

About Us

East Anglia RFCA is an autonomous & tri-service corporate body established by 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. EA RFCA covers Essex, Suffolk, Norfolk, Cambridgeshire, Hertfordshire and Bedfordshire.

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.



GEOGRAPHICAL BOUNDARIES OF EA RFCA

Support Us

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 email our Regional Employer Engagement Director to find out how they can show their 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 lots of free parking, well-equipped and all proceeds are invested back into the estate. Visit alternativevenues.org/ea or contact **01245 244 800** for enquiries.

Stay up to date

Our e-newsletter is issued monthly in the 4th week. Read our interesting and useful content and stay up to date with what's happening in East Anglia.

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



AGM CHAIRMAN'S REPORT

2016-2017



East Anglia Reserve Forces
and Cadets Association

250 Springfield Road, Chelmsford
www.earfca.org.uk | @EastAngliaRFCA | 01245 244 800

CHAIRMAN

I am pleased to report that most Reserve Units and Cadet detachments within East Anglia are in a healthy state.

This is my third year as your Chairman and financially it has been the most stringent so far. The impact of this has been felt most severely in the Estates area where our maintenance funding was cut by over 20%.

In spite of this, the Estates team managed to deliver the required output. I'm heartened to see the efforts of the Executive team at Chelmsford to implement continuous improvement, looking relentlessly for efficiencies and value for money solutions.

The conversation at my Chairman's Dinner this year covered the need for coherent youth development and the contribution that the Cadets can make. Our Principal Guest was Lord Tom McNally, the Chairman of the Youth Justice Board, and we were joined by five of our Lord-Lieutenants, together with the Air Officer Commanding 2nd (Training) Group, Air Vice Marshal Andy Turner, and our new Brigade Commander, Brigadier Charlie Collins.

In spite of our combat operations in Afghanistan coming to an end, the operational tempo experienced by our Armed Forces remains very high. 25% of our personnel are deployed on thirty operations world-wide and specialist and mainstream reservists to support those operations continue to be in great demand.

Within that context, the support our Association delivers to Reserves & Cadets is of immense value to Defence, and with the requirement now placed on us to promote the Armed Forces Covenant our activities also cover Veterans,



MAJOR GENERAL G S SMITH CB QVRM TD

including those that have been wounded and injured.

The vital importance of our role, in supporting Reserves & Cadets by providing the physical and permissive environment they need to flourish, has been recognised by all of the single Services.

The support our Association delivers to Reserves & Cadets is of immense value to Defence. I'm confident that we will continue to meet their stretching expectations of us.

We would not be able to do that without the ongoing enthusiastic support from our Lord-Lieutenants and volunteer members, nor indeed without the dedication and hard work of our staff; thank you to all. I am very fortunate to have your support.

FRONT COVER: NORFOLK AIR CADETS PULL A 13 TON TORNADO 100 YARDS TO COMMEMORATE ATC75 AND MARHAM100. PHOTO COURTESY OF MIKE LISTER

CHIEF EXECUTIVE

Successful transformation in an austere financial climate has demanded significant attention this year.

The team has worked hard and achieved a great deal in our Estates, Cadets & Youth, and Engagement areas of focus.

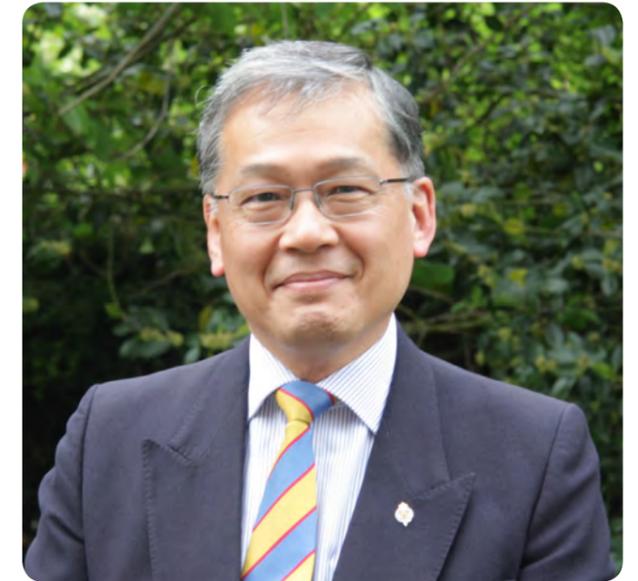
Engagement, with our broad spectrum of communities and employers throughout East Anglia, was our 'main effort' during this period and I am pleased to say that the concerted efforts of the wider team produced some very creditable results.

