



COMBINED CADET FORCE ASSOCIATION

Minutes of the Annual General Meeting Held on Monday 12th December 2016 at 14.25 hours at the Grand Connaught Rooms 61-65 Queen Street London WC2B 5DA

Present	
Lt Gen Sir Robert Fulton	Retiring President
VAdm PD Hudson	President
RAdm BNB Williams	Vice President, RN
AVM NDA Maddox	Chairman
Lt Col M Hampshire	Vice Chairman
Miss JYW Hodgson	Hon. Treasurer
Mr TJC Garnier	H&HC and ISC Rep, Pangbourne College
Mrs JA Taylor	ASCL and NAHT Rep, Thomas Deacon Academy
Lt Col R Ayres	Sandbach School CCF
Lt Col JAS Driver	Worksop College CCF
Cdr RK Gordon	Campbell College CCF
Wg Cdr MH Green	Oratory School CCF
Lt Col MZ Hamid	Erskine Stewart's Melville Schools CCF
Cdr ES Main	St Dunstan's College CCF
Wg Cdr D Montgomery	Robert Gordon's College CCF
Lt Col SE Pugh	Taunton School CCF
Cdr MP Ripley	Sedbergh School CCF
Wg Cdr S Shilladay	CCF RAF mentor for Scotland, N. Ireland, and N. England
Lt Col NJ Woodall	Haberdasher's Askes Boy's School
Maj C Mackay	Pate's Grammar School CCF
Maj A Mansergh	Oundle School CCF
Maj R McDowall	Royal School Armagh CCF
Maj KJ McCammon	Denstone College
Sqn Ldr T Morris	Radley College CCF
Sqn Ldr T Pearson	Glyn-Freemen's CCF
Lt Cdr G Poulet-Bowden	Trinity School CCF
Maj C Thompson	Thomas Deacon Academy CCF
Capt JJ Bleakley	Westcliff High School for Boys CCF
Capt A Gildea	Campbell College CCF
Capt D Lagdon	Dukeries and Sutton Academy CCF
Capt A Reynolds	Tunbridge Wells Girls Grammar School CCF
Flt Lt M Watson	Heanor Gate Science College CCF
Lt G Poulet	Trinity School CCF
WO1 (SSI) K Sharrock	Merchant Taylors' Boys School CCF
Mr C Ainsley	Hugh Baird College

Mr C Pinnington	Hugh Baird College
2Lt L McLeod	The Quest Academy CCF
Mr R Walton	Finance Director
Ms V McBurney	Head of ACFA/CCFA Marketing & Communications
Mrs F Meakin	Cadet Bursary Fund Programme Manager
Col MNS Urquhart	Chief Executive (Secretary)
In attendance	
Mr D Haigh	MoD RF &C Div
Brig MJ Wharmby	HQ Regional Command
Lt Col R Armstrong RM	Commander CCF RN, FOST
Cdr (Ret'd) GR Bushell	CRFCA
Wg Cdr Couzins	HQ ACO CCF RAF
Maj P Green RM	CCF RN, FOST
Mr M Osbourne	HQ Regional Command
Mr C Perrett	GL RFCA SCEO
Apologies	
Maj Gen MJ Rutledge	Vice President (Army)
AVM MJ Routledge	Vice President (RAF)
Lt Cdr D Critchley	Stowe School
Wg Cdr Robinson	Member, formerly Sandbach School CCF

