



ARMY CADET FORCE ASSOCIATION

Minutes of the Board of Trustees' Meeting – Open Business Held on Wednesday 7th March 2018 at 14.45 hours at Holderness House, 51 – 61 Clifton Street, London EC2A 4DW

Present:	
Maj Gen D McDowell CBE	Chairman ACFA
Col DI Fuller OBE	Vice Chairman ACFA
Col EJ Mytton	Trustee West Midlands
Col C Tearney	Trustee North East
Col HMW Williams	Trustee North West
Lt Col WA Adams	Trustee East Midlands and East Anglia
Lt Col A Shallow	Trustee South West
Maj J Brocklehurst	Trustee South East England
Mr AJ Goodwin	Hon. Treasurer and Trustee
Mr R Walton	Director Finance, Operations & Training (DFOT) ACFA
Col MNS Urquhart OBE (Secretary)	Chief Executive (CE) ACFA
In Attendance	
Cdre J Fry	Head Youth & Cadets, RF&C Div MOD
Col DJ Hudson MBE	ACOS Cadets, Regional Command
Cdr GR Bushell	Director Cadets and Youth, Council of RFCAs
Apologies	
Col AH Cassidy OBE	Chairman ACFA Scotland and Trustee
Col AI Denison OBE	Trustee Greater London
Col JA Fogerty	Chairman Finance Committee and Trustee
Col RE Stafford-Tolley	Chairman ACFA Wales and Trustee
Col MV Warnock	Chairman ACFA Northern Ireland
Mr R Duncan	Investment Adviser and Trustee
Mrs E Lincoln-Gordon	Legal Adviser and Trustee
Ms A Zukowska	Marketing Adviser and Trustee

Item	Subject	Action
1.	Opening remarks. The Chairman introduced Lt Col Ant Shallow to his first board meeting as the new trustee representing the South West ACFs, replacing Col David Howells who had stood down in 2017.	

2.	<p>Minutes of last Board meeting and matters arising. The minutes of the Trustees' board meeting on 25th November 2017 were distributed prior to the meeting.</p> <p>There was one action item, which was for the CE to send out copies of the Northampton University interim report. This had been published on the website, however the study has moved on and an updated report is expected soon.</p> <p>No comments were made. The Chairman signed the minutes as a true record.</p>	
3.	<p>MOD Reserve Forces & Cadets report. The RF&C Div report was distributed prior to the meeting. Cdre Fry reminded trustees that his role is to head up Youth & Cadet Policy and coordinate strategy and policy across the cadet forces.</p>	
3a.	<p>Government perspective. Aside from his team's routine daily workload, currently much additional time is being taken up by responding to Freedom of Information requests, supporting ministers in their visits to cadet units and providing policy updates to ministers where they impact on broader Government policy, particularly in respect of the Cadet Expansion Programme (CEP). Currently there is much interest in the CEP and how it relates to a broad and balanced curriculum, fundamental British values, Social Mobility etc. There is much greater visibility of cadets across the Government, particularly within Defence and Education, which is a complete shift for the better from the state that pertained three or four years ago.</p>	
3b.	<p>Northampton University Study. The previous interim report had generated much interest, particularly after Professor Simon Denny had briefed the All Party Parliamentary Group on Cadets on 6th December 2017. As a result the Minister for Defence People and Veterans, Tobias Elwood, will raise the profile of cadets by writing to other ministers and perhaps all MPs (date and distribution TBC) to explain to them what the cadet forces are doing which benefit other Government departments (education, health, justice etc).</p>	
3c.	<p>Cadet 2025 strategy. Previously RF&C Div had put together a Cadet Force 2020 strategy as an umbrella which sought to enable convergence and coherence across the cadet forces and the single service strategies. RF&C Div are now refreshing that strategy out to 2025, particularly around the ways Society views the cadet forces, the importance of safeguarding and the sustainability of resources. The changes will be subtle rather than huge. The work is almost complete with the final draft being presented to the MOD 3 Star Youth & Cadet Steering Group on 22nd March 2018.</p>	
3d.	<p>MOD sponsored cadet forces. Historically the MOD sponsors four cadet forces. This was increased to five before Christmas when the Navy's Volunteer Cadet Corps (VCC) was formally brought into the MOD fold. This means that the VCC's governance and assurance structures are becoming much tighter than in the past.</p>	
3e.	<p>Status of the MOD 3 Star Youth & Cadet Steering Group (YCSG). The CE asked Cdre Fry to brief the board about the status of the 3 Star YCSG given that single service representation had, recently, been formally downgraded to 2 Star. Cdre</p>	