This year saw the Defence Infrastructure Organisation (DIO) 'Footprint Strategy' evolving into the 'Better Defence Estates Strategy', looking to reduce the size of the MOD Estate by 30% by 2040.

During this period our Estates function has had to manage a reduction of over 20% in its funds allocated for repair and reactive maintenance; the team is to be congratulated on the success with which it has accomplished this.

In spite of the geographical distance between us and their lack of resources, our relationship with 7th Infantry Brigade & HQ East remains productive and I am grateful to the Deputy Commander, Colonel Stuart Williams, for his positive attitude and very supportive stance.

The Army's review to refine the actions arising from Army 2020 have resulted in the Brigade gaining responsibility for an additional two Infantry Battalions, one Regular and one Reserve. This review, known as Army 2020 Refine, has as yet made minimal changes to the Army Reserve laydown in East Anglia but the



COLONEL RAY WILKINSON QVRM TD VR

review of Information Manoeuvre capabilities is still on-going and we await its results with interest.

The resultant implications have been handled quite magnificently by the Association team, particularly in the administrative support areas, and I have no hesitation in bringing their sterling efforts to your attention.

I am confident that the Association has a very competent membership and executive team in place, and the success with which we have dealt with the numerous savings measures and improvement requirements of the last year is indicative of our resilience.

OVERVIEW

The RFCAs evolved to provide specialist support to the Reserve and Cadet communities.

The essence of our work has remained the same since the RFCA's inception in 1908.

The RFCA for East Anglia 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 RFCA's in the UK, all operating with central direction and oversight of the key business outputs exercised by the Council of the RFCAs.

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



Our Membership brings with it unparalleled breadth of experience and expertise.

The volunteer membership of the Association is the interface with the local community in each county, and members act as local ambassadors across the range of RFCA interests. Volunteer members are drawn from former officers of all three services and cadet forces, representatives from local authorities, local business communities and charities.

Voluntary 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.

Our executive staff, members and committee structure bring together civilian and military authorities in our region, to enable ideas to cross-fertilise across the three forces.

Every year, we publish a Year Book, which includes the names of our members, names and locations of R&C units and RFCA staff contact details throughout East Anglia. The Year Books are available only to the membership.

RFCA FOR EAST ANGLIA

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

East Anglia RFCA provides the vital footprint for all reserve and cadet activity across six counties.

We're responsible for the upkeep and development of 15 Reserve Forces' sites and around 200 Cadet Centres on behalf of the Ministry of Defence.

The majority of the RFCA's resource and effort is on estate management. We ensure Cadet huts, Army Reserve and Cadet Centres are placed strategically throughout the region. This optimisation of the estate balances population density with the desire to provide attractive facilities for Cadets, Instructors and Reservists within available resources.

We are an intrinsic interface between the military and the wider community.

We help the civil community, employers, trade unions and local authorities understand the needs of the armed forces community, and improve the knowledge and understanding of Reserves and Cadets within the wider community.

We act as a key point of contact and a source of information on the Armed Forces Covenant, and Reserves and Cadet matters in the region, to facilitate gaining and retaining reserves, cadets and cadet force adult volunteers.

Support to Defence people, as defined in the Armed Forces Covenant, and their employers is provided through our Regional Employer Engagement activities. These include events throughout the year to celebrate, educate and inspire employers to demonstrate their support to Defence.

We also foster close and continuous cooperation between the Regular Army, the Reserve Forces and Cadets.

We support the delivery of the tri-service cadet experience.

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 volunteer instructors, with funding sourced from the Army Cadet Force Association.



AIR CADETS PARADE FOR 75TH ANNIVERSARY OF THE ATC IN NORWICH



COLCHESTER GARRISON COMMANDER LT COL CIARAN GRIFFIN OBE ATTENDS ARMED FORCES COVENANT SIGNING EVENT BY COLCHESTER UNITED FOOTBALL CLUB

RESERVES

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

Reservists play an extremely important role in the Nation's Defence.

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

We provide fit for purpose sites for the Reserve Forces to train in.

Essential to the recruiting and retention effort are the facilities we maintain on behalf of the Ministry of Defence.

We champion positive action in the community in support of the Reserve Forces.

East Anglia RFCA works alongside the Single Services, employers and local authorities to aid the delivery of the Armed Forces Covenant.