Item	Subject
1.	<p>Chairman's Opening Remarks. The Chairman welcomed everyone to the last Annual General Meeting of the CCFA before incorporation and set the scene with a high-level overview. The previous week he had attended the annual briefing organised by the RFCAs for their Lords-Lieutenant and other members. The key speaker was Mark Lancaster, Minister for Defence Veterans, Reserves and Personnel, and a former CCF RAF cadet. Speaking with him were the Vice Chief of the Defence Staff, the Chief of the General Staff and the Chief of the Air Staff. The Chairman was struck by how much all of them mentioned cadets and adult volunteers which was the result, he believed, of the hard work over the past couple of years in making the CCF's case; it had paid dividends. The CCF's case had been well heard and although it did not have all the results that were wanted, it was in a better place. The common themes put forward at the RFCA briefing were that the Nation needs cadet forces for the future as the armed forces reduce. The cadets now play a very special part, not just in the scholastic and academic arena, but also in representing the services to their parents and the wider public. The ethos, leadership and the pride displayed by cadets is important and is recognised by a broad group of senior officers and officials within the MOD. Much of the credit for this positive situation was due to the efforts of the adult volunteers present in the AGM and their compatriots across the UK, which in turn was due to the efforts put in over the past few years, for which he thanked them for their energy and stamina in getting the worth of the CCF across to the Government and its ministries. He considered that the CCF was in a good position, but he was not complacent as there were still challenges ahead, therefore energy and enthusiasm would still be required.</p>
2	<p>President's remarks. Lt Gen Fulton stated that it had been a privilege to be the President of the Association for the past six years and he had enjoyed every moment of it, mostly due to the CCF's adult volunteers. In standing down he thanked all who had made him so welcome when visiting contingents across the UK. He added further thanks to all because as, the Chief of the General Staff had noted in the RFCA briefing, the credit for the health of the cadet forces was due to the adult volunteers.</p>

3.	Minutes of the previous Annual General Meeting. The minutes of the last AGM on 14 th December 2015 were distributed prior to the meeting. There were no matters arising and no comments from the members. The Chairman signed the minutes as a true record.
4.	Chief Executive’s Report. The Chairman informed members that in a break from the normal format he had asked the Chief Executive (CE) to give his personal first impressions since taking up the appointment. Given his past connection with the cadet forces from the 4.5 years he was Colonel Cadets in the Army’s HQ from 2008 to 2013, he was in an ideal position to reflect on where the CCF and its Association are today. The CE’s Report is attached at Annex A.
5.	Chairman’s Report. The Chairman then gave his formal update looking back over the past year. His report is at Annex B.
6.	Receiving the Accounts, Balance Sheet and Auditor’s Report for the year ended 31 July 2016. Richard Walton advised members that financial summaries had been placed on chairs in the room. He expanded on the salient points:
a.	The Accounts. Charitable activity levels had marginally increased throughout the year. Trustees had implemented a policy of steadily increasing the reserves to better reflect the increased activity the charity was undertaking, leading to increased core costs. This was defined as one year’s operating costs (not including grant expenditure).
b.	Employees’ Pensions. CCFA provides a pension for its employees through a separate charity called the Pensions Trust. Government rule changes back in 2012 placed a burden on all employers with employees in a defined benefits scheme of some sort to make up a deficit black hole. The CCFA employs staff through its sister charity, the ACFA, and from April 2013 the ACFA was committed to contribute £33k per year for 10 years. That had now reduced to £25k per year and was within the ACFA’s budget.
c.	FRS 102. The introduction of Financial Reporting Standard 102 this year led to the introduction of a new Statement Of Recommended Practice (SORP) for charity accounts. This meant that the layout of the 2015-16 accounts differed from the previous year’s accounts and therefore the presentation of figures in the accounts was slightly differently. The 2014-15 figures had therefore been recast in order to present the figures in a meaningful way to allow a direct comparison with the prior year’s figures (this was merely a technical change).
d.	<p>Summary of Accounts: Income, Expenditure and Deficit.</p> <p>For the period 2015-2016 donations to CCFA, subscriptions and investment income all rose slightly in the year. Income for the Cadet Bursary Fund rose slightly to £2m and a sum of around £817k was raised to support the costs of delivering the increased activity and to provide support to struggling contingents. Overall the total gross income of CCFA was £2.9m (compared with around £2m in 2014-15).</p> <p>Resources expended totalled £2m (compared with £1.3m in 2014-15). This included the award of grants from the Cadet Bursary Fund of £1.7m (compared with around £1.2m in 2014-15).</p> <p>The investment portfolio bucked the trend last year and saw a modest increase in the value of the CCFA investments of £6,482 (against £9,548 in 2014-15). Although stating that the</p>