	<p>Fry explained that over the past two years it had proved impossible to get the single service 3 Star leads to YCSG meetings because their responsibilities are now so broad. The result was that, in practice, they were represented by the 2 Star leads. That had now been formalised in order to ensure that the meeting dates are inked into the 2 Star diaries. He however emphasised that it remains a 3 Star board as it will continue to be chaired by Chief of Defence People (CDP) currently Lt Gen Richard Nugee.</p>	
<p>3f.</p>	<p>Cadet Health Check Report 2017. As a reminder, the first independent Cadet Health Check was complete in December 2016, which established a baseline. The second check was conducted throughout 2017 and the team had recently reported back to CDP. The report will be presented to the MOD 3 Star YCSG on 22nd March 2018, after which a summary will be distributed under a covering note from CDP. The covering note will be necessary because where the report contains recommendations/observations, if these will not be implemented the covering note will explain why.</p>	
<p>3g.</p>	<p>Modernising Defence Programme (MDP). The CE was heartened by Cdre Fry's opening words about the high profile of the value of cadets across the Government. He had picked up from a recent RFCA meeting that earlier in 2018 Defence had been taken out of the National Security Capability Review, with Defence then conducting its own MDP. Maj Gen Ranald Munro (MOD Assistant Chief of Defence Staff for Reserve Forces and Cadets) had briefed that RFCA meeting that the MDP will look at the capabilities Defence requires to contribute to the UK's three national security objectives today and in the future, and he said it may look into the cadet forces. Cdre Fry was unable to comment and agreed to look into it. [Afternote: Cdre Fry checked the MDP policy assumptions, goals and workstreams. He could not see any statements which suggest engagement with cadet forces or cadet programmes. There are the expected references to improving MOD efficiency and productivity, but these are generic.]</p>	
<p>3h.</p>	<p>CEP – long term resource implications. The Chairman asked about the implications for resources that may be imposed on the MOD in order to develop the CEP, both generally and post 2020 when the LIBOR funding ceases, given that the cadet forces provide wide cross-Government benefit. The triggers for his question were the recent public statements by both VCDS and CGS airing their concerns about defence spending. The context for his question was that he and the trustees had just been discussing what the ACFA can do to support the chain of command and the RFCAs in this scenario (in addition to the activities, services and support it anyway delivers under the MOU).</p> <p>Cdre Fry responded that historically, when the defence budget had shrunk, spending on cadets had not changed. He acknowledged that small in-year savings exercises had been conducted periodically, but overall there had not been a major conscious decision to reduce spending on cadets by a substantial percentage, and he pointed out that the spend is relatively small, for which there is a good return. Turning to spending beyond 2020, Cdre Fry reminded the trustees that the previous Defence Secretary's direction was that the ongoing running costs of the enlarged CCF are to be absorbed by the single services through finding efficiencies; this had been clearly articulated in the 3 Star YCSG and the single services had signed up to it. Consideration had been given to</p>	