Our network of Employer Engagement members and Regional Engagement team communicate extensively within the local business communities to promote the Armed Forces Covenant and the benefit of Reservists, military spouses and veterans in the workplace

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

We provide funding grants for adventure training, parades, and other activities in support of the Army Reserves and Royal Auxiliary Air Force units in the region, including support to eight members of 3 R Anglian on Ex Steelback Corsica, the 254 Med Regt team in the Nijmegen Marches, 158 Tpt Regt in Cyprus and a locally based member of 1 MPS Sqn on Ex Dragon Custodian.

We provide media support for units' community engagement activities and national campaigns such as Armed Forces Day and Reserves Day.

We support 7 Brigade in organising employer engagement activities such as Exercise Future Leader & Exercise Executive Stretch.



FREEDOM OF BRENTWOOD PARADE



PETERBOROUGH BUSINESS CELEBRATES RESERVES DAY



158 REGIMENT RLC SKI TEAM RECEIVED GRANT FROM RFCA TOWARDS ENTRY FEES AND COSTS

The figures in the table below are indicative of current strengths in our region.

ESTABLISHMENT	TOTAL
RNR/RMR	198
Army Reserve	1801
RAF Reserve	256
Specialist	487

CADETS

Frequently nominated for national awards and involved in their communities, the recognition cadets and their instructors achieve with our support makes us proud.

East Anglia RFCA selects and manages the permanent staff that administer the Army Cadets.

From each Army Cadets County Headquarters, the teams recruit adult volunteers and cadets, manage the stores and funding, develop and promote the adult volunteers, generate local publicity and build links into their communities.

East Anglia RFCA helps eligible schools to apply for a new cadet unit under the Cadet Expansion Programme (CEP).

In the first two years of the scheme, nineteen new schools were approved to run CCF units in East Anglia, in support of the government's aim to increase the number of young people able to access the cadet experience.

Op REFLECT was supported by grants from EA to assist many cadet units to trace their county regiments in WW1 and WW2.

This included Cambs ACF visiting the Schwaben Redoubt in October to commemorate their Cambridgeshire Regiment forebears. Essex ACF visited Essex Farm, Tyne Cot and the Menin gate on day trips from summer camp. Norfolk ACF toured Far

There are more than thirteen thousand cadets in East Anglia. These figures are indicative of the current strengths in our region.

- CCF - 25 independent +15 CEP partners
- SCC - 35 units
- ACF - 148 detachments
- ATC - 99 squadrons + 3 Detached Flights
- Total number of cadets 13, 260



Eastern Battlefields and memorial sites, following the history of the Norfolk Regiment. Norfolk and Suffolk Wing ATC went on a battlefield tour to Belgium.

We ran two weekend courses to identify and train potential officers in the Cadet Forces with preparation exercises involving command tasks and refresher sessions on maths, English and non verbal reasoning. This was rewarded with ten passes at the cadet force commissioning board at Westbury in 2016, and a further five so far in 2017.

The new Cadet Forces Commission will take effect from 1 April 2017, and EA's Joint Cadet Committee was one of the first to hear the details when Wing Commander Martin Larwood-Hughes from RF&C gave an update on Cadet 2020 at the autumn meeting.

ESTATES

The RFCA maintains the Reserves and Cadet buildings to the required legal standard, on behalf of the Ministry of Defence, ensuring that all sites are kept in good condition, fit for purpose and secure.

We draw on our in-depth knowledge of the facilities and the users' needs to deliver highly cost effective maintenance and development projects.

Each refurbishment includes upgrades to reduce the carbon footprint.

2461 (Sawston) Air Cadets are moving from a hut that they've outgrown into an original RAF building at Duxford Imperial War Museum. This new facility is being re-configured internally to provide classrooms, offices and specialist rooms for the cadets to train in.

A £70k project to refurbish Chatteris Army Cadet Force hut in Cambridgeshire was delivered on time and within the budget. Jordan Bullman, the Chatteris detachment commander, said: "Thank you for putting life back into the building. Myself, staff and all the cadets are pleased with it."

The Brightlingsea cadet hut suffered repeated vandalism, despite several attempts to repair and prevent further damage. For the safety and comfort of the Army Cadets and their instructors, the detachment was relocated to Walton-on-the-Naze.

All Army Reserve Centres are compliant and up-to-date with any reactive maintenance issues having been resolved in a timely manner.

An indication of the size and composition of our Estate.

