



ARMY CADET FORCE ASSOCIATION

Minutes of the Board of Trustees' Meeting – Open Business Held on Wednesday 4th July 2018 at 14.35 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 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
Col C Tearney	Trustee North East
Col MV Warnock	Chairman ACFA Northern Ireland
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
Mrs E Lincoln-Gordon	Legal Adviser and Trustee
Mr AJ Goodwin	Hon. Treasurer and Trustee
Ms A Zukowska	Marketing Adviser and Trustee
Mr R Walton	Director Finance, Operations & Training (DFOT) ACFA
Col MNS Urquhart OBE (Secretary)	Chief Executive (CE) ACFA
In Attendance	
Brig MP Lowe MBE	Deputy Commander Cadets, Regional Command
Cdr GR Bushell	Director Cadets and Youth, Council of RFCAs
Apologies	
Mr R Duncan	Investment Adviser and Trustee
Commodore J Fry	MOD RF&C Div

Item	Subject	Action
1.	Opening remarks. The Chairman introduced Emily Lincoln-Gordon, ACFA's Legal Adviser. Given that no MOD representative was available to attend and that Brig Lowe had to drive to Cumbria immediately his item was covered, the Army report would be brought to the front of the agenda.	

<p>2.</p>	<p>Minutes of last Board meeting and matters arising. The minutes of the Trustees’ board meeting on 7th March 2018 were distributed prior to the meeting.</p> <p>No comments were made. The Chairman signed the minutes as a true record.</p>	
<p>3.</p>	<p>Army Regional Command report. The Regional Command report was distributed prior to the meeting.</p> <p>Brig Lowe opened by commenting on the MOD report, which was straightforward and described, entirely, the current strategic picture as he saw it. His report stood on its own and he would not refer to it, instead reporting on three major issues of interest to the Board.</p>	
<p>3a.</p>	<p>Top level Army changes and priorities. He described the Army’s current situation insofar as it affected Cadets Branch in HQ Regional Command in Aldershot. The new CGS, Gen Carleton-Smith, had given clear direction to the new Commander Home Command (Lt Gen Urch) that his top priority is to improve the manning of the Army. The implication for GOC Regional Command and his Cadets Branch is that their higher HQ, Home Command, is now totally focussed on regular army manning. That said the new CGS fully understands the Cadet forces are a voluntary youth movement and that the Army does not recruit directly from it on cadet ground or during cadet time, further understanding the UK’s respectful policy position in relation to the UN Convention on the rights of a child. Not surprisingly, however, given that the Army is understrength, CGS is naturally interested in stimulating interest. He was surprised to learn just how large the Army’s cadet forces are (ACF and CCF, cadets and CFAVs, combined) compared to the regular army.</p>	
<p>3b.</p>	<p>Funding the Army’s cadet forces post-March 2020. Regarding the cessation of LIBOR funding for the CCF Cadet Expansion Programme in March 2020, Brig Lowe described the consequences for Regional Command in funding the enlarged cadet forces without the LIBOR funding.</p> <p>The cost of replacing the LIBOR funding is about £8.1m (or £80m over ten years 2020 to 2030). There is no way that he can absorb that cost as it represents about 25% of his current annual operating budget for the ACF and CCF (Army), which is about £32m per annum. Nor can GOC Regional Command accommodate that uplift within his budget and nor can Commander Home Command. Brig Lowe has articulated up the chain of command what it will mean to absorb £8.1m within his current annual operating budget. Given that a substantial percentage is immediately allocated for non-discretionary spending, e.g. manpower, he would have to take away all the consumables that make cadet training fun, e.g. transport, rations, ammunition etc. There will therefore be a discussion between Army HQ and the MOD about who is going to fund that cost.</p> <p>He could not predict when a decision will be made. He anticipated that there will be a discussion between the TLBs and the MOD in about October/November 2018 for a budget that comes into effect on 1st April 2019.</p> <p>Brig Lowe assessed that the situation was past the point of impact statements</p>	

