchange. 60 UK cadets (ACF & CCF) and 10 escort officers took part and the three courses on offer were, Leadership and Challenge, Expedition Instructors Fitness and Sport Instructor Courses.



A full adventure training programme was arranged by Arete Outdoor Centre in Wales for selected cadets from **Suffolk Army Cadet Force** to enjoy during the October half term. All attending cadets had a great week and one of the main highlights was caving.



RESERVES

Reservists have always played - and will continue to play - a key role in our Armed Forces, making a valuable contribution to the nation above and beyond their day jobs.

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

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 units across the region.

3rd Battalion Royal Anglian Regiment deployed to Stanta for Exercise Thunder 2. It was a chance to work in a FIBUA environment alongside Military Working Dogs. For some this year, Exercise Morlancourt will have been a great opportunity to work with counterparts in the Australian Defence Force and showcase what capable and confident British Army Reserve infantry soldiers can do. For others, the autumn's Annual Deployment Exercise in Brecon will have been a very challenging and rewarding experience.



No 3 RAuxAF Tactical Police Squadron based at RAF Honington Bury St Edmunds, supported the RAF Police through the deployment of personnel overseas securing the RAF Typhon force in countries ranging from Iceland to Malaysia. The Sqn also supplied the bulk of the RAF Police personal at the Royal International Air Tattoo. In addition the regular role of supporting the Falkland Islands detachment continues with personnel involved with either military Working Dog handling or supporting the Law Enforcement section. Pictured is Cpl Mark Farrant with Air Dog Bruno at Mount Pleasant Airfield.



Reservists from **32 Military Intelligence Company** have had another busy year, with several deployments on overseas Operations. There has also been ongoing image analyst and other intelligence support by the whole company to current Operations at RAF Wyton. As in previous years, the 32 MI Coy team did well on the annual Pathfinder March, getting round the 46 mile course in a good time.



RESERVES

From deployments to training exercises and engagement activities, our local units have been incredibly busy at home and abroad.

36 (Essex Yeomanry) Signal Squadron Sgt Woodman represented the Royal Signals Corps as part of the British Army Brazilian Jiu-Jitsu Team and the UK Armed Forces Brazilian Jiu-Jitsu Team at the biggest national event of the year in London. The International Brazilian Jiu-Jitsu Federation's British Championships is open to all globally and extremely significant in terms of ranking and points needed to qualify for the World Championships. After three hard fought matches Sgt Woodman earned a gold medal which brings his total to three gold medals at The British Championships to date.

In January, 71st (City of London) Yeomanry Signal Regiment exercised its recently-awarded 'privilege' to march through the City of London. Close to 30 soldiers from 36 (Essex Yeomanry) Signal Squadron, the only East Anglian Squadron within the Regiment, took part in the parade; one of whom was East Anglia RFCA's Employer Engagement colleague, Reservist Lynsey Smith.

6 Regiment Army Air Corps ran their annual courses camp, Exercise Freshman Warrior in Dartmoor during July 2019. Over 100 personnel deployed to conduct aviation, communications and military training courses as well as completing driver training and license acquisition. Members of the Regiment have attended exercises and deployments across the world, including Exercise Swift Response in Croatia, Exercise Joint Warrior and Exercise Crimson Eagle in America.



RESERVES

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

124 (Essex) Transport Squadron were the lead unit for 151 Regiment this year providing both the greatest numbers and operational cells for Exercise Iron Viper. Iron Viper was a 101 Log Bde exercise and practiced the troops in driver Ops up and down the M1-M6 corridor with much of the action taking place in the Midlands area. During the exercise the drivers were given the opportunity to train and drive large white HGV vehicles that blended in well with the civilian population.



Private Ben Avery from **202 (Ipswich) Squadron, 158 Regiment RLC**, was among those across the Regular and Reserves to represent the Army Table Tennis team in the annual Inter-Services competition.

In October 2019 the ATTA Training and Army Table Tennis Championship attracted over 30 participants from across the Army including, Private Ben Avery who was crowned Army Table Tennis Champion.



Private Hammond from **201 (Bedford) Squadron, 158 Regiment RLC** has been selected to represent the British Army Reserve Operational Shooting Team (BAROST). The Adjutant General, of the Arkansas National Guard, has invited the Army Rifle Association to send the BAROST to compete in the 29th Armed Forces Skill at Arms Meeting to be held at Camp JT Robinson, Littlerock, Arkansas during 2020.



