



COMBINED CADET FORCE ASSOCIATION

Minutes of the Open Board Meeting

Held on Tuesday 5th June 2018 at Holderness House London EC2A 4DW

		<u>Position/Representing</u>
Trustees Present:	AVM NDA Maddox	Chairman (Chairman)
	Lt Col M Hampshire	Vice Chairman
	Miss JYW Hodgson	Honorary Treasurer
	Lt Col SJ McMenemy	Legal and Governance Adviser
	Mrs A Martin	Finance Committee member
	Lt Col M Godfrey	East Anglia Schools
	Cdr (CCF) RK Gordon RNR	Northern Ireland Schools
	Wg Cdr MH Green VRT	South East England Schools
	Lt Col MZ Hamid	Lowland Schools
	Lt Col S Law	West Midlands Schools
	Wg Cdr DW Montgomery VRT	Highland Schools
	Cdr (CCF) MP Ripley RNR	North West and IoM Schools
	Lt Col NJ Woodall	Greater London Schools
	Lt Cdr (CCF) GS Poulet-Bowden RNR	West of England Schools
	Maj AW Reynolds	CEP Schools
	Maj C Thompson	CEP Schools
	Capt JJ Bleakley	CEP Schools
	Capt SA Davies	Wales Schools
Co-opted members:	Mrs J Taylor	ASCL and NAHT
Secretariat:	Mr R Walton	Finance Director (FD) (Secretary)
	Ms V McBurney	Hd of Vol Recruitment & Comms
	Miss E Leonard	CCF Marketing & Comms Officer
	Mr C Ajayi	Executive Assistant
	Mrs F Meakin	CCFA Grants Manager
In attendance:	Brig (Retd) M Wharmby	Army Regional Command
	Lt Col A Mack	Army Regional Command
	Maj P Green RM	RN CCF, FOST
	Wg Cdr M Larwood-Hughes	RAF HQ Air Command
Apologies	Mr M Mortimer	HMC and ISC
	Maj SW Emmerson	Yorkshire and Humberside Schools
	Capt S Heywood	North East Schools
	Col (Retd) MNS Urquhart	CE CCFA
	Representative	MOD RF&C Div
	Cdr (Retd) GR Bushell	Director Cadets & Youth CRFCA

Item No	Subject	Action
1.	<p>Welcomes and Introductions. The Chairman introduced the new trustees (Alison Martin, Nigel Woodall and Simon Davies) to the external members.</p> <p>The meeting coincided with the MOD 1 Star Youth & Cadet Steering Group, hence there was no MOD RF& C Div rep and the CE was absent at that meeting.</p>	
2.	<p>Minutes of previous meeting and matters arising. The minutes of the Open Board Meeting of 3rd October 2017 were distributed prior to the meeting. No comments had been received.</p> <p>Matters arising:</p> <p><u>Comment Marland Green – concerning the old commission:</u> Believe the Air Cadet Management board were looking into some policy change to do with that commission, but only about how you can use your retired VRT commission. To be taken under the RAF report.</p> <p><u>Comment Miles Ripley Item 9b:</u> Wondering if there was any feedback on the Red Book Test. Richard Walton (RW) replied that his understanding is that the Red Book Test will become an online part of the Defence Learning Environment; there will be a bank of 50 questions from which the test will be randomly generated. No other comments.</p>	
4.	<p>MOD report The MOD Cadet Report was circulated prior to the meeting.</p> <p>The Chairman made an observation that contingents are going up but cadet numbers seem to be declining.</p> <p>Mike Wharmby (MW) refuted stating that cadet numbers actually seem to be increasing. The statistics produced by the defence statistics organisation reflect a 3.2% increase in cadets since 1st April 2017 and an increase 6.7% increase in adult CFAVs.</p> <p>MW took the Chairman’s point that cadet numbers ought to go up faster. Bearing in mind that for new schools the first approvals were in August 2016, there is a year to set the school up and there is a progressive recruitment of yearly cohorts. The CCF is being deliberately modest with its expectations in the first two or three years. This isn’t something the MOD can lead on; it is something for schools to lead on. Schools have established places and it is a case of how well they are able to fill those spaces.</p> <p>Aimee Reynolds (AR) commented that the numbers appeared to be suspicious because they were all round numbers, MW responded that these are the numbers from Westminster. AR commented that the requirement for cadet volunteers to fill out things on Westminster for everything is very onerous for schools that possibly have an SSI only one day a week.</p> <p>MW commented further that the information in Westminster is needed</p>	