	<p>investment income had increased, this was because the cash that was being held was placed into short term deposits and the interest from that accounted for the increase.</p> <p>The net surplus for the year therefore was £850k, although the vast majority of this was in restricted funds, predominantly the Cadet Bursary Fund. The CCFA free reserves actually fell in the year by £22k, which was a planned spend by the trustees on cadet grants. Future year's grants will be funded purely from income.</p>
e.	<p>Balance Sheet. The Balance Sheet showed funds of £1.8m, up from £920k in the previous year. The Charity's free reserves totalled £128k. As at 31st July 2016 that was slightly less than the £130k target mark for reserves; Richard Walton expected reserves to increase next year.</p>
f.	<p>The Auditor's Report. Buzzacott LLP had again audited the CCFA's financial statements at a cost of £6,300. The audit had gone well. Buzzacott's full report was published in the annual accounts, however an extract for members was provided at the AGM to review. The Auditor's conclusion was that the accounts gave a fair and accurate view of the Charity's affairs as at 31st July 2016, and that the income and expenditure for the year was appropriate. The accounts were found to be properly prepared in accordance with all relevant laws and acts. The Auditor had therefore issued an unqualified opinion on the CCFA's accounts, which was the best possible result. Full copies of the accounts are available on the CCFA's website.</p>
g.	<p>Review of Buzzacott as the CCFA's Auditor. The CCFA had been with Buzzacott for some time, around ten years, therefore about three months previously Richard Walton had conducted a benchmarking exercise for both the ACFA and CCFA against similar charities across the UK picked from the Charity Commission website. He and the ACFA Finance Committee found that Buzzacott provided both a good service and value for money. In particular they felt that the rigour and comfort that Buzzacott gave to trustees was exactly what was sought in an auditor.</p>
h.	<p>Approving the accounts. The Chairman asked the floor if there were any questions. None were asked. The Chairman asked that the accounts be accepted. Capt Bleakley proposed and Lt Col Driver seconded. All voted in favour.</p>
i.	<p>Authorising Remuneration of the Auditors.</p> <p>The Chairman asked that the members agree to authorise the remuneration for the auditors, Buzzacott LLP, for the sum of £6,290 and further agree to the re-appointment of Buzzacott LLP for a further year. This was proposed by Wg Cdr Montgomery and seconded by Cdr Ripley. All voted in favour.</p>
7.	<p>Election of Honorary Officers and Trustees.</p>
a.	<p>Election of President. The Chairman introduced Vice Admiral Peter Hudson to the members, commending his qualities and experience. He had commanded at every rank in the Royal Navy, had much to do with personnel, understood money resources having been part of Naval Plans, but more importantly he was enthusiastic to take on the role. He was well connected and would be a good advocate for the CCF in high places.</p> <p>The Chairman therefore proposed that Vice Admiral Peter Hudson CB CBE be elected as President vice Lieutenant General Sir Robert Fulton KBE who was retiring. Lt Cdr Poulet-</p>