	<p>because the problem is of such a great scale. Whilst he could not predict the outcome, nor rule out severe savings which will lead to painful salami slicing, he was cautiously optimistic that the funding for the ACF would not be affected for two reasons. First the staff dealing with Budgetary matters recognise that the cadet forces are relatively cheap and provide good value for the resources allocated to them. Second, at a time when the regular army is under strength and when 21% of its enlisted strength and 35% to 40% of its commissioned strength are former cadets, it does not make sense to affect the cadet forces.</p> <p>The Chairman assured Brig Lowe that ACFA understood the Army's position and will support it in way possible.</p>	
3c.	<p>Restructuring of Regional Command Cadets Branch. There will be a change in the structure of Cadets Branch following the recent departure of Brig Mike Wharmby.</p> <ul style="list-style-type: none"> • Cadets Branch will move to an integrated structure where there is not a separate CCF department. Thus, for example, Policy staff will cover policy for both the ACF and CCF. • Col Derek Hudson will leave towards the end of September on completion of his service. His replacement is Col Stuart Williams, currently the Deputy Commander of 7 Brigade, the regional HQ with the largest cadet constituency. He has been the Deputy with responsibility for cadets for three years, so he knows the difference between the ACF and CCF, understands the relationship between the chain of command, the RFCAs and ACFA/CCFA and the issues of concern, and therefore can provide continuity. • Brig Lowe will leave at the end of August on completion of his service. His replacement will be Brig Mark Christie, late of the Parachute Regiment and currently Defence Attaché in Nairobi. He has no knowledge of cadets, other than all four of his children were cadets. He is expected to arrive in post in early November. • As there will be a gap of two or more months between Brig Lowe departing and Brig Christie arriving, it is Brig Lowe's intention to commit known spare money before departing, committing them to a series of cadet projects. 	
	<p>The Chairman thanked Brig Lowe for his efforts in driving Cadets Branch, for his commitment to the job, and for his wise, measured advice to the Board which he had valued over the past three years, and wished him well for retirement. The Chairman also asked Brig Lowe to pass on the Board's thanks and best wishes to Col Derek Hudson on his impending retirement.</p>	
4.	<p>MOD Reserve Forces & Cadets report. The RF&C Div report was distributed prior to the meeting.</p> <p>There were no comments or questions.</p>	
5.	<p>RFCA report. Cdr Bushell updated the board.</p>	
5a.	<p>Cadet Health Check. The Executive Summary of the 2017 Report was distributed in May 2018. The 2018 check is underway, for which the Team will be</p>	