Lieutenant Zhao from **217 Field Squadron (Explosive Ordnance Disposal)** deployed to Camp Ripley, USA, on Op Honey Badger, as part of the Military Reserve Exchange Programme in Summer 2019. Lt Zhao was paired with US Army National Guard, 1LT Chad Pickering and embedded into the 833rd Engineering Company on this Brigade level field exercise.



RESERVES

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

2623 (East Anglian) Squadron RAuxAF hosted a Reserves Day employer engagement event at the RAF Regiment Heritage Centre which was sponsored by East Anglia RFCA and supported by 3 TPS. The aim of the day was to encourage employers to support their reserve employees and become advocates for the reserves, ultimately signing up to the Armed Forces Covenant and entering the MOD's Employer Recognition Scheme. The day consisted of RAF Regt and RAF Police capability stands and a live fire practice on the 25m range.



Officer Cadets from **Cambridge University Officers Training Corps** set out to complete the Tour du Mont Blanc, an arduous 170km trekking route in the Alps, completed in nine days in the summer when the route



is clear of snow and when winter mountaineering equipment is not needed. Officer Cadets carried all their kit and equipment with them throughout, including tents to sleep in each night a supply of at least two days of food.

As part of Ex Blue Commander, CUOTC invited members of the Cambridge University Netball Team into the Army Reserve Centre, Cambridge for some leadership development training.



The team were put through their paces in a series of command tasks and physical training.

Corporal Dan Prentice, currently a Detention Specialist with the **Military Provost Staff (MPS) Reserve Company** (Colchester) was part of an 18 strong team of Regular and Reserve colleagues from the MPS Regiment selected to take part in Ex Dragon Cohesion 20 in Les Contamines, France. Since joining the nationally recruited MPS Reserve Company five years ago, Cpl Prentice has enjoyed taken part in Military training exercises in Northern Ireland, Cyprus (twice), Scotland and is looking forward to participating on Exercise Leopard Star in Germany later this year.



Lance Corporal Geoff Young RAMC CMT successfully organised and conducted a Fire and Rescue Training day at Clacton Fire Station for members of **161 Med Sqn, 254 Medical Regiment**. The activity consisted of two practical lessons on casualty extraction. The first was a casualty extraction from a crashed vehicle using cutting equipment and the second was the location and extraction of a casualty from a smoke-filled building whilst using breathing apparatus.



EMPLOYER ENGAGEMENT

Our support to Defence is fully realised via the work of our Employer Engagement Team.

Working tirelessly with employers, and their representative bodies, our Employer Engagement team develop and sustain strong mutually-beneficial relationships.

The team provide effective and appropriate support for Defence People and employers on recruitment, retention, resettlement, rehabilitation, corporate business and operational objectives.



The Armed Forces Covenant (AFC) is the basis of Defence's relationship with society and provides a framework from which public and private sector employers can develop their support

for Defence people, often using the AFC brand as a tangible sign that they are a Forces Friendly employer.

Through the pledges made on signing, it publicly records and acknowledges employer commitments and is a foundation on which to build further discussions and regular reviews.

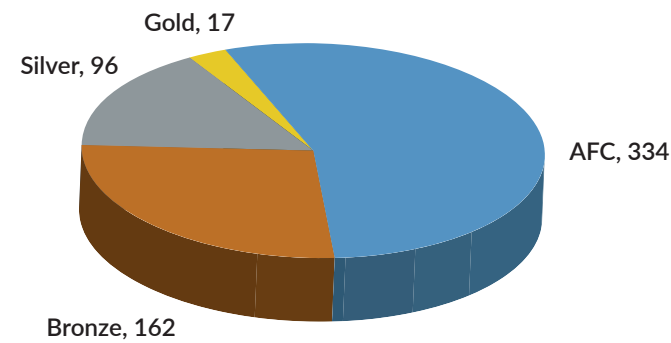
Signatories become advocates who, by demonstrating the success of their relationship with Defence, show how employers can benefit from supporting Defence.

Employers agree that by employing military personnel, whether ex-Regulars or Reservists, organisations can acquire a portfolio of skills and behaviours that are beneficial in a modern working environment.