	<p>Bowden seconded. All members voted in favour.</p> <p>The Chairman thanked General Fulton for his time and the AGM applauded.</p> <p>Vice Admiral Hudson thanked the AGM for the vote of confidence. He commented that senior officers retiring from the services receive many invitations and offers to take up comparable roles and in his case he declined most of them, but when General Fulton had approached him about the CCFA he was delighted to accept because his younger son is a cadet and his eldest son had been a cadet. He thus had a connection with the cadet forces which he cherished and which his family had enjoyed and appreciated.</p>
b.	<p>Election of Chairman. The Chairman stood down, handing over to the President. The President proposed that Air Vice-Marshal Nigel Maddox CBE be re-elected as Chairman. Wg Cdr Green seconded the proposal. All present voted in favour.</p>
c.	<p>Election of the Vice Presidents: AVM Maddox returned to take up the Chair. The Chairman proposed the election <i>en bloc</i> of the following as Vice Presidents:</p> <ul style="list-style-type: none"> a. For the Royal Navy – the re-election of Rear Admiral Bruce Williams. b. For the Army – the re-election of Major General Martin Rutledge. c. For the Royal Air Force – the re-election of Air Vice-Marshal Martin Routledge. <p>Sqn Ldr Morris seconded the proposal. All present voted in favour.</p>
d.	<p>Re-election of the Vice Chairman. The Chairman proposed that Lt Col Mike Hampshire be re-elected as Vice Chairman for a fifth year. Sqn Ldr Pearson seconded the proposal. All present voted in favour.</p>
e.	<p>Election of the Honorary Treasurer. The Chairman reminded members that Lt Col Paul Irvine had already stood down as the Association’s Hon Treasurer. He also reminded members what the CE had said earlier in the meeting about it being healthy to have external trustees who bring with them useful skills and expertise, as well as a different outlook. He finally reminded members that the CCFA now carried considerable responsibility for public money earmarked for cadet expansion plus charitable money raised from philanthropic donors. He informed members that Miss Julia Hodgson was willing to stand as the Hon. Treasurer for the CCFA, having been approached by Richard Walton. A Chartered Accountant working in the Bank of England, she was a cadet in Norfolk and about two years ago became an adult volunteer in the ACF where she now runs a successful detachment in Newham. The Chairman made the point that to have such a well qualified and willing volunteer was just what the CCFA needed.</p> <p>The Chairman proposed that Miss Julia Hodgson be elected as the CCFA’s Honorary Treasurer. This was seconded by Lt Cdr Poulet-Bowden. All present voted in favour.</p>
f.	<p>Election of the balance of the Council and the Executive Committee. (The proposed list of Honorary Officers and Trustees for 2017 was tabled at the meeting.) The Chairman proposed that all be elected <i>en bloc</i>. Maj McCammon seconded the proposal. All members voted in favour.</p>

	<p>g. Farewells. The Chairman concluded by thanking all those who had retired from the CCFA and CCF:</p> <ul style="list-style-type: none"> • As President, Lt Gen Sir Robert Fulton. • As Honorary Treasurer, Lt Col Paul Irvine, who had already departed. • Those who had retired as Contingent Commanders over the past year. <p>The Chairman also mentioned, informally, that Mr Thomas Garnier was standing down as the HMC/ISC representative on the Council. He thanked Mr Garnier for his dedicated support. Although his nominated replacement was not present, the Chairman welcomed Mr Mark Mortimer Headmaster of Warminster School. This was a fresh development and the actual date of change still had to be worked out, but it was expected to take place early in 2017.</p>
<p>8.</p>	<p>Reports from the MOD and the single Service Cadet HQs. The Chairman invited the MOD and single services to give their reports.</p>
<p>a.</p>	<p>MOD. Mr Duncan Haigh from the Youth & Cadets team in the Reserve Forces and Cadets Division spoke. His report is at Annex C.</p>
<p>b.</p>	<p>Army. Brig Mike Wharmby, ACOS CCF Cadets Branch in Regional Command spoke. His report is at Annex C.</p>
<p>c.</p>	<p>RN. Lt Col Roger Armstrong RM, Commander RN CCF spoke. His report is at Annex C.</p>
<p>d.</p>	<p>RAF. The Air Cadet Organisation was unable to send a representative, Wg Cdr Bob Chalkin having just retired. A written report was provided which, although Wg Cdr Chalkin was present, the CE gave on behalf of the RAF, which is at Annex C.</p>
	<p>e. Questions to the MOD and single services. Following the briefs the Chairman invited questions.</p> <p>1) Maj Thompson (Thomas Deacon Academy CCF) commented on the availability of training facilities, because experience was proving that it was very difficult to gain access to training areas and ranges in particular. He acknowledged that cadets were not top priority, nevertheless he asked if this situation could be improved. Brig Wharmby responded that his point was well recognised. Although cadets were now a Defence task and £170M was being spent on them, there was however not unlimited access to the MOD's increasingly constrained training estate. This was not new as, in fact, it was an old complaint that the training opportunities were condensed into a short training period in the summer. He did not see it improving as the services become increasingly UK based. However, what Cadets Branch continued to do was fight for the camps and training areas that were still available to fit in with the current annual camp programme. He also pointed out the occupation of bed spaces for cadets in the previous year was well short of 50% of the allocation for CCF central camps. He was not suggesting that this was entirely due to contingents, because it was possible that the take up would have been greater if there had been better systems for managing and allocating bookings. To this end the CTT RSMs' bookings conference was being reinstated to try to ensure increased occupation. He did not however see the priority for cadet applications being increased. He asked that CCFs inform Cadets Branch if they are 'bumped' off camps or constrained in other ways after allocations are confirmed (not just for individual contingent summer annual camps, but also camps at Easter and during October, and field days), as Cadets Branch can then</p>