	<p>raising a case to the Treasury for a Defence budget uplift of about £13M, but this was rejected given that it was an immaterial sum in an overall Defence budget of £36 billion. He also pointed out that when compared to the other risks carried by each of the single services, for example the RN was struggling to put ships to sea, sustaining cadet activity was a minor risk. The issue had however been raised in the recent 1 Star YCSG and the feeling was that it needs to be raised again. The Chairman concurred that he felt the issue should be raised at the forthcoming 3 Star YCSG.</p> <p>The Chairman asked Cdr Bushell to comment on the challenges. He responded that in respect of the Estate there is no long term funding line that supports the cadet estate. The Estate is therefore in managed decline, with only statutory management work being done. There had been some in-year windfalls and the RFCAs and Regional Command had reacted swiftly to make the most of them, using an already agreed prioritised list to direct the spend.</p> <p>Col Hudson commented that within the Army the CEP uplift was accepted as a risk at the 2 Star Regional Command level and under current planning will be tolerated as a risk at the 3 Star Home Command level. What does remain on the 2 Star and 3 Star risk registers is an enduring solution for FTRS manpower. CIVSEC Home Command is just beginning to articulate how the uplift for the ongoing running costs will be added to the post-2020 planning profile, his point being that the issue is recognised at the Army's 3 Star level.</p> <p>[Afternote: The issue was raised and discussed at the 3 Star YCSG on 22 Mar 18.]</p>	
4.	Army Regional Command report. The Regional Command report was distributed prior to the meeting.	
4a.	The value of Cadets to the Army. Following on from the previous discussion, Col Hudson stated his belief that the Army is more alert to the value of cadets than it was two years ago. It seemed to him that rather than focussing on one particular part of the budget, the focus should instead be on the wider narrative. The Army is currently very interested in the output it receives from cadets and GOC Home Command is now working with the Field Army to try to make support to the cadets a specified task. The Army is increasingly sold on the idea that if it wants more out of the cadets it needs to put more in by providing habitual high quality demand led support.	
4b.	Army funding v savings measures. Col Hudson clarified one point in his written report. It was that despite the in-year savings, £23m had been spent on infrastructure improvements and better equipment, showing that considerable sums are being invested in the Army's cadets.	
4c.	Cadet Training Centre Frimley Park. Col Hudson commented on the increased vitality in the CTC. The new Comdt had made it a more customer focussed place and this is rubbing off on the courses. It bodes well for when the refurbishment is complete, which will hopefully be later this year.	
4d.	Safeguarding. Although Safeguarding was not covered in the Regional Command report, Col Hudson considered that the chain of command and the ACF have	

	<p>come a long way in the year since the historic case review. The challenge now is to institutionalise the oversight and assurance function at 1 Star level, and also to continue to develop the training to give adult volunteers the skills they need, but to do so in a careful and considered way. Ground-breaking knowledge is being learnt from Regional Command's specialist safeguarding non-executive director, which shows that the Army's policies, procedures and training will continue to require dynamic change. This will include looking at how to give additional professional support to ACF CEOs in their designated safeguarding lead role so that they in turn can advise commandants.</p>	
4e.	<p>Bureaucracy. Also not included in the report were measures to reduce bureaucracy. Improvements had been made but there is still more to do. New staff at the SO2 level are already making a difference within Cadets Branch. Cadets Branch challenges the Army when necessary, for example when it is considering imposing inappropriate regulations on a volunteer youth organisation. Equally, however, it is beholden on the ACF to look at itself bottom up because some of the bureaucracy is manufactured at a lower level, which is then assumed to be imposed by the chain of command.</p>	
4f.	<p>Cadet Force Commission scrolls. Col Tearney asked when and how the commissioning scrolls will be delivered. The answer to the 'when?' question was because local commanders were nervous about organising presentation ceremonies without the certainty that the scrolls will be delivered. Col Hudson was not able to answer the question and will discuss it with RF&C Div, although he considered that sending scrolls to individuals was not desirable, the preferred solution being that they are collected centrally and delivered en masse to regional hubs; this met with the trustees' approval.</p> <p>Col Hudson confirmed that the policy on new officers had just been changed. They will receive their scrolls after CFCB appoints them, even though they will be on probation for two years. It was agreed that the recognition was an important incentive.</p>	Regional Comd
5.	<p>RFCA report. Cdr Bushell updated the board.</p>	
5a.	<p>Cadet Health Check. Following presentation of the 2017 report to the 3 Star YCSG on 22nd March 2018 and then publication, there will be an opportunity for the wider ACF to provide feedback. The mechanism will be by email to an address to be published. There is not the staff capacity to then enter a dialogue on each piece of feedback, but at least the receipt of submissions will be acknowledged.</p> <p>Meanwhile the Cadet Health Team is now discussing with the chain of command which areas should be scrutinised in 2018, the aim being to narrow the check's focus from the broad spectrum to a limited number of areas.</p>	
5b.	<p>RFCA's financial and manpower support. The RFCA's were asked to make in-year savings in the current 2017/2018 financial year and have been asked to make savings in the forthcoming 2018/2019 financial year. The RFCA's' significant overhead is manpower. The RFCA's are however not contemplating redundancies when there is demonstrably more work being pushed to the PSS, the retention of</p>	