	<p>firstly so that a school can receive the resources it needs to run CCF activities and secondly so that the CCF can demonstrate to the MOD (and taxpayers) that the allocated funds are being used for legitimate activities and purchases.</p> <p>AM commented that it is very easy to just autofill boxes when it becomes onerous. If Defence wants accurate information then the information requirement cannot be so demanding that it is inaccurate. MW commented that the information that is absolutely needed is: what the event is and who is taking part in the event.</p> <p>The Chairman asked MW to remind trustees how they can link in to these statistics. MW confirmed that the statistics are on the Defence Gateway (published on the 31st May) and can be found through a quick internet search.</p> <p>[Afternote: MW has since provided details about cadet statistics which are at Annex A.]</p>	
<p>5a</p>	<p>Army report The Army’s Cadet Report was circulated prior to the meeting.</p>	
<p>5a(1)</p>	<p>CCF Army review of adult volunteer training.</p> <p>MW drew the trustees’ attention to paragraph 5: the review of CCF army adult volunteer training. He was unaware that any systematic defence based review of CCF training had been carried out in the time he had been associated with the CCF.</p> <p>Alistair Mack (AM), SO1 CCF Army HQ RC, sponsored the study and will lead the exploitation of what the study has thrown up. AM explained that exploitation is the second phase of a significant piece of work undertaken by a reserve officer who is a training development advisor. Brigadier Matthew Lowe had endorsed this work. AM handed out sheet of findings to attendees of the meeting.</p> <p>AM explained that the aim is to build relevant capacity within the cadet force adult volunteer community. The first requirement is to build as much competency and linkage between the pre-basic training with the well established basic course run at CTC Frimley Park.</p> <p>As a result of this analysis a refined CCF Basic course will be developed. One of the key recommendations was to include the award of the SA (K) qualification, but there are implications if this two day course is put into the existing four day course.</p> <p>The second phase will be to introduce training for new section commanders (not necessarily a course).</p> <p>AM then moved on to talk about the promotion policy. He stated that the regulations governing promotion are thought to be inappropriate and not fully fit for purpose and would therefore be reviewed.</p>	

MW commented on this and explained that the process had included the interviewing of 11 contingent commanders, 14 other CCF officers, 4 SSIs, 4 cadet training teams and staff in the RPOC HQs. There was then a comprehensive survey, receiving responses from 137 contingent commanders and 281 other cadet force adult volunteers. This is as good a baseline of the CCF Community's opinion as Regional Command had hoped for. He rounded up by emphasising the challenges of squeezing in the SA (K) qualification into the CCF Basic course at Frimley.

The Chairman asked how this will be mapped out for individuals. How do they bid for the course or qualification? Is it all done for them?

MW commented that each CCF Contingent Commander will have a different experience. One of the recommendations in the report is that Regional Command should introduce some form of structured personal development, so that when an individual joins a contingent, the contingent commander can establish what they would like to do in the CCF and what skills they were bringing to it. The contingent commander can then balance that with the needs of the contingent. There should be better availability of training development opportunities to both individual volunteers and also to contingent commanders and SSIs. There are a number of courses that have traditionally been for ACF adult volunteers which would be ideal for CCF volunteers. In summary there is a need to ensure that volunteers can have some development structure mapped out so that they can fit that into their diaries and calendars.

Jonathan Bleakley (JB) commented that it might be helpful to have one sheet for new CFAVs highlighting what they have to do to become qualified at the beginning of and subsequent stages of their CCF service.

MW recalled an earlier personal development record for the CCF with a comprehensive information pack. Three things happened: the author moved on, people became alarmed at the potential admin burden and then the CCF started to change. He however agreed with the point and thought that Regional Command ought to be able to provide something like that; ideally the information should be provided online so that is instantly accessible and can be continuously updated.

Nigel Woodall commented that London District already run a pre-basic portfolio where CCF CFAVs go through the skills required. A M and MW agreed that this is the sort of exploitation that is already ongoing.