The skills and training military personnel can offer include nationally recognised business and technical qualifications, instead of desirable 'softer' transferable skills such as leadership, team working, strategy and problem-solving, proven in challenging environments.

Our Reservists provide a significant 'bridge' between Defence and society at large.

East Anglia Supportive Employers



The 2019 ERS Silver Award winners were:

- 3sun Group
- A14 Integrated Delivery Team
- Buffalo Logistics Ltd
- Defence Leaders
- Dolphin Appliance Care Limited
- Drain Doctor Plumbing
- Gepp Solicitors
- Life Environmental Services Limited
- Mid-Essex Hospital Services NHS Trust
- Network Training Partnership
- Norfolk County Council
- RCR Services (UK) Ltd
- Ringway Jacobs
- Rose Builders
- Sackers Recycling
- Sonovision Limited
- Tendring District Council
- The Queen Elizabeth Hospital King's Lynn

We look forward to working with our 2019 Silver Award holders on their continuing journey towards Gold.

We had a bumper year for Gold awards when 11 employers were awarded Defence's highest accolade.

The support provided by our employers includes ten days' extra paid leave that enables our Reservists to undertake their annual training without having to use their annual leave meaning they can balance their three-way commitment to Employer, Family and to Serving our Country.

Our sincere thanks go to:



East & North Herts NHS



Focus7 International



Hertfordshire County Council



HMP Whitemoor



London Electronics



Morrison Utilities



Oppo Recruitment



Anglian Water



Carbon60



Colchester Borough Council



College of West Anglia

EMPLOYER ENGAGEMENT

Key to encouraging support for Defence People is networking and our Employer Engagement team delivered 30 successful events in 2019.

The events bring together employers, networking organisations and the Defence community. Guests have the opportunity to gain a better understanding of the Military, its ethos, training and skills that Defence People acquire during their Service.



“ We support the active promotion of applications from those with a history of employment in Defence as we have found they have great work ethic, self-discipline and interpersonal skills. We have found that aptitude to transfer military raised skills, logistics and common sense into the construction environment has had a positive effect on our business. Those we have employed with this background have become very valued and respected colleagues who have integrated very successfully. ” Steven Rose, Managing Director, Rose Builders



This year we began our social media campaign firstly by introducing a new Twitter account **@EAEmployers** where employers can keep up to date with Defence initiatives and engage with like-minded employers.

Our second campaign was in support of Armed Forces Week. Focus7 International kindly created a series of posters, visual emails and a landing page so our employers were able to obtain all the information they needed to support this worthwhile campaign. We were all extremely impressed with the result.



609
page views

569
unique
page views

4.24
minutes
(average time
on a page)

“ Supporting the transition of military personnel into the energy industry has been a priority for 3sun Group since it started in 2007. Military training sets candidates apart because of the quality of their technical training, attitude and professional experiences, making them a perfect fit for us. We were one of the first signatories of the Armed Forces Covenant in the East of England and have supported ex-service personnel to shape new lives by training, employment and a career pathway. They have successfully integrated into a multi-skilled agile workforce working between oil, gas and off-shore wind. ” Graham Hacon, Chief Executive, 3sun Group

COMMUNITY ENGAGEMENT

We greatly value our relationships with local civilian and civic communities and continually aim to raise awareness of those we stand to represent.



We work closely with local communities to increase the profile of our Cadet and Reserve Units and help Local Authorities understand the needs of the Armed Forces Community.

In September, East Anglia RFCA worked very closely with 6 Regiment Army Air Corps and Meaningful Education to deliver an Armed Forces and Cadets Celebration Day in Bedfordshire. For the first time in over ten years, Luton Army Reserve Centre opened its doors to the local community, welcoming over 100 guests. The fun, family day offered people the chance to meet Reservists, listen to military speakers, enjoy local cadet activities, see Army trucks and equipment displays and even climb aboard an Army Air Corps helicopter!

We are in regular contact with many of our Local Authorities, their officers and elected members. In the past year we have delivered numerous briefings to disseminate information on the Association's work and that of the Armed Forces Covenant.

Throughout the year East Anglia RFCA attends and contribute to local Armed Forces Covenant Boards across the six counties. The initiatives and projects delivered by these groups are far reaching and benefit not only the Armed Forces community but the civil community as a whole.