	<p>aggregate that information to form a bigger picture to inform the chain of command.</p> <p>2) Sqn Ldr Morris (Radley College CCF) raised a similar issue. The closure of RAF Halton had been announced recently, which was bad news as many CCF(RAF) sections were dependent on it for local field days. Its closure would reduce the options available and yet transport budgets were limited for travelling further afield. Brig Wharmby responded that the situation was similar to that just raised by Maj Thompson. He knew that HQ ACO tried to recreate training opportunities elsewhere or in other places when RAF stations were closed. He also pointed out that there were around 57 ACF regional training centres spread around the UK, many capable of accommodating around 100 cadets. He believed there were times when the ACF would not be using them which the CCF could fill. The Chairman interjected that the pressure on resources across the MOD, manifested in part through estate rationalisation, would be ongoing and the effects profound. Contingents and the Association would have to work together to fight the CCF corner. He asked that contingents experiencing difficulties inform the CE so that the Association was at least aware (he did not promise that the CCFA could change the situation) and could make the strongest case. Wg Cdr Chalklin briefed the AGM that additional facilities had been installed at RAF Inskip, that in 2017 a similar dedicated cadet centre was to be opened at RAF Wittering with in excess of 100 bedspaces, and that in 2018 a smaller cadet centre would be opened at RAF Benson with about 40 bedspaces.</p> <p>3) Capt Reynolds (Tunbridge Wells Girls Grammar School CCF) asked if there were plans to create a national calendar showing all events which cadets could attend. As a state school CEP CCF which formed in 2012, what helped to bring her CCF together was travelling away to cadet events elsewhere such as the Cambrian Patrol Competition and the National Orienteering Competition. Although she knew some event information could be gleaned from Westminster, it was not comprehensive. Brig Wharmby thought it was a sensible suggestion and undertook to look into it.</p> <p>4) Capt Bleakley (Westcliff High School for Boys CCF) sought advice about preparing for a biennial inspection, his CCF having formed nearly two years ago. He predicted that other CEP CCFs would require similar advice and support. Brig Wharmby suggested that he talk to his Cadet Training Team as it was their duty to help contingents prepare and then guide them through biennial inspections.</p>
<p>9.</p>	<p>Update and Plans for CCF Grants. Mrs Faye Meakin updated the AGM on the three CCFA grant programmes currently in operation:</p>
<p>a.</p>	<p>Small Grants Programme. Individual cadets could apply to this long running fund for grants up to a usual maximum of £500 to support them to take part in cadet activity. Last year grants were awarded to 45 cadets from 12 Contingents totalling £15,220. For 2016 the usual maximum had been reduced to £200 and bids totalling £5,390 had been received. The Grants Committee would meet immediately after this AGM, although the Committee does also consider bids in-year.</p>
<p>b.</p>	<p>Cadet Sustainability Fund. This newly established fund contained funding intended to enrich and support the CCF in a number of ways. The first use of this fund has been through a pilot Crowdfunding project, where CCFA had worked with Crowdfunder UK using funds granted to CCFA by the Garfield Weston Foundation of £132,000. Schools were challenged to use Crowdfunding to raise £4,000 and, if successful, they would be match funded with an additional £4,000 using the Garfield Weston funding plus a grant of £500 from CCFA. 19 CCFs,</p>

