



## ARMY CADET FORCE ASSOCIATION

**Minutes of the Board of Trustees' Meeting – Open Business**  
**Held on Saturday 25<sup>th</sup> November 2017 at 14.00 hours**  
**at the Grand Connaught Rooms 61-65 Queen Street London WC2B 5DA**

<b>Present:</b>	
Col DI Fuller OBE (Acting Chairman)	Vice Chairman ACFA
Lt Gen AJN Graham CB CBE	President ACFA
Col J Brunt OBE	Chairman ACFA Wales and Trustee (outgoing)
Col AH Cassidy OBE	Chairman ACFA Scotland and Trustee
Col AI Denison OBE	Trustee Greater London
Col EJ Mytton	Trustee West Midlands
Col RE Stafford-Tolley	Chairman ACFA Wales and Trustee (incoming)
Col C Tearney	Trustee North East
Col MV Warnock	Chairman ACFA Northern Ireland
Lt Col WA Adams	Trustee East Midlands and East Anglia
Lt Col JRC White	Legal Adviser and Trustee (outgoing)
Maj J Brocklehurst	Trustee South East England
Ms A Zukowska	Marketing Adviser and Trustee
Ms V McBurney	Head of Volunteer Recruitment and Communications ACFA
Mr R Walton	Director Finance Operations & Training (DFOT) ACFA
Col MNS Urquhart OBE (Secretary)	Chief Executive (CE) ACFA
<b>In Attendance</b>	
Mr D Haigh	Assistant Head Youth & Cadets, RF&C Div MOD
Brig MP Lowe MBE	Deputy Commander Cadets, Regional Command
<b>Apologies</b>	
Maj Gen MD Wood CBE	Vice President ACFA
Maj Gen D McDowell CBE	Chairman ACFA
Col JA Fogerty	Chairman Finance Committee and Trustee
Col HMW Williams	Trustee North West
Mr R Duncan	Investment Adviser and Trustee
Mr AJ Goodwin	Hon. Treasurer and Trustee
Mrs E Lincoln-Gordon	Legal Adviser and Trustee (incoming)
Cdr GR Bushell	Director Cadets and Youth, Council of RFCAs

Item	Subject	Action
1.	<b>Minutes of last Board meeting and matters arising.</b> The minutes of the Trustees' board meeting on 5 <sup>th</sup> July 2017. No comments were made and there were no matters arising. The Chairman signed the minutes as a true record.	