	<p>concentrating on two key areas: communications (both up and down the chain) and safety management systems. Visits to the RN and Army headquarters, including a considerable amount of time with GOC Regional Command, with the visit to the RAF Cadet Headquarters following on Friday. 'Field' visits will take place over the summer period.</p>	
<p>5b.</p>	<p>ACF CFAV Exit Surveys. John Mytton observed that the 2017 Health Check report noted that the Sea and Air cadets were conducting exit surveys with CFAVs who were resigning and asked if the same was planned for the ACF. Brig Lowe having left the Board meeting earlier, Gary Bushell was unable to comment, however he felt the Army was missing a trick by not conducting such surveys. The Sea Cadets had found it very useful because the exit surveys identify trends which then enable MSSC to address the issues which are causing people to leave.</p> <p>John Mytton raised the issue because he had already suggested an initiative to Regional Command that it form a pool of CFAVs who are no longer able to commit time regularly, typically for career or family reasons, but who wish to remain in the ACF and would be willing to assist on an irregular basis with major county and national events. In his case he needed such a pool of volunteers to help him run the administration for the summer shooting competitions at Bisley. His feeling was that the ACF is currently losing such CFAVs because there is no national pool into which they can move. The CE was aware of John's proposal but noted that it might be lost from sight with the imminent departure of both Brig Lowe and Col Hudson; he therefore committed himself and DFOT to ensuring that the initiative is briefed to Brig Christie and Col Williams when they arrive in post.</p>	<p>CE/DFOT</p>
<p>5c.</p>	<p>Use of JAMES and MJDI. Currently there is double accounting of equipment going on with the Army's Cadet Training Teams checking and accounting for weapons and ammunition for both the ACF and the CCF, but also the RFCAs' employed ACF Professional Support Staff (PSS) doing the same for the ACF. Therefore, over the summer period Greater London RFCA sectors will be embarking on a trial into the utilisation of two MOD systems: the Joint Asset Management and Engineering Solutions (JAMES) and the Management of the Joint Deployed Inventory (MJDI). The results of this trial will determine the feasibility of rolling out these management systems across the whole of the ACF for use by the RFCAs' PSS. Should the trial prove to be success then it is anticipated that JAMES and MJDI will be introduced across the ACF in early 2019.</p> <p>Afternote: The trial of MJDI in GL-RFCA has been delayed pending a feasibility review. Any wider implementation for JAMES will be considered once the results of the trial are known.</p>	
<p>5d.</p>	<p>RFCA Customer Satisfaction Survey. In accordance with the RFCA's Service Level Agreement (SLA) with the Army, Section Two (Support to the ACF), the RFCAs are required to obtain feedback on how they are delivering their part of the SLA. To that end a customer satisfaction survey has been distributed to the following:</p> <ul style="list-style-type: none"> • Brigade/RPOC Commanders (RPOC = Regional Point of Command) • Deputy/Assistant Brigade/RPOC Commanders 	

	<ul style="list-style-type: none"> • Brigade/RPOC Colonel Cadets • ACF Commandants • ACF Deputy Commandants • ACF County Training Officers • ACF Company Commanders <p>The responses will be used to inform how well the RFCAs are, in the eyes of the customers, meeting their delivery of support to the ACF. It is intended to publicise the results of the survey in the Council of RFCAs' Annual Report. The closing date for returns is the 16th July 2018 and a breakdown of responses, by RFCA, will be provided to the respective Chief Executives at the Executive Board.</p>	
5e.	<p>Management of ACF Non-Public Funds. Initial discussion has taken place between Gary Bushell and Richard Walton about an ACFA proposal for changing the management of the non-public funds held by ACF counties. Currently they are treated as if they are non-public funds held by Army units and thus are subject to Service Non-Public Fund regulations, which it is felt are inappropriate, not least because the level of training required to manage such funds as Service Fund Accounts is considerable. The ACFA's proposal therefore is to transfer all ACF non-public funds to sub accounts of the ACFA's charitable fund. This would take away any suggestion of treating the funds as Service Non Public Funds and reduce the training burden. The funds would then be managed and reported upon to the standards required by the Charity Commission. DFOT will give a short presentation to the next RFCA Executive Board to help inform further discussion on this matter as this is, at this stage, nothing more than a scoping exercise, but it has the potential to make life easier for both CFAVs and RFCA PSS within counties.</p>	
5f.	<p>Support to the Army's Cadet Forces (both Community and CCF). As part of wider work about delivering support to the cadet forces, initial scoping work is underway between Regional Command and the RFCAs about how the RFCAs might better support the CCF as well as the ACF. Gary Bushell stressed that these talks are currently at the early exploratory stage.</p>	
5g.	<p>Sea Cadet Leases. Some Sea Cadet units are accommodated within RFCA managed sites, some of the sites being shared with ACF units. For legal reasons it is now necessary to establish the occupancy on a more formal basis by instituting a lease agreement at each site between the Sea Cadets and the RFCAs. Currently, however, the RFCAs are blocked from rationalising these sites because the Defence Infrastructure Organisation (DIO) requires the RFCAs to use the lease template which it will provide. The RFCAs still await the template, despite the fact that they were informed that the templates would be made available by the end of April 2018.</p>	
6.	<p>Volunteer Recruitment and Communications Report. An update report by Valerie McBurney was circulated prior to the meeting. Valerie reported that she now has a full team with Liz Leonard as the CCF Comms and Marketing Officer and Laura Jones as the ACF Comms and Marketing Officer. Valerie then covered the following points:</p>	