Dan Montgomery commented that the personal development record should be produced in a format which is understandable, not only in the military world but also to the headmaster or employer so that the employer and the volunteer themselves are confident that the training will be invaluable in that person's wider career. MW acknowledged the point.

Marland Green asked whether this was just for the Army Sections. MW confirmed that this was the case and commented that he understood that

HQ RAF Air Cadets has also done a significant review of its CCF training structure.

Philip Green (PG) commented that the Royal Navy is quite content with its CFAV training. Given the feedback received from RN and RM CCF CFAVs, the training appears to be okay and the CFAVs seem to be arriving back to contingents fit for purpose.

Martin Larwood-Hughes (MLH) made the observation that training for CFAVs had not been the best in the RAF sections. He commented that it was right that the RAF had been focussed on the development of cadets, however the focus now needed to shift and he had released resource that will focus on staff and CFAV training development. Field training is popular, so the RAF had introduced a Fieldcraft Instructor course. Feedback was that it was one of the best courses CFAVs had been on. The next stage is CFAV development, which includes the development of a section commanders course, which is the biggest gap.

MW, PG and MLH confirmed that they were fully aligned with the Contingent Commanders' course, the content of which is discussed between the three SO1s across the three services.

MW confirmed that the Army study had consulted both the Navy and RAF HQs. Both the Army and the RAF looked at the Navy's Section Commanders' Course as something they need. He asked the trustees about the potential imposition of another course or maybe the introduction of an online course.

Trustees made a number of related comments:

- Time spent on training was the critical factor. Progressive online training was supported, especially if it reduces the length of residential courses run by the services, although they recognised that even online packages have a time burden.
- Ideally, during residential courses, this will reduce the need for students to be lectured at in classrooms and increase the time outside receiving practical training.
- It is doubtful if more senior CCF CFAVs will want to attend more courses, as by the time they becoming the head of a CCF section they are also probably becoming more senior in the staff room taking on additional roles as heads of departments etc. It is hard enough to get CCF staff out of school for basic courses and an additional course will be difficult to sell.
- Progressive online training allowing CFAVs prior to a course will increase the time "on the ground" doing practical things.
- Finding the balance was key, because although there is a time burden for an individual attending a section commander's course, it is no greater than the contingent commander training the section commander in-house, i.e. this can be time-saving for busy contingent commanders.

MW confirmed that the single services agreed with that view. As an

	<p>observation, the ACF has had a very comprehensive initial officer training programme, but it was not popular or attractive to ACF CFAVs because the mix of residential courses and online training lasted a year and the online training burden was significant. The ACF had therefore just begun to pare down the time and content of the training.</p> <p>Mike Hamid was in support of training online, but it has to be balanced with demonstrable experience. He was worried that for some courses, CCF Officers without sufficient experience may be pushed into attending more advanced training because of the sequential hierarchy of training courses required to become an effective CCF officer. His concern was that this could lead to CCF officers with paper qualifications but insufficient experience to underpin them. He therefore proposed some sort of log book, such as is used for adventurous training activities, where CFAVs have to prove that they have gained sufficient experience on the ground by time before moving on to a higher level course. For example being a planning officer would be fine, but a senior planning officer requires much more experience of planning and delivering training.</p> <p>AM commented that this project was run firmly on intelligent application of principles from the Defence Systems Approach to Training (DSAT): to clearly identify the requirement, benefits and outcomes; within a series of priorities and finite time, identify what is mandatory and what is elective; identify what is time critical and what is not time critical. He acknowledged that the Army needs to recognise that is dealing with CCF CFAVs who are inherently articulate and intelligent, who also work in a sector where the staff turnover is high and seemingly increasing.</p> <p>The Chairman thanked everyone and commented that there was no one answer as every situation was different. Having some form of induction booklet to steer new CCF officers through their training requirement, highlighting what was critical and laying out posts to which they can aspire, was a good idea.</p>	
<p>5a(2)</p>	<p>Annual Assurance Review (AAR). Myles Ripley commented on the Annual Assurance Review (AAR) cycle. It is faceless if a contingent commander has an enquiry. For example his contingent was “red” in all three sections under a particular title, but nobody could answer tell him what data needed to be entered to move the headings from “red” to “green”. A discussion ensued. MW reminded trustees that the AAR is still being trialled and that is likely take two to three years for it to be properly bedded in.</p>	
<p>5a(3)</p>	<p>Sight of CCF related MOD meeting minutes. Myles Ripley asked if the minutes of the MOD Youth & Cadet Steering Group and Safeguarding Working Group were available publicly.</p> <p>MW explained that the 3 Star and 1 Star Youth and Cadets Steering Group meetings are MOD meetings attended by Chairman CCFA and CE CCFA respectively, and that they receive minutes. Regarding safeguarding, it is a school’s responsibility where the head is responsible for safeguarding in</p>	