<p><b>2.</b></p>	<p><b>MOD Reserve Forces &amp; Cadets report.</b> The RF&amp;C report was distributed prior to the meeting.</p> <p>The main item reported by Duncan Haigh was the appointment of Gavin Williamson as Secretary of State (SofS) for Defence on 2<sup>nd</sup> November 2017. (The previous SofS, Sir Michael Fallon had been a good and interested supporter of cadets in the MOD.) The Youth &amp; Cadets team had yet to brief Gavin Williamson and know little about his background understanding of cadets, but his outer office has already indicated that he was interested in visiting cadet units. Meanwhile the Minister responsible, Tobias Ellwood, Minister for Defence People and Veterans, continues to be supportive and interested.</p> <p>Cross-party interest in Cadets remains strong and once again Youth &amp; Cadets Branch has been invited to give an update to the All Party Parliamentary Group Reserves and Cadets on 6<sup>th</sup> December 2017. At last year's update Cdre Jonathan Fry gave a general update on the state of the Cadets. This year's update will focus on the ongoing Northampton University study into the social impact of being in the cadets. The MOD is keen to increase awareness of this report out in the wider public.</p> <p>The Cadet Force 2020 strategy was launched in 2015. The MOD is now refreshing it by looking ahead to 2025 to ensure that the overarching strategy remains relevant and remains aligned with s/Service strategies. The plan is to submit the revised strategy to the 3 Star Youth &amp; Cadet Steering Group in March 2018 with the aim of presenting it to the ministerially chaired Youth &amp; Cadet Council in Summer 2018. (The Youth &amp; Cadet Council meeting is a high profile showcase event bringing in the Department for Education (DfE), devolved administrations, Cabinet Office and other key players, helping the spread the word about cadets across the Government, in doing so making the point that Defence contributes financially to the wider Youth agenda. Unfortunately the Council meeting did not take place in 2017, mainly due to Government reshuffles.)</p> <p>A key issue to tackle in the 2020 strategy refresh is Cadet metrics. Two dashboards are to be developed, one measuring the health of the Cadet forces and the other measuring the benefits they deliver. The metrics will be used to provide evidence on which to base policy direction and decisions.</p> <ul style="list-style-type: none"> <li>• The Health aspect is relatively easy to measure, e.g. numbers of cadets and adult volunteers are already being measured annually. In other areas however there is a need to better understand the cadet forces, e.g. how long cadets stay and adult volunteer age profiles (are enough young CFAVs joining or is there a looming crisis?). An important part of evidence building is the ongoing Cadet Health Check being coordinated by the Council of RFCAs, which will give weight and depth to the health statistics that are being developed.</li> <li>• Developing metrics to measure the benefits is more of a challenge. Experts within the MOD are being consulted, but it is an area where the Northampton University study will be helpful as it is now producing both qualitative and now quantitative data about the benefits for both cadets and adult volunteers.</li> </ul>	<p><b>CE to send to trustees</b></p>
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	<p>In developing the new 2025 strategy, the team are looking to gain a better strategic understanding of Cadet Equipment. Progress has been made in understanding Cadet Infrastructure, which is currently being worked in the programme as part of Line of Effort No 9, the working group being chaired by the Defence Infrastructure Organisation. There is however awareness that there is not a similar work strand understanding Cadet Equipment.</p> <p>In the meantime the priorities for the 2020 strategy remain Cadet Force Adult Volunteers (CFAVs) and the Cadet Expansion Programme (CEP).</p> <p>The dominant issue in 2017 for the small MOD Youth &amp; Cadets team has been the introduction of the Cadet Force Commission. It has been such a big subject that it has held back work in other areas. The Commission comes into force on 1<sup>st</sup> December 2017.</p> <p>The CEP is on track to meet its target of 500 cadet units in schools by March 2020. The next batch of applications will be considered by the MOD and DfE on 5<sup>th</sup> December 2017, which will look to approve around 25 more applications.</p> <p>Whilst the programme is going well and interest from schools is healthy, it is understood that cadet units can fail for a number of reasons, therefore there is no room for complacency, which is why Cdre Fry and Duncan Haigh are about to conduct a stocktake with DfE colleagues looking at the health of existing new CEP units, applications in the pipeline and also legacy pre-CEP units, reminding the trustees that the 500 target is made up of the total of legacy and CEP units, some legacy units occasionally failing.</p> <p>Ministers are keen to announce each round of approved applications. Sir Michael Fallon's announcement on 3<sup>rd</sup> October 2017 had also been used to publicise the Northampton University study's first report, which focussed mainly on the work of the community based cadet forces, specifically Greater Manchester ACF.</p> <p>The President observed that MOD RF&amp;C Div, the Cadet Health Check team and Northampton University are all looking at the health of the cadet forces in one form or another. He asked Duncan Haigh to confirm if they were heading in the same direction. Duncan Haigh confirmed that this was the case. He and his colleagues were looking for a package of quantitative evidence supported by qualitative evidence in the form of a narrative.</p>	
<p><b>3.</b></p>	<p><b>Army Regional Command report.</b> The Regional Command report was distributed prior to the meeting. Brig Lowe covered three points.</p>	
<p><b>a.</b></p>	<p><b>Cadet Forces Commission.</b> The MOD had received the Royal Warrant, which had been cascaded to the Army Board, which in turn yesterday gave formal delegation to GOC Regional Command. The Army was now taking steps to appoint people to the new commission and make associated regulations. The significance of the new commission is that officers will be commissioned into a youth movement and will no longer be on Land Forces Type B Reserve Commissions. Brig Lowe recognised that people are proud of their association with the Army and for some of the older CFAVs that included pride in their Type B Commission. Introducing the Cadet Forces Commission was therefore being</p>	