Bedfordshire Volunteer officers have received an historic new commission for cadet force volunteers. Bedfordshire District Sea cadets were presented with their new commissions by the Lord-Lieutenant of Bedfordshire, Mrs Helen Nellis. The officers receiving their commissions were from Bedford, Biggleswade, Dunstable, Flitwick and Ampthill and Luton Units and the Eastern Area Canoe Centre based in Bedfordshire District.

The new commission for volunteers in the Sea Cadets, Army Cadet Force, RAF Air Cadets and the Combined Cadet Force was approved by the Queen and is the first Royal commission created for 155 years.



COMMUNICATIONS

In delivering a wide range of print, broadcast and digital media solutions, we engage effectively with our key stakeholders both regionally and nationally.

Our Association newsletter is designed to be the main source of news and information for the Association Membership and our partners.

Published monthly, our key measure of success is the open rate (the percentage of people who receive the newsletter who go on to open it and click at least once). It is consistently well above industry average.

Our focus for 19/20 continues to be ensuring our website remains up to date, relevant to our target audiences, easy to use and a source of up to date news stories. We have published 100+ news stories so far in this financial year, which we promote through the newsletter and through our social media channels. Top performing pages include our jobs page, find a unit page and our new story pages. We will continue to promote the fact that our website has been optimised for use on mobile phones as over half of users still access it from desktop PCs.

We monitor key regional publications so we can report monthly on the Advertising Value Equivalent. This year, our media support was equivalent to a £382K advertising spend. The monitoring also informs our media targeting and future campaign planning.

To celebrate Reserves Day, we supported the Armed Forces Week campaign by shining a spotlight on four of our local serving reservists Aaron, Steve, Bernie and Kieron. Our Reserves Day campaign on Twitter was served to timelines 213k times in June 2019, an increase of 816% on organic performance on an average month. Cost per



Kieron



Aaron



Steve



Bernie



1k impressions = £2.40. We even produced a free online toolkit to make it easy for businesses to take part in the Reserves Day campaign.

Support to adult recruiting in the Cadet Forces is largely carried out by RFCA Permanent Support Staff. The PR team also offer advice and run campaigns on adult recruiting and retention. We ran four workshops on topics ranging from Adult Recruiting to Open Days. Insights, such as the fact 45% of adult volunteers are ex-cadets, were revealed and tips were given on how to ensure units are easier to find online with enhanced Google listings.

Our analysis of Google listings in the Army Cadet Force in East Anglia showed that 55% detachments have no listing, so there's still scope for the RFCA to help the Army Cadets improve their visibility online.

We secured an extra £12K of funding for the Army Cadets to run adverts on social media which resulted in an extra 245 adult applications (plus dozens of cadet applications). As a secondary benefit, the campaign helped to raise awareness of the Army Cadets in those communities too, because the adverts were served 270,000 times.

We developed a School Engagement pack for the Army Cadets because only 15% of adult volunteers had visited their local schools in the last two years. We investigated the causes and developed a pack to give adults the confidence and guidance with which to improve the relationship with local schools. As part of this new outreach, we have also designed and produced mobile recruitment pods for each of our five counties.

SOCIAL MEDIA

We use our digital channels to deliver the key aims and objectives set out in the East Anglia RFCA engagement and communications strategy.

Our social media focus in 19/20 continues to be on maintaining good levels of audience engagement with our content. This has become more challenging as all three platforms make organic posts from company pages harder to find, instead prioritising posts from friends, family and colleagues. We focus on posting

quality content, using strong images and a call to action. Our analysis helps identify the type of content which drives engagement, and we use this to shape our content. Top performing content includes Cadet success stories, job adverts and Reserve Day case studies. We also focus on real-time interactions, sharing and amplifying posts from

the wider armed forces community to extend their reach and impact. We always use our social media budget strategically, boosting priority campaigns such as:

- **Our Silver Employer Recognition Scheme** promotion on Twitter which comprised a slide show of photos from the award night. This generated an engagement rate of 47% - well above our organic engagement rate average. Cost per 1k engagement = £6.76.
- **Our Facebook page** to boost relevant followers. This resulted in 658 new, engaged followers. Cost per new follower = £1.30.
- **Our LinkedIn Company page.** Through a combination of paid for promotions and quality organic content, we have gained 80 new followers this year so far.