	<p>that school, but there are times when that position becomes blurred when the services are running an event and there may not be any volunteers present. Army safeguarding boards meet periodically in every Army Regional Points of Command (RPOC), not so much to look at individual cases, but instead to look at the way that the RPOCs are managing safeguarding in their regions. Thus, were there to be a CCF related safeguarding incident, it would be considered by the safeguarding board to satisfy itself to check that it was properly managed and that the risk to the child was reduced as soon as possible. There is then a national safeguarding board that looks at policy, process, training and education.</p>	
<p>5b.</p>	<p>Royal Navy report The RN's Cadet Report was circulated prior to the meeting. PG took the meeting through his report.</p> <p><u>Changes in HQ:</u> Roger Armstrong had left and was replaced by a serving RN officer, Commander Andy Parkinson. RN CCF also have a new training officer, Lt James Moseley RN, and a new warrant officer WO1 Matt Fisher. The RN cadet organisation is going through a period of transformation and are awaiting funding for the financial period 2020/21, seeking an additional £700k above the norm in order to look after the new CEP schools. CCF RN hold regional conferences each year, 7 conferences around the country and had a 95% attendance at these conferences.</p> <p><u>AAR:</u> PG reported that he was learning about the AAR process. CCF RN were only asking RN sections to enter data onto Westminster that they should anyway be entering. He thanked schools for the excellent assistance they had provided.</p> <p><u>Cadet Force Commission:</u> CCF RN has asked for a commission for every officer on the books. The first batch of 50 scrolls has now been received and will be sent out shortly. There are over 500 scrolls to come and it will take a while for them all to be produced.</p> <p><u>Cadet Expansion Programme (CEP):</u> CCF RN has increased its share of the CEP, planning to open 23 new RN and RM sections as part of the CEP. 15 sections are up and running with the remaining 8 in the process of becoming active, which was expected to be complete in the next 6 months. A further 4 slots were available for RN or RM sections. The CEP risks remain the same. Some CEP contingents have a high turnover of staff, so training CFAVs and then seeing them leave within 6 months is disappointing and is an area where training may have to be done differently.</p>	
<p>5c.</p>	<p>RAF report MLH gave a verbal report.</p> <p><u>2018 activities:</u> It had been a good year for the CCF RAF with cadets offered some great opportunities as part of RAF 100. CEP has been a real success story for the RAF; one school paraded in September and they already have 110 cadets who are enjoying a good experience. The RAF has only one school left to select to fill its CEP allocation.</p>	