	whom is becoming a concern, particularly the low grade staff. An example is the new recruiting process, which has increased the work of admin PSS. He asked the board to note the concern.	
5c.	Estates. Notwithstanding his earlier comment that there is no long term funding line to support the cadet estate, there is some good news. In Wales work has just begun on the first phase of the new build of the cadet training centre at Kinmel, which is one of four camps with backdoor training areas passed to the RFCAs (the others being Holcombe Moor, Yardley Chase and Yoxter).	
6.	Volunteer Recruitment and Communications Report. Valerie McBurney updated the board.	
6a.	<p>Team changes and work capacity. For good and understandable reasons, Valerie's supporting team was again changing. The ACF Comms and Marketing Manager, Christina Copp, had emigrated to Australia and the post is currently gapped, and the CCF Marketing and Comms Manager, Ella Lynch, is departing to work at Buckingham Palace. Replacements for both have been recruited and they will begin work at the end of April.</p> <p>The net effect is that Valerie's team has been under capacity for over nine months, the consequence being that non-core business requests may have to be refused and declined. Examples of additional work that has been taken on or is being contemplated on top of routine business scheduling are: Filming projects and publications for CTC Frimley Park and CTTs, a new video for CFCB, new safeguarding materials, and publicity for Armistice 2018.</p>	
6b.	The Grass Roots marketing project. The project is bubbling away nicely. The Yes Agency recently introduced a new course, the first one running in January. It was attended by 20 reps from 14 counties, which in turn has generated greater interest from counties, including funding bids for sensible projects.	
6c.	Best practice recruitment project. Work on the best practice recruitment project is ongoing, particularly the introduction of the new joiner tracker. That was led by Jackie Allen of East Anglia RFCA and it has now been taken over by Brian Sykes of Northern Ireland RFCA. The project is a good example of the collaborative effort with mixed inputs: policy from Regional Command, IT technical support from Regional Command, marketing from ACFA, and management and administrative from the RFCAs. This work has needed to be done for some years, but because it crosses different boundaries it had not moved forward. It is therefore good that it is now moving forward and it is hoped that it will be rolled out to all counties by April 2019. There is still a little bit of work to do, but the counties that have been trialling it are happy with progress so far.	
6d.	ACFA website. The ACFA website had to be moved over to a new content management system, which is currently ongoing. It will affect the PROs managing the county websites. Valerie hoped they will be pleased with the change as it is a much more intuitive and easy to use system.	

6e.	<p>Improving the ACF recruiting and joining process. Preparation for GDPR has prompted more thinking about the ACF joining process and generated a sense of urgency. The current process is not working well as the numbers of cadets turning up at detachments is well below the number of applications received via the website. Ideas are being developed to make the process much more user friendly whilst also reducing bureaucracy, including persuading applicants to opt in. This however may require additional funding from Regional Command, for which a proposal is being developed.</p>	
7.	<p>AOB.</p>	
a.	<p>NW mental health training. For awareness Hilary Williams briefed the board about two initiatives that have been run in the North West. The first was about mental health training, which initially was given to regulars and reserves, but has now been disseminated to ACF counties. It has been a great success. More importantly the people delivering it were most impressed by the ACF's adult volunteers, who are now delivering the training to cadets. Currently there is funding, therefore CFAVs do not have to buy the workbooks, however this funding may not endure.</p>	
b.	<p>NW Coaching & Mentoring training to go into CEP schools. The second initiative is about coaching and mentoring regulars and reserves to go into CEP schools to support the new CCF contingents. The underlying initiative is to open up avenues of employment in schools for retiring regulars and reserves as teachers or SSIs etc. To assist Hilary briefed the course on the cadet forces and the side benefit was considerable interest in joining the ACF.</p>	
c.	<p>The next meetings are:</p> <ul style="list-style-type: none"> • The Summer Board Meeting 1.30pm Wed 4 Jul 2018. • The AGM and Dinner Sat 17 Nov 2018. (Back to the normal third weekend in November.) • The Spring Board Meeting 1.30pm Wed 6 Mar 2019 <p>There being no other business the meeting closed at 15.50 hours.</p>	