Follow us
@EastAngliaRFCA



Digital Comms - At a glance

TWITTER



3.6k followers
(+6.24%)
2nd on RFCA
league table



35 posts* served
to timelines
23.3k times



1.9%
engagement
rate*

FACEBOOK



3.1k followers
(+39%**)
3rd on RFCA
League table



33 posts* served
to timelines
17.2k times*



8%
engagement
rate*

LINKED IN



173 followers
(+88%**)
4th on RFCA
League table



22 posts* served
to timelines
17.7k times*



9%
engagement
rate*

WEBSITE



2.2k sessions*



58 secs
dwell time*



3.5 pages visits
per session*



10 news
stories*

NEWSLETTER



456 distribution



40.2% open
rate*



38.9%
click rate*



544 total
opens*

Totals for 19/20

Across our three
social channels:



895 posts



17k clicks,
shares, likes



Content served
410k times

* Monthly average for 19/20

** A result of organic gains and paid for page promotions

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.

Our Estates team manage a vast portfolio of buildings and projects, delivering highly cost-effective maintenance and building solutions.

The Estates team receive funding to undertake statutory and mandatory testing and inspections of buildings and equipment assets. They also receive a small fund for reactive maintenance which is sufficient to carry out only the most urgent works.

Remedial works arising from the statutory and mandatory testing and inspections have been funded from the reactive maintenance budget. This has placed great strain upon the resource but the good news is all sites are currently compliant.

A limited resource of Priority Based Funding (PBF) is released to cover works arising throughout the year that are over the Inclusive Repair Limit of our Service Level Agreement with Defence Infrastructure Organisation.



Essex CTC

We have received £200k this year from the PBF fund for urgent works and an additional £220k for the refurbishment of the Essex Cadet Training Centre at Cherry Tree Camp, Colchester. As late additions we received a further £200K to carry out spend to save projects.



Essex CTC



Essex CTC

This year, following the successful integration of an Estates helpdesk, a new reporting dashboard was created within the Association's IT system to provide stakeholders with a snapshot view of fault report status as well as informing on building compliance and accident reports.

Condition surveys on the entire estate have been completed within the financial year and the Forward Maintenance Register/Planned Maintenance Programme is continually being updated following such inspections. Throughout the year the Estates department has also continued work on four Wounded, Injured and Sick Service Personnel Adaptations for those living with a disability following military service.



Great emphasis has been placed on Income Generation in the past 18 months, with monies raised being re-invested into the estate. Under the umbrella of Wider Market Initiatives, East Anglia RFCA continues to grow its Alternative Venues business and explore the renewable energies market.

Having significantly increased our hiring activity with other uniformed services, Alternative Venues has raised over £225K for the Association this year. Many of our highly trafficked sites have undergone commercial fire risk assessments to ensure buildings are fully compliant for non-regular users and AV related enhancements have been introduced at several sites. The team are currently developing a new website which will serve not only as a shop front but as an online booking system, greatly improving the customer experience.

ESTATES

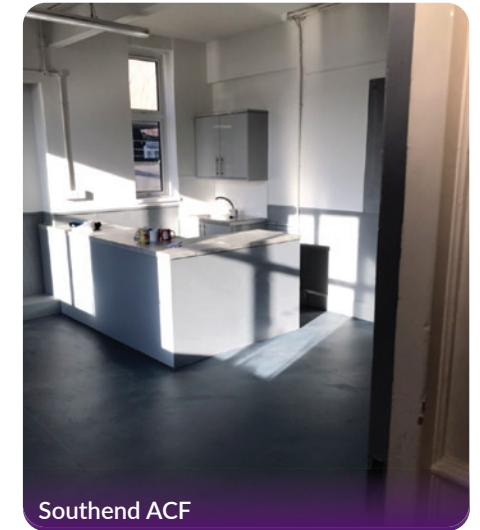
Regionally Generated Income has driven a programme of works across the estate.



Loddon ACF



Newmarket JCC



Southend ACF

A number of projects completed this year were primarily funded by Regionally Generated Income (RGI).

These include cadet facility refurbishments at Leighton Buzzard, Amptill, Newmarket, Harleston and Southend. In addition RGI has funded roof replacements and re-decorations at Woodbridge and Loddon cadet sites.