	<p>introduced in a measured way with care because work was still required to deal with the legacy commission. The Army's line will therefore be that the only authority for conducting cadet force business will be the Cadet Forces Commission and the Type B commission will no longer be applicable when working with cadets. A mechanism will be developed to relinquish the legacy commission in time. This will recognise that some ACF and CCF (Army) officers will still retain a Reserve Forces liability, who will need to also retain their Type B commission; this will require detailed staffwork to check each of currently commissioned CFAVs, line by line.</p> <p>The President observed that some could see the covenant between the individual, the Army and the Crown as being in some way broken, but having heard Brig Lowe he now understood that it was not broken but that the covenant was being enacted in a different way. Brig Lowe confirmed that the President's deduction was correct. This was the first new commission in 160 years, it was awarded by Her Majesty the Queen and promulgated by Royal Warrant. It will be a commission that only CFAVs in the MOD's cadet forces will have, being pertinent and relevant to their role as leaders of a youth organisation. Brig Lowe added that CGS was keen to mark its introduction in a high profile way, issuing instruction to Regional Command to mark it nationally and regionally in a manner which demonstrates the value and respect in which the Army holds the commissioned officers of the ACF and CCF(Army).</p>	
<p><b>b.</b></p>	<p><b>Safeguarding update.</b> Brig Lowe updated trustees on the review of all historical safeguarding cases that had been conducted earlier in the year. In the absence of Cdr Bushell he publicly recognised the considerable work done by the RFCA employed permanent staff, notably the Cadet Executive Officers. He noted the national climate that institutions are not to be trusted and therefore the implications are clear: the Army and its cadet forces must ensure that its Safeguarding measures are right, continuing to demonstrate that an organisation which looks after a large number of children, some from challenging backgrounds, can keep its own house in order and demonstrate a low level of tolerance of people who fail to understand their responsibilities in law towards children and young people under the age of 18. The work is ongoing.</p>	
<p><b>c.</b></p>	<p><b>In-Year Savings measures.</b> Trustees were aware of the savings measures which affected the issue of clothing to cadets and the operating grant to RFCAs. Putting them into context, the last Strategic Defence and Security Review (2015) and the ongoing National Security Capability Review were looking to make savings from Defence totalling many billions of pounds. The In-Year savings imposed on the cadet forces were therefore relatively small and insignificant. Looking ahead he emphasised that good and responsible behaviour must be demonstrated. He hoped to be able to switch the cadet clothing budget back on in the new year. In other areas there had been significant spending for the long term benefit of the cadet forces: £10m had been spent on joint cadet huts this year in conjunction with the RAF, many in London; about £9.5m on the new fleet of Mercury radios which will enable proper fieldcraft and command and control to resume, which had been procured specifically so that it is safe for children to use; and he hoped to be able to buy the outstanding 2,258 Cadet Smallbore Target Rifles in this financial year. In the grand scheme, the Army's cadet forces will be in a better position for when the demographic population of young people of cadet age is expected to increase following the increase in births in 2008/2009.</p>	

<p><b>d.</b></p>	<p><b>Honours and Awards.</b> The CE raised one point from the preceding Trustees’ meeting. Trustees had visited most of the annual camps during the summer with an agenda of seeking a 360 degree appraisal on ACFA. Inevitably, without prompting, a number of points came out from Comdts that are for the chain of command, which will be fed across to Regional Command, none of which will be a surprise.</p> <p>One however merited discussion, which was the dearth of major national honours, the award of which have certainly declined. The cause was unknown but the CE asked if ACFA could help to do something to change this situation.</p> <p>Brig Lowe responded that the citations were simply not coming in. He recognised that it was a chain of command issue and Regional Command could talk to regional commanders, emphasising the importance of recognising the adult volunteers. He also felt that Colonels Cadets in regional HQs had a role to play in identifying worthy candidates who have given a proportion of their lives and demonstrated deep and enduring commitment to over time.</p> <p>The Chairman agreed, but added that adult volunteers without the experience require strong advice and support to draft citations. In many cases that support had been lost with the recent reorganisations of regional HQs. For example in the old HQ 15 Brigade HQ the MS staff officer was able to take the raw citation written by an adult volunteer and turn it into a successful citation.</p> <p>Col Tearney confirmed that staff in HQ 4 Brigade were supportive, but even they were only reporting a 20% success rate for all reserves and cadets citations submitted.</p> <p>The President suggested that alternative route was to secure the national honours through the civilian honours route via Lords-Lieutenant, who generally know their Comdts very well and have a great interest in what they do.</p>	
<p><b>4.</b></p>	<p><b>RFCA report.</b> The CRFCA report was distributed prior to the meeting.</p> <p>There were no questions or comments.</p>	
<p><b>5.</b></p>	<p><b>Recruiting and Marketing update.</b> Valerie McBurney updated the board. Her team’s work had focussed on the main projects covered in her report, but during that time they had as necessary had to switch effort to support work on immediate initiatives such as the introduction of the Cadet Forces Commission.</p>	
<p><b>a.</b></p>	<p><b>Regional recruiting campaigns.</b> The Board was aware that the focus in recent years had been on major national and regional recruiting campaigns. The campaign in Wales earlier in the year was successful in generating an increase of 171 new leads. Those leads however then have to be processed by County admin officers leading to a lengthy application process, during which it is known many applicants drop out, but currently there are not metrics to show where in the pipeline process they drop out.</p> <p>Previous experience showed prior to such campaigns, the target counties had not done the necessary research and analysis to identify their recruiting blackspots, the type of adults they were seeking to recruit.</p>	