	<p>which were part of the CEP and were newly established in highly deprived areas, were invited to take part. Four launched their month long Crowdfunding campaign in November 2016 and six were expected to launch in January 2017. Of the four, one successfully raised over £6,000 whilst the others were ongoing. As the majority of the Garfield Weston funds remained unspent, CCFA were currently exploring other mechanisms by which this money could reach those CCF contingents in need of support.</p>
<p>c.</p>	<p>Cadet Bursary Fund (CBF). In the Spring CEP round, 25 cadet units were approved for formation and all submitted bids to the CBF. Bids totalling £530k were requested and all were approved in full by the CBF Committee. Following this one school withdrew from the programme and so its grant offer was withdrawn.</p> <p>The CBF Committee considered bids on the basis of a mixture of funds available and funds pledged to CCFA - £70,000 has been paid by two donors and payments were pending from Amey of £325,000 and EY of £250,000. A substantial delay in the payments from Amey and EY which led in turn to a delay in the payment of CBF grants to schools. The fundraising team (Footwork First) have assured us that there is no issue with the pledge from EY and the money is expected to be paid; the fundraising consultants are in frequent contact with them and are working methodically through the obstacles. However the grant offer from Amey has now been withdrawn.</p> <p>Through careful cash flow management CCFA has released the first payments due to all schools, totalling £424,383.80. A further £82,343.40 is due to eight schools as a second payment which will be released once their SSI is appointed. CCFA has honoured the grants awarded in June and is actively working with other potential funders.</p> <p>This situation has prompted a change in approach to the management of the CBF and in future the CCFA will only award grants based on donor funds held, rather than those pledged. We have a pre-existing pledge for £500,000 that Footwork First have arranged to be paid on 4th January 2017. Once this has been received the CBF Committee will be able to sit on 12th January.</p> <p>At the Autumn CEP round in November 2016, 24 schools were approved to open a school-based cadet unit. CBF applications were received from these schools totalling £456,754.19 and will be considered by the CBF Committee in January.</p> <p>Financial reports: were received from all round 2 grant recipients, whose grant period ended 31 March 2016. Of the 34 schools, 23 had funds remaining totalling £203,356.37 which will be carried over for one year. The underspend generally related to delays in employing SSIs and in the recruitment and training of CFAVs. This is a lesson learned by the CCFA and schools are now given a two year grant period to accommodate this. In addition portions of the grant are withheld until required.</p> <p>Challenges: The original plan for the CEP 500 was to approve schools in groups of up to 25, twice yearly in Spring and Autumn. However the joint team leading the project have since decided to front load the programme and approve as many schools as possible at each round. The CCFA fundraising contract is to raise funds to support 50 new units per annum, therefore if the number of submissions at each CBF Committee is greater than 25, then grant amounts will be limited based on the amount of available funds.</p> <p>There have been some closures of CEP 100 cadet units. Where units receiving support from</p>

	<p>CBF have closed, the remaining unspent funds have been returned to CCFA for use in the next CBF funding round. The joint team have a risk/mitigation strategy now in place to carefully manage units in danger of closure. The implications for CCFA are the potentially negative effect that this could have on future fundraising if donors perceive the project as unstable.</p> <p>Fundraising: Earlier in the year there was a competitive tender for a new 24 month fundraising contract running from August 2016 - July 2018. This led to the reappointment of Footwork First, who produced a tender of an extremely high standard. They have started the new contract with great enthusiasm and professionalism and have already secured a donation of £10,000 and a further pledge for £50,000. This is in addition to the pledges secured under the old contract they and have been meeting with several high net worth individuals and companies. Two companies have already agreed in principle to support, with agreements due to be finalised in early 2017.</p> <p>At the June CBF Committee strategy meeting the committee members agreed to recommend to CCFA Trustees the need to grow the fund to enable long-term sustainability funding. Therefore the new fundraising strategy includes an objective that reflects the wider aspirations of CCFA: to seek funds that will 'ensure that CCFA has appropriate capacity to manage the CBF and to support the sustainability of the new cadet units.'</p>
<p>10.</p>	<p>AOB and Open Forum.</p> <p>No items were formally tabled for AOB. The Chairman invited questions from the floor.</p> <ol style="list-style-type: none"> a. Maj McCammon (Denstone College CCF) announced that he had recently taken over from Lt Col Bob Menneer, who had been the Contingent Commander for over thirty years, an achievement which he felt was worthy of recognition. The Chairman was grateful that this was raised. b. Flt Lt Watson (Heanor Gate Science College CCF) asked if the date for the annual dinner could be changed. Her CCF was within in a state school and it was still term time, therefore she was returning immediately after the AGM and could not stay to attend the dinner. The Chairman agreed to consider the request to see if a more convenient date could be found. <p>There being no other business the meeting closed at 16.20 hours.</p>

Annexes:

- A. Chief Executive's Report.
- B. Chairman's Report.