The Hitchin Army Reserve Centre (ARC) has undergone its second phase of refurbishment works providing the site with new mess and stores facilities. Extensive works were also undertaken at Waterbeach Cadet Training Centre to improve the facilities in terms of fire protection measures with fire alarms, fire doors, compartmentation, emergency lights, improved exits and gas system modifications all taking place.

A new fire alarm system has been installed throughout the main building at Coldhams Lane ARC which greatly improves the safety for the occupants and at Kempston ARC the old heating plant is currently being replaced with new efficient boilers.

Works are ongoing at Hertford ARC to renew the ablutions facilities which will improve the daily experience for both reserves and cadet staff using the site.

HQ Air Cadets provided funding for the wholesale refurbishment of the cadet facilities at 2476 Hutton Squadron in Essex and improvements are being made to the facilities at Haverhill, Felixstowe and City of Cambridge Squadrons.



Hitchin ARC



Hitchin ARC



Hitchin ARC

MEMBERSHIP

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

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

With over 160 Members across the six counties, they range from qualified surveyors, accountants and solicitors to industry leaders and opinion formers. Giving their time freely, without remuneration, their expertise in finance, legal matters, HR policy, estates and employer engagement are core to the success of EA RFCA.

We welcome several new Members this year and celebrate new appointments.

Air Commodore John Chandler CBE joins us as our Vice Chair (Air). John has already used his extensive aircraft engineering and logistics experience to engage with our RAuxAF units across the region and is looking forward to more involvement with the RAFAC Wings and Squadrons.

Wing Commander Mike Almond QVRM AE VR will lead the Essex Forum as the new County Chair. As a Professor at Anglia Ruskin University and a member of the Veteran's Advisory and Pensions Committee, Mike is well placed within the County to succeed our former long standing Chair, Colonel Charles Thomas.

Jennifer Canham was recently appointed to the Association's Executive Board. Having worked very closely with us in the Employer Engagement arena, Jennifer is an accomplished senior HR professional, equipped with over 20 years' experience working at strategic and operational level, primarily for public sector organisations including the NHS, police, higher and further education and a local authority.

Finance Scrutiny Committee member Lieutenant Colonel Craig Tallents TD has been appointed as our new Hertfordshire County Chair.



Our Employer Engagement Groups welcome two new faces. Peter Ray and Stew Geary will Chair the Hertfordshire and Norfolk Groups respectively. Peter works in the Human Resources Department of Premier Foods plc, where he specialises in People Development, and has been a member of the Hertfordshire EEG since 2014.

Having recently retired from Royal Air Force after 30 years' service as a Personnel Officer, Stew Geary is currently employed by Norfolk Fire and Rescue Service, where he is responsible for delivering an organisational review.

Lt Col Anthony Fairbanks Weston TD CSTJ DL VR, our Suffolk County Chairman, was appointed Deputy Lieutenant for his county. On his appointment, Anthony said: "I am deeply honoured and I think it is much more a mark of the esteem in which the RFCA and our Reserves and Cadets are held than anything I have done!!"

Across our region, two new Armed Forces Commissioners have taken up post.

Colonel (Retired) John Ogden now leads the Suffolk Armed Forces Covenant Board alongside Military Liaison Lt Col Jon Lowe, Commanding Officer, 6 Army Air Corps.

Air Commodore Kevin Pellatt was appointed Armed Forces Commissioner for Norfolk in 2019. In addition to being Vice Chairman of the Norfolk Police and Crime Panel, he is also involved with a number of local charities including being President of Norfolk SSAFA (The Armed Forces Charity).



EA RFCA HQ & REGIONS

We employ 71 people across the six counties and are headquartered in Chelmsford, Essex.



The inaugural East Anglia RFCA Day was held at CTC Waterbeach, Cambridge in December. The day brought together the widespread East Anglia RFCA staffing contingent, and encouraged team building and staff cohesion within the context of a friendly and fun framework. Beds and Herts ACF were declared the winners, and presented with a silver trophy! Staff feedback declared the day a most enjoyable and fun way to achieve some key business outputs, and given the great success of the event this will now be an annual gathering for the Association staff.



Our Estates team continues to evolve, with David Routledge now appointed as Head of Estates. We recruited a new surveyor, Peter Terrell and congratulate Matthew Tucker on his promotion to Estates Officer. The most recent member of the team is Chris Silk who also joins us as an Estates Officer.