<p>6a.</p>	<p>Parents and Carers Survey. This is live and ongoing. It is the first time it has been conducted. Its purpose is to find out what parents really value about the ACF. There are two key reasons for conducting the survey:</p> <ul style="list-style-type: none"> • Parents have an influence on whether young people join the cadet forces and then how long they stay, particularly around exam time. Valerie and her team have their own ideas about the type of messaging which will encourage parents to keep their children in the cadet forces, but it is hoped that the survey will for the first time provide the supporting evidence. • And to find out what parents think about how the chain of command communicates with them and the ways communications with them can be improved so that they feel fully informed and involved. <p>The survey also includes a question about whether they have considered becoming an adult volunteer. Already some very interesting responses are coming back, many indicating that they would like to help in a Civilian Assistant administrative support type of role. Valerie is therefore working with Regional Command to develop greater publicity about such roles, i.e. publicising Civilian Assistant roles alongside Adult Volunteer roles. Information will be put onto the website and a leaflet provided which counties can use.</p>	
<p>6b.</p>	<p>The best practice adult volunteer recruitment project. This big project involving counties and RFCAs is coming to fruition.</p> <p>Thirteen counties are currently trialling the New Joiner Tracker (NJT) system. This has great administrative benefits because it should reduce the burden for each County's RFCA employed admin assistants. When someone applies to join, their details automatically populate the NJT resulting in less keyboard input downstream. Applicants can then be tracked through the recruiting and training pipeline. It should also improve internal communications as there is a portal which admin assistants can use to talk to each other to exchange ideas and solve problems. It is hoped that the NJT will be rolled out across the remainder of the ACF from January 2019 with full implementation by the end of the financial year, after which that particular project will be closed.</p>	
<p>6c.</p>	<p>Cadet recruitment. It has become clear that the recruitment of cadets is handled differently from county to county. Some see the completion of joining forms and processing of them as the responsibility of adult volunteers. Others have given this task to staff in County HQ. An information gathering exercise is therefore underway to find out what is going on across ACF counties. Once complete the findings will be discussed with Regional Command to agree a way ahead. It is anticipated that this will include developing a new cadet application form which is GDPR compliant and which improves the gathering of permissions from parents, which should prevent youngsters turning up at detachments and taking part in activities without their parents' knowledge and without the ACF having any supporting paperwork confirming that parental consent is held.</p>	
<p>6d.</p>	<p>New content management system (CMS). Work is ongoing to move to a new CMS, which will enable a much more flexible website. It will also allow development of new areas on the website. The aspiration is to include a Skills Hub, which will show the different ways cadets can gain qualifications and soft skills and flag up apprenticeships etc.</p>	