COMBINED CADET FORCE ASSOCIATION

Annex A Minutes of the Annual General Meeting Held on Monday 12th December 2016

CHIEF EXECUTIVE'S REPORT

The Chief Executive (CE) informed the members that since retiring from the Army in 2013 he had spent three years as a prep school bursar. That experience gave him three valuable insights. First, the relentless pace of life in schools once a term had started. Second, that teachers in schools did not just teach but also wore many other hats carrying additional responsibilities. Third, the governance of a charity.

In many ways little (issues and personalities) had changed during the 3.5 years he was 'out of the fold', but in other ways there had been profound changes and developments. He wanted to reflect on the changes because they were relevant to him as the new CE in working out how to take the Association forward.

He reminded members that the CCFA was a charity in receipt of considerable amounts of public money from the Government, principally to enable cadet expansion, therefore good Governance was essential. He assured members that the public and charitable money entrusted to the CCFA had been spent properly, which the auditors confirmed. It was however important that the CCFA was seen to be actively reviewing its Governance arrangements regularly; the Charity Commission and auditors would be looking for signs that this was happening. The CE assessed that the CCFA was in a good position because earlier in the afternoon the members had agreed to form the new CCFA with fresh Articles of Association, thus bringing the CCFA into the 21st Century in terms of corporate governance.

The CE however advised that the CCFA's Governance must be dynamic and self-refreshing. As part of that process he would work with the Chairman and Trustees to review the CCFA's Governance structures and arrangements, particularly the structure of the Council, which elsewhere would be called the Board of Trustees. The CCFA's board must be diverse in the sense that it needs fair coverage from all of the regions, fair representation from each of the single services and, more importantly, the right mix between CCFs from independent and state funded schools and academies. Equally, however, he warned against having a board that was so big that it was unmanageable. Whilst the core of the board must of course be representative of CCF contingents, the CCFA should not feel inhibited from seeking trustees from outside who could bring other skills and experience, for example someone with a fundraising background would be hugely useful to assist with the Cadet Expansion Programme.

The CE then gave a frank assessment of how the Association was seen by the MOD and single services. He emphasised that he was not criticising the Trustees, rather he saw it as a criticism of the Association as a collective body. The MOD and single services felt that the Executive Committee (EXCO) meetings attended by them were one way. Their perspective was that they came prepared with briefs and then the EXCO 'beat them up', but in return the EXCO did not come prepared with points gathered in from the CCF shires. Trustees and members present at the AGM may have disagreed with that view, but the CE asked them to understand that was how the EXCO was seen and felt by the cadets staffs in the MOD and single services who were, after all, friends of the CCF and CCFA. It was something on which the Association needed to reflect. He pointed out that, in fact, this matter had begun to be discussed in the last EXCO meeting in October, when Commodore

Fry had asked the EXCO to think about how to create a network of supportive contingents in each region. All in the CCF had a part to play as there were two EXCO meetings a year in March and October, which should be a valuable opportunity for a productive two way exchange with the MOD and single services. The EXCO should not feel inhibited from giving frank views at meetings, but the MOD and single services wanted to be confident and assured that they will receive the considered and representative views of a group and not off-the-cuff lone views of an individual. The CE therefore encouraged regional representatives to gather in views before an EXCO and he asked contingents to note the dates of the EXCOs in their calendars and then be proactive in pushing their views to their regional reps.