	<p><b>b. Grassroots marketing.</b> The focus therefore changed to the Grassroots Marketing programme. The idea is to generate a steady flow of applications rather than a surge generated by a national or regional campaign. Working with the Yes Agency the project was trialled in four counties. Currently twelve counties are now actively engaged in the programme. The Yes Agency are talking to another two counties to bring them into the programme and a further twelve have shown interest.</p> <p>Great commitment is necessary because it requires each to have a project team, the involvement of the Comdt and CEO, and the appointment of a volunteer Recruitment Officer. Each county has to develop its own situational analysis and put together the ensuing activity plan, then delivering it and reviewing it iteratively.</p> <p>With this information it will be easier to knit together supporting regional and national marketing activity between each county, the local RFCA and ACFA, for example digital advertising.</p>	
	<p><b>c. New Joiner Tracker.</b> Much work had been done to try to ensure that Counties adopt a common method in processing adult volunteer applicants. Referring back to the inability to identify when applicants were dropping out of the adult volunteer recruiting pipeline, the New Joiner Tracker was a new system developed to identify when drop outs happen. It is 'bolted on' to Westminster and thus, it is hoped, will make life easier for the admin officers. For the first time it will give an idea about when applicants leave the process (after: the initial presentation, the initial interview, DBS etc). With those new metrics it is hoped corrective action can be taken.</p>	
	<p><b>d. Cadet applications process.</b> It is known that many more young people apply than actually then parade as cadets. Valerie and her team are talking to the supporting agencies to work out how to improve the application process, seeking to reduce the loss and wastage. This will keep reality in mind, because whilst the aim is to make the process easier to become a cadet, it must be workable for staff in County HQs and adult volunteers in detachments, therefore a balancing act will be required.</p>	
	<p><b>e. Surveys.</b> A couple of surveys are planned to take place shortly.</p> <p>The magazine readership will be surveyed, it being just over two years since it was last surveyed. Readers will be asked what they want see in their magazine and making changes there.</p> <p>The first survey of parents and carers will also be conducted as it is believed there could be some important insight to be gleaned, particularly to feed into messaging and promotion, but also to learn what can be done to improve cadet retention. Having parents onside, particularly around exam time, is vital.</p> <p>Parents will be contacted using social media. Counties will be asked to cascade the survey and it was hoped that detachment commanders would also prime their cadets to alert their parents and carers.</p>	

f.	<p><b>Exit Surveys.</b> Col Mytton asked if departing adult volunteers were asked why they were leaving. Valerie McBurney responded that currently that does not happen, but that this was recognised and another project will be to set up some form of exit survey.</p>	
9.	<p><b>AOB.</b></p> <p>The dates of future meetings were confirmed as follows:</p> <ul style="list-style-type: none"> <li>• The Spring Board Meeting at 1.30pm Wed 7 Mar 2018.</li> <li>• The Summer Board Meeting 1.30pm Wed 4 Jul 2018.</li> <li>• The Autumn Board Meeting, AGM and Dinner Sat 17 Nov 2018. (Back to the normal third weekend in November.)</li> </ul> <p>There being no other business the meeting closed at 13.45 hours.</p>	