	<p><u>RAF Air Cadet HQ staffing:</u> The RAF has bought in two new people to fill staffing gaps. They will bring a slightly different flavour and will help in the RAF Air Cadets’ ambition to bring about greater alignment between the CCF RAF Sections and the Air Training Corps (ATC).</p> <p><u>Using shared facilities:</u> There are some really good examples of tri-service use of school facilities and also wider use by RAF Sections of school facilities. TEST officers have been briefed to start working with the local wings and the local regions to try and encourage greater collaboration between CCF RAF and ATC, which will realise greater benefits for both organisations. MLH asked regional trustees to encourage RAF Section OCs to speak to the TEST SNCOs to find out more about facilities in other schools and ATC units nearby.</p> <p><u>Flying:</u> Opportunities for air experience flights and gliding are increasing. RAF Wittering is about to come online, there are plans to bring RAFWoodvale back online this year and the recovery programme for the glider programme is gathering pace. There is also a plan to allow greater access to third party providers. Some guidance will be issued through Regional Command about not using those facilities that have not been checked because, for example, the chain of command became aware of a school that was using an unauthorised gliding school. The ATC are expanding the number of centres from which they can fly from and they are expanding the number of platforms, for example microlites. Guidance will be issued in the next couple of months detailing a much wider aviation offer; although some of it may come with a charge.</p> <p><u>RAF Cyprus camps:</u> MLH thanked CCFA for the financial support given to enable the RAF Cyprus camps. CCFA had given HQ Air Cadets a grant allowing advanced booking of flights which in turn reduced the cost. 160 cadets were due to go to Cyprus in Summer 2018.</p> <p><u>Cadet Force Commission:</u> A plan had been considered to allow retiring RAF Air Cadet officers that previously held VRT commissions to be able to use “VRT Retired”. However, the legal advice was that after the Cadet Forces Commission was introduced this would not be possible because people would not have retired from the VRT. The RAF felt strongly about this and HQ Air Cadets was investigating whether it is possible to allow people to use some form of retired rank in appropriate circumstances.</p>	
<p>6.</p>	<p>CRFCA report Although not present, Gary Bushell had provided a written update</p> <p>RW noted the point in the report that there may be potential G4 support for the Army sections for the future.</p>	
<p>7.</p>	<p>Farewell to Brigadier Mike Wharmby. The Chairman thanked Brigadier Mike Wharmby for his long service and wise council, as he retires from his current appointment on 15th June 2018 and thus this was his last CCFA board last meeting. He was Gen Sec CCFA/ACFA for seven years from 2006 To 2013 and then ACOS CCF Regional Command for two years from 2016</p>	

	to 2018. The Chairman wished him well in his retirement.	
8.	Dates of next meetings. Dates of next meetings were confirmed as:	
a.	Monday 10th December 2018 – Board meetings, AGM and Dinner <ul style="list-style-type: none"> • 10.45 - 12.00 Trustees Reserved Business Meeting • 12.00 - 12.45 Lunch break • 12.45 - 13.45 Open Board Meeting with reps from the MOD, single services and CRFCA • 14.00 - 15.30 AGM • 1900 – annual dinner 	
b.	Provisionally - Tuesday 4th June 2019 – Board meetings <ul style="list-style-type: none"> • 1130 to 1300 hours – Trustees reserved business • 1300 to 1355 hours – Lunch • 1400 hours – Open board meeting 	
c.	December 2019 – Board meetings, AGM and Dinner - Date of next year's board meetings and AGM to be confirmed. Traditionally it has been in December. Timings are likely to remain the same, whatever the date. <ul style="list-style-type: none"> • 10.45 to 12.00 Trustees Reserved Business Meeting • 12.00 to 12.45 Lunch break • 12.45 to 13.45 Open Board Meeting with reps from the MOD, single services and CRFCA • 14.00 to 15.30 AGM • 1900 – annual dinner 	
9.	AOB. There was no other business. The meeting closed at 15:05 hours.	

Annex:

A: Note from Vice Chairman CCFA about Cadet numbers

ANNEX A TO
CCFA OPEN BOARD MEETING MINUTES
5th JUNE 2018

Note from Vice Chairman CCFA about cadet numbers

The following note was circulated to trustees by the Vice Chairman on Wednesday 6th June 2018:

Yesterday at our meetings some discussion centred on cadet numbers and the presentation of the statistics. There was confusion over whether cadet numbers had risen or fallen. Also there was some suspicion that the numbers presented all ended on '0'

For clarification and wishing to ensure accuracy, the following might be helpful:

Number of Cadets (Combined Cadet Force)

- *At 1 April 2018 was 43,400 [An Increase of 1,330 (+3.2%) since 1 April 2017]*
- *At 1 April 2017 was 42,070 [An Increase of 240 (0.6%) since 1 April 2016]*

Figures in the published data were rounded to the nearest 10. However, numbers ending in a 5 were rounded to the nearest multiple of 20 to prevent a systematic bias by always rounding numbers upwards. (e.g. 25 was rounded down to 20; 15 was rounded up to 20.)

Percentages were calculated from unrounded data and go to one decimal place.

Number of CCF cadets as at 1st April:

- *2013 44 320*
- *2014 42 950*
- *2015 42 430*
- *2016 41 830*
- *2017 42 070*
- *2018 43 400*

A full analysis can be found at:

<https://www.gov.uk/government/statistics/mod-sponsored-cadet-forces-statistics-2018>