<p>6e.</p>	<p>Grass Roots Marketing update. Over 20 counties are now actively engaged in the Grass Roots programme. The Yes Agency are running a number of regional workshops so that in a region where one or two counties are engaged, other counties can come along to listen to what is happening and receive some coaching, which may encourage them to come on board.</p> <p>A spin-off from this particular programme is that new CFAV courses have been developed. There is a Recruitment Marketing Course, which has been well received, and there is now a new Engaging the Public Course, which is designed to coach CFAVs on what to do when going to an event in order to initiate the best and most positive conversations with members of the public.</p> <p>Trustees asked for the list of counties participating in the Grass Roots campaign to inform them for their imminent visits to ACF annual camps.</p>	<p>Hd VRC</p>
<p>6f.</p>	<p>The value of the Grass Roots programme and the Yes Agency. A lengthy discussion initiated by Jo Brocklehurst ensued with a number of trustees asking whether data was available to show that the Grass Roots campaign was generating an increase in adult volunteer recruits and thus proving value for money. Jo felt that the programme had been running long enough (about a year) for results to be analysed and also asked whether the ACF was now capable of conducting training in-house rather than relying on training provided by an outsourced agency.</p> <p>In response Valerie McBurney made a number of points:</p> <ul style="list-style-type: none"> • The original rationale for introducing the Grass Roots campaign was that when very expensive national campaigns were being conducted, it was clear that there was not the concurrent supporting activity on the ground. Nor was there systematic analysis of each County's area to identify the recruiting black spots. The national campaigns were in effect a sledge hammer trying to crack a nut, whereas cheap and cheerful regional campaigns were considered to be more effective, but first Counties had to conduct their own analysis to identify their particular needs. • It is for counties to develop their own plans and with them metrics, not the Yes Agency, whose role is to facilitate counties to set up their own recruitment teams, advising the team and stimulating ideas and action. The result should be that each County draws up its own tailor-made plan and should know what was tried in the past which was successful or did not work. Counties are encouraged to form and establish their own Recruitment Groups and to generate ideas which they think will be worthwhile and they want to trial. It has taken most counties about six months to put a plan together; Valerie now has the plans from a number of individual counties. • The effects of County recruiting activities will be very broadbrush and regarding results, recruitment often results from a mix of things (different forms of advertising and promotion, plus it may take some people some time from attending an event to decide to apply via the website) and therefore it is not easy to precisely attribute what it was that caused people to join. • There is still a need to up-skill counties, which is being done through the Recruitment Marketing and Engaging the Public courses. It will be a long process to make counties more effective. • The ACF is now building up from a low level of knowledge and 	

	<p>experience. Once the courses are up and running, and a body of ACF CFAVs are trained in public engagement who understand the local level recruitment activity, it should be possible for ACF adult volunteers to take over that training, coach their colleagues and explain to their cadets how to present themselves. In the meantime the Yes Agency training and support is plugging the gap.</p> <p>Agata Zukowska made the point that Marketing is not a precise science. It will not provide precise clear results because it involves people. They will not remember what advertisement it was that made them think about joining as CFAVs, rather they will have a thought in their heads fed by different prompts leading to them applying, therefore measuring the effects of a Grass Roots campaign will not be straightforward.</p> <p>It was agreed that good ideas generated by counties should be shared across the ACF. Although this already happens via PROs courses, conferences and other events etc, it will be helpful to consolidate them in an accessible digest.</p> <p>The trustees' general direction was:</p> <ul style="list-style-type: none"> • There must be some measurement of success given the sums of public money being spent. Outputs should be measured, not inputs. • And as experience and knowledge grows, such training should be delivered in-house rather than using expensive external consultants. <p>The Chairman concluded that relying on instinct about the worth of the campaign was not sufficient. It needs to be clear that the campaign is effective and value for money. If that cannot be found out then continuing with the campaign should be reviewed.</p>	<p>Hd VRC</p> <p>Hd VRC</p>
<p>7.</p>	<p>AOB.</p> <p>Northampton University Study. Col Tearney expressed a concern that the study is erring towards CCF CEP schools and sought confirmation that it will also include the ACF. It was confirmed that it will be looking at all cadet forces. As a reminder the study is designed to help understand the social impact of the spending on cadets and the Cadet Expansion Programme (CEP), as well as the benefits of the qualifications provided by CVQO.</p> <p>Dates of the next three meetings are:</p> <ul style="list-style-type: none"> • The AGM and Dinner Sat 17 Nov 2018. (Back to the normal third weekend in November.) • The Spring Board Meeting Wed 6 Mar 2019 • The Summer Board meeting Wed 3 Jul 2019 	
	<p>There being no other business the meeting closed at 15.40 hours.</p>	