Association HQ	1
Army Reserve Centres	15
Weekend Training Centres	4
ACF Detachments	97
ATC Squadrons	84
Combined Cadet Force	24
Careers Offices	1

The brand new Army and Air Cadet detachment in Basildon was officially opened by HM Lord-Lieutenant of Essex. Built from the ground up to replace a facility that was no longer able to support the cadets, the £660k construction project, helps to improve recruitment, retention and attendance for the units that train there.

Careful management of available funds has enabled East Anglia RFCA to ward off any site closures.



ONGAR REFURBISHMENT



BASILDON SHARED CADET CENTRE NEW BUILD



WATTON EXTENDED TO SHARED CADET CENTRE

ESTATES

We provide the management and upkeep of around 200 Reserve Forces and Cadets sites across the region, the acquisition and disposal of land and buildings, and adapting homes for injured servicemen and women.

In preparation for the implementation of the Next Generation Estates Contract process, we're working collaboratively with the Council of RFCA working groups and restructuring statutory and mandatory tasks to improve delivery.

The Estates Team deliver sustainable improvements with scarce resources, displaying significant creativity and innovation.

Jonathan Lawes BSc (Hons) MCIQB AssocRICS now leads the team as Head of Estates. A well-deserved appointment given his extensive knowledge and experience gained from over ten years' in the East Anglia RFCA Estates team.

The team welcomed Kevin Humphrey, Facilities & Supplies Manager. In addition to looking after the day-to-day running of our sites, from waste disposal to utilities, the Supplies team manage the commercial hiring of our estates under the Alternative Venues brand.

David Routledge has also joined as Estates Officer in charge of Norfolk, Suffolk, and North Essex. David is working towards his NEBOSH qualification and is overseeing estate compliance.

Estate optimisation yields more Shared Cadet Centres, shared by the ACF and the ATC.

The number of Shared Cadet Centres increased from 27 last year to 29 as we work towards optimising our estate. This enables us to provide both Army and Air Cadets with better facilities and more energy efficient buildings.



Alternative Venues raised £180k for the Estate.

All of our sites are available for hire. Revenue is reinvested into the estate, with up to 40% going directly to the unit operating from the hired site.

This year, £40k was returned back to Army Reserve Centres and Cadet Centres for the good and benefit of all as a direct result of their sites being hired.

Fourteen adaptations to living accommodation for injured service personnel.

Discrete funding from the Directorate of Infrastructure Army HQ enabled the works to be carried out in the homes of injured service personnel, including installing step-free access and wet room conversions.



DAVID ROUTLEDGE



JONATHAN LAWES



KEVIN HUMPHREY



THE LOUNGE IN PETERBOROUGH ARC

EMPLOYER ENGAGEMENT

Strong, mutually-beneficial relationships with employers that provide effective support for Defence's recruitment, retention, resettlement, rehabilitation and business objectives.

Our Employer Engagement programme has yet again been a very full one.

Many employers from East Anglia attended the Queen's Birthday Parade, the Tower of London's Ceremony of the Keys, Breakfast presentations, ERS Silver Awards, Reservist training in Cyprus, Cadets insight day at Annual Camp, Executive Stretch and our first Future Leader event.



CRANFIELD UNIVERSITY AFC SIGNING



EMPLOYERS AT ANNUAL CAMP

Employer engagement cultivates and strengthens links between Defence and private and public sector businesses and organisations.

The Armed Forces Covenant Business Pledge enables employers to publicly declare the support they offer to Defence People.



EMPLOYERS WITH TORNADO AT NETWORKING EVENT



EMPLOYERS ATTEND ARMED FORCES COVENANT EVENT AT THE TOWER OF LONDON

Highlighting the benefits of military skills and training to employers is a key output for employer engagement.

This year we were able to take a small group of employers to Cyprus to witness the benefits of an annual deployment exercise.

Working closely with businesses to bring their pledges to life, we assist them in achieving recognition under the Ministry of Defence's Employers Recognition Scheme.

The eleven East Anglian companies that received Ministry of Defence Employer Recognition Scheme Silver Awards this year are: Adnams, Barr-Jones Associates, Bedfordshire Fire and Rescue Service, Chapman Ventilation, Forces Recruitment Services, Kelvin Hughes, Maritime Transport Ltd, the Mercury Theatre, Norse Commercial Services, Paragon and MEL Group.

40 Bronze Awards 121 Silver Awards

112 Armed Forces Covenants



COMMUNITY ENGAGEMENT

In local authorities, we encourage support for planning applications and help with housing and education for reservists returning from mobilisation.