Our Business Services Apprentice Cameron Chambers is now a permanent Admin Assistant in Finance and we've welcomed Chris Issac to the role of CAA in Essex ACF.

Shining a spotlight on Cadet Administrative Assistants (CAAs).

The CAAs are full-time employees of the RFCA and are responsible to the Cadet Executive Officers for all administration matters and logistics within his/her allocated Company, or position in County HQ. As a rule, a condition of their employment is to be a member of the ACF to which they support.

In practice, CAAs are much more than the contents of the job description. Generally (but not wholly) from a military background, they bring with them many years of attention to detail, loyalty, experience, and a will to provide the very best service to those whom they support. This is because inherently 'The Team' ethos is at their very core, which makes them ideal for role.

A Cadet Company CAA is also the Officer Commanding's conscience on all matters. They intuitively know and will adhere to what is right and will declare what they know to be wrong, in order to avoid costly mistakes; no matter if this is seen to be outside of their terms of reference. They have no training function (theirs is purely administrative) but will step in where they need to in order to safeguard the interests of their cadets and CFAVs. They are key individuals valued by all at county and regional levels.

FINANCE & IT

The forecast for the Financial Year is expenditure of £8.809m.

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 £8.809m on an income of £8.273m, 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 £328k and £225k respectively. Sale of surplus properties has also raised £656k.

Estates maintenance, revenue and capital projects accounted for 47% of expenditure.

Soft Facilities Management support to the estate added a further 17% to the spend.

Wounded, Injured and Sick Personnel Adaptations (WISPA) accounted for 2% of total annual expenditure.

Support to cadets, including staffing, represented 21% 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

This year all of our mobile telephones were enrolled in a new Mobile Device Management system, resulting in enhanced security. This has allowed access to more of our MIS systems away from the office, to increase flexibility of working for all staff.

Secretariat

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

The team has started to introduce a new online HR system for booking leave, recording sickness and other similar tasks. This is part of the drive to modernise and improve our processes and reduce the amount of paper records being stored.

CHIEF EXECUTIVE

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

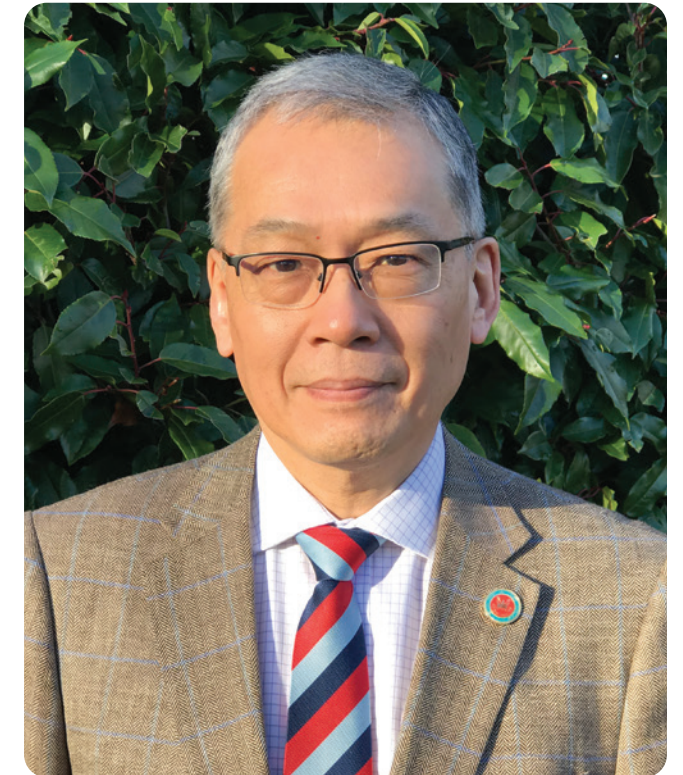
The last twelve months have been particularly challenging for the Association staff. Demand for our services continues to increase thus placing pressures on individual workloads. In a relatively buoyant employment market, staffing vacancies have taken time to fill, making it difficult to balance resources with customer demands. In spite of this operating environment, satisfaction has been high because our team has continued to deliver valuable outcomes for Defence.