The delivery of Community Engagement, in partnership with and in support of the Armed Forces, remains the foundation of everything the Association does.

We continue to build our relationships with the civilian and civic communities, to raise awareness of the Reserves and Cadets, as well as EA RFCA's role in supporting them.

Armed Forces Covenant Community Engagement refers to the practice of Association staff and members working with local authorities and key stakeholders to support them in the delivery of their Armed Forces Covenant pledge.

We help the local authorities understand the needs of the armed forces community, and act as a key point of contact and a source of information on the Armed Forces Covenant, Reserves and Cadet matters. All County Councils and unitary authorities in East Anglia have signed the Covenant. They implement their Armed Forces Covenant in a way that fits with the values and ethos of their county.

We have been in contact with all of our MPs and a growing number are engaging with us. Support has ranged from visits to Reserves & Cadets units, offers to host events at the Houses of Parliament, and the leadership of engagement sessions with key stakeholders within constituencies.

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.

Reserves recruiting continues to be an unfunded activity, however the local knowledge we've accrued through consistent presence on the ground enables us to reach out through our media channels and



HM LORD-LIEUTENANT FOR CAMBRIDGESHIRE SIR HUGH DUBERLY WITH HRH THE DUKE OF GLOUCESTER AT AN EVENT OUTSIDE ELY CATHEDRAL

our membership to promote events and initiatives organised in the region.

We've forged the Norfolk Youth Organisations in Uniform, sharing good practice identified across the region, including Bedfordshire Youth United. Norfolk army and air cadets are liaising with the police cadets and fire cadets to identify community projects they can work on together. We've created an information leaflet, with print production funded by the County council to inform young people of the cadet opportunities available to them in Norfolk.



HERTFORDSHIRE COUNTY COUNCIL ARMED FORCES DAY FLAG RAISING 2016

MEMBERSHIP

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



JULIE SPENCE OBE QPM



LORD PETRE KCVO

Julie Spence OBE QPM has been appointed by Her Majesty as Lord-Lieutenant for Cambridgeshire when Sir Hugh Duberly KCVO CBE retires. Sir Hugh has also been Honorary Colonel of Cambridgeshire ACF, and has been a great champion of the cadets.

We congratulate HM Lord-Lieutenant for Essex, the Rt Hon the Lord Petre on his KCVO in the Birthday Honours List 2016.



MAJOR GENERAL JAMIE GORDON CB CBE



COLONEL CHRIS SHARWOOD-SMITH MBE DL

The Chief Executive of the Council of RFCAs, Air Vice Marshal Paul Luker CB OBE AFC DL, retired in September 2016 and has been succeeded by Major General (Retired) Jamie Gordon CB CBE.

Colonel Chris Sharwood-Smith DL received an MBE in the 2017 New Year's Honours List for his service as Commandant of Bedfordshire & Hertfordshire Army Cadet Force between 2011 and 2016. He continues his involvement as Colonel Cadets for 7th Infantry Brigade covering the East Anglia region.



COLONEL RAY WILKINSON QVRM TD VR



MAJOR (RETIRED) JOHN WHATLEY DL

Colonel Ray Wilkinson QVRM TD VR, Chief Executive of East Anglia RFCA, was appointed Honorary Colonel 71st (City of London) Yeomanry Signal Regiment.

Major (Retired) John Whatley DL became the newest Deputy Lieutenant for Bedfordshire in September.

Colonel (Retired) Jamie Athill, the Chairman of our Norfolk forum, was appointed DL for Norfolk in April 2016.

We have said goodbye to Major Alf Todd MBE, CEO Norfolk ACF after ten years with the RFCA, and welcomed in Major Bob Gibbs, previously the PSAO at 161 Medical Squadron, Colchester.



COLONEL (RETIRED) JAMIE ATHILL DL



MAJOR BOB GIBBS

AWARDS

The RFCA proudly celebrates the achievements of reservists, cadets and volunteers throughout the year.

Cambridgeshire ACF cadets and Essex ACF young adults both participated in the National First Aid finals. Two Cambridgeshire cadets have been awarded a St Johns Ambulance Award for their prompt first aid.



THE QUEEN AND PHOEBE MERCER



ELLIS RUDGE & COUNTESS EUSTON

Cadet CSM Phoebe Mercer, of Suffolk ACF, former Lord-Lieutenant's cadet, received a Mid Suffolk Community Achievement award, and was selected from thousands for the final stage of the Duke of Westminster award. She also won her class in the ACF Eastern Region Cross County Championships.

Cadet Ellis Rudge, aged 13, of Suffolk ACF, received the Commandant's Suffolk Army Cadet Force Commendation from HM Lord-Lieutenant for Suffolk, Countess Euston, for his first aid to another boy following an accident at a skate park.

Cadet Lance Corporal Drew Stent, of Beds & Herts ACF, was awarded the St John Ambulance Meritorious Service Certificate and Bar for his first aid assistance to a victim of stabbing.



DREW STENT & HELEN NELLIS

Corporal Victoria Richbell-Davies, Beds and Herts ACF, received the Judges' Special Award at National British Red Cross Humanitarian awards. Using her ACF First Aid skills and training Victoria helped two collapsed gentlemen in separate incidents, and controlled the scenes at a public event in Turvey, Bedfordshire.

Squadron Leader Andrew Crichton, better known as Tim, has been awarded an MBE for his services to the military and Air Training Corps. In his current role as Wing Staff Officer for Hertfordshire and Buckinghamshire Wing, he supervises seven squadrons and also devotes his time to the broader range of cadet activities.



CORPORAL VICTORIA RICHBELL-DAVIES



SQUADRON LEADER ANDREW CRICHTON

SMI Les Edwards OSTJ Cambs ACF received a BAE award in recognition of his lifelong devotion to first aid training.

Staff Sergeant Instructor Julie Witney, Essex ACF, received the CVQO Award for Most Outstanding City & Guilds Licentiate Submission.

HR, IT & COMMS

We currently employ 66 staff in over 20 sites across East Anglia.

The Admin department continued to provide HR support, Training opportunities and MIS administration for EA RFCA staff.

We recruited eleven new members of staff this year and hosted a work experience student.

The Business Services apprentice we took on last year performed so well that we were able to offer her a further 12 months on a fixed term contract.

A new Quality Management System was introduced by CRFCA in 2016. This will enable us to demonstrate our ability to consistently provide products and services to meet requirements and gain ISO 9001 accreditation.

EA was one of the first RFCA's to receive SCIDA accreditation for all of its ACF county HQ's as well as the association HQ.

We have consistently monitored the IT network status and educated staff to mitigate the risk of becoming victims of cyber-crime.

We continue to replace desk top workstations with laptops, which offers our staff improved flexibility for working and aligns with our Business Continuity and Recovery Plan (BCRP).



#SALUTEOURFORCES DRM CHRISTMAS CAMPAIGN

Communications are aligned with the core pillars of the RFCA to help achieve the Association outputs.

Our website was updated this year to improve the user experience for smartphones, with an immediate effect of a 12% increase in time spent on the website.

Distribution of our e-newsletter increased by 170% this year, and 240% more people are reading it. In building a more refined social media presence, Twitter following increased by 32% since October 2015 and achieved a modest 7% increase in Facebook page likes in the same period.

Encouraging more employers to become advocates for the Armed Forces Covenant, we've produced media support packs to help them promote their involvement in the ERS Silver Awards and other RFCA-led events.

A new, targeted, digital advertising campaign for the Army Cadet Force trialled with support and funding from ACFA, yielded a strong 70% uplift in adult volunteer applications from hard to reach rural areas. The campaign will be repeated next year to support the aim of full manning.

Other support to Estates, Engagement and Cadets included an Alternative Venues toolkit and promotional merchandise for ACF Adult volunteer recruiting.



WWF WEAR IT WILD DAY

FINANCE

The forecast this financial year is for expenditure of £8.71m

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

Overheads were tightly controlled which resulted in the cost of Association HQ staff and administration expenses representing just 8% of expenditure.

Soft Facilities Management support (e.g. Non Domestic Rates, Trade Waste, Cadet Accommodation Rentals) to the estate accounted for a further 18% of spending.

Estates maintenance and minor projects account for over 26% of costs.

Reserves and Cadets Support includes administration and travel expenses in assisting the ACF and adaptations to living accommodation for wounded and injured service personnel.

We continue to generate an income from Non Domestic Rates Reliefs (NDRR) for cadet premises and from the commercial exploitation of our estate.

The hiring of Army Reserve Centres and Cadet Centres raised an income of £180k this year. The RFCA secured a further £389k in non-domestic rates rebates from local authorities.

The monies produced fund Estates projects as directed by our Estates Advisory Committee and assured by the Finance Scrutiny Committee.

Consolidated Expenditure Forecast FY16/17 (£8.71m)