The implementation of our new online HR system, CASCADE, is now complete with its full rollout from April 2020. A great deal of preparatory work has gone into ensuring a successful implementation of this system and I am particularly grateful to the Office Manager, Tristan Louth, and the Head of Finance, Jeremy White, for their significant investment of time and effort into that. Once we get it up and running CASCADE will be hugely beneficial to the Association.

During the year our national CIS Managed Systems Provider contract was retendered. Fujitsu is now our IT provider and the transition both at national and local levels was managed well. Any initial problems affecting our ability to deliver services have been minimised and we are looking forward to the benefits that a supplier like Fujitsu can provide.

Renewed emphasis on the vitally important area of Health and Safety, has led to a more focused fire safety inspection regime and also to increased pressures on our Estate, especially in the cadet world. Centralisation of cadet weapons has also added to the logistical requirements of our Professional Support Staff but our Cadet and Estates teams have both risen magnificently to the additional tasks now set for them. I am fortunate indeed to have such talented and committed people. And that includes those in our Engagement teams, who have yet again produced first class results in their influence activities.

Our AGM this year sees the handover of the Association Presidency by Helen Nellis CSTJ, HM Lord-Lieutenant for Bedfordshire, to Clare Countess of Euston, HM Lord Lieutenant for Suffolk. On behalf of the Association I



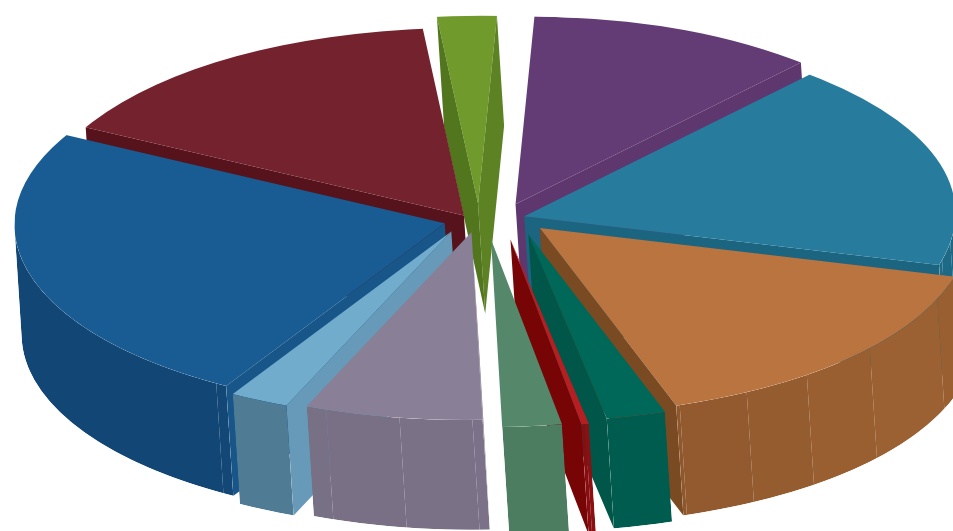
**COLONEL RAY WILKINSON QVRM TD DL VR
CHIEF EXECUTIVE**

would like to record my thanks to the Lord-Lieutenant for Bedfordshire for her steadfast support over the last three years and, in particular, her very wise counsel. She has been a most conscientious President. As for the future, the quality of my dealings with the Lord-Lieutenant for Suffolk over the last five years have been such that I am confident that she too will be what the military call a 'force multiplier'.

As I mentioned in my report last year, this period will see us dealing successfully with the initial outputs arising from the Arms Length Body Review, or Tailored Review. I remain confident that we can fully exploit the opportunities with which it presents us. With a new President and a refreshed Volunteer membership and staff we are well placed to tackle future challenges.

Consolidated Expenditure Forecast Financial Year 2019/20 (8.809m)

Estates Capital Projects, £1,549,976
Vehicle Replacement, £87,095
Staff Costs (Assn HQ), £735,623
Staff Costs (ACF PSS), £1,561,046
Infrastructure (Soft Facilities Management), £1,459,336
IT & Communications, £88,912
Transport & Movement, £17,790
Recruiting Support, £100,285
Reserves & Cadets Support, £526,965
Administration, £70,735
Estates Maintenance & Minor Projects, £2,611,515



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-emp@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. Contact 01245 245590 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.

Email **ea-comms@rfca.mod.uk** and we'll add you to our distribution list.

You can also find us **@EastAngliaRFCA**



East Anglia Reserve Forces and Cadets Association

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