The CE then described four significant developments that had happened in his time away. The first was that Cadets were now a formal Defence task, which Commodore Fry had mentioned in the Autumn EXCO. The narrow minded purists in Whitehall previously argued that Defence was just that and, therefore, intellectually, cadets could not be part of it. The wider Cadet community did not dispute that view because none wanted the Cadet forces to be actively linked to defence of the realm in the hard sense. Rather, and the more broad minded types in Whitehall understood it, if the Government's wider youth strategy was to be joined up, Cadets had to be a Government and so a wider Defence task. This was nothing to do with the defence of the realm. Rather it was about uniting all Government departments in seeking to give young British people the best possible start into adult life by improving educational attainment and personal development, an objective supported by the Association because the cadet forces help to make the nation more productive and reduce the future burden on the social services, NHS and justice department. He was happy that colleagues in the MOD's Reserve Forces and Cadets Division knew this common sense point and would do their best to ensure that the rest of Defence and Cabinet Office understood the cross-governmental benefit of cadet service.

The second significant development was the new Prime Minister's stated aspiration to increase Social Mobility and Opportunity for All. Some might ask "So what?". The response was simple: The CCF already did what the Prime Minister wanted and was good at it. The CE qualified his point by being a touch stereotypical in commenting that it was the state school and academy CCFs which enabled young people from tough backgrounds to make a better start in life. That was not to downplay the real contribution by independent schools because he knew that the HMC and ISC as bodies were truly committed to supporting social mobility, and that independent schools did so in ways such as providing charitable bursaries and partnering with other CCFs, but the scale was not quite the same. He asked members not to debate his caveat but simply agree that the CCF was already delivering the Prime Minister's worthy vision.

As an aside, without contradicting what he said about it being right that Cadets were a Defence task, he reminded members that the CCF was a Youth organisation and was not part of the Services. In partnership with schools the CCF is resourced by the Services, the risk is managed by them, and they have to deal with any reputational fallout. The Association was happy that this partnership works. The Services were proud to be associated with the CCF and the CCF was proud to be associated with the Services.

He emphasised that distinction because it led him onto the third significant development, which was the forthcoming introduction of the new Cadet Forces Commission, which had been coming for some years. The Trustees were briefed about it at the October EXCO and he hoped all members were aware of it. It was well known that for some it was an emotive issue, but from an EXCO point of view the rationale was understood and the CCFA was supporting the MOD and single services to introduce it, especially because it had the Queen's blessing. The transition arrangements for those holding reserve commissions were not yet known, but by way of reassurance senior volunteers were

being co-opted by the chain of command to work out the details. This was within the context that the cadet forces are youth organisations and not part of the armed forces.

He then addressed the final change, which was Cadet Expansion. He was still serving when the first 100 new contingents began to be set up, but that was tiny compared to what he called Phase 2, which is to increase the CCF to 500 contingents by 2020. He did not go into detail because Duncan Haigh from the MOD would do that later in the AGM. Instead the CE dwelt on the “So what for the CCFA?”. He believed it was obvious because it had changed the role of the Association enormously, as it now had a key part to play in enabling cadet expansion through management of the Cadet Bursary Fund, which was the key trigger that led to the Special General Meeting immediately before the AGM. He reminded members that he was the CE of two associations which had long worked side by side, but the big change was that the balance of work had certainly shifted from the ACFA into the CCFA arena. Here he came back to Governance and the composition of the board of Trustees, and the importance of having good representation from state funded schools and academies.

Having covered the four changes, he moved on the CCFA’s relationship with the chain of command, especially the Army. He did so openly and transparently because nothing he said was controversial as he had discussed it with Brigadier Matthew Lowe from Headquarters Regional Command. The fact was that the Association’s relationship with the Army had changed fundamentally in the past couple of years. The Army had now gathered the ACF and the Army part of the CCF as a whole much more firmly into the chain of command, and was taking a much more active executive interest. This was a good thing because it assured both a proper focus on cadet activity and helped ensure the future of both cadet forces. The consequence was that the Association had a subtly reduced role. That did not concern the CE as he recognised that the Association’s role was to represent the members’ interests; it was not an executive organisation in the widest sense, although it had a clear responsibility from the MOD and single services to deliver specified activities on behalf of the chain of command because it was best placed to do so, notably management of the Cadet Bursary Fund and a growing role in CCF communications where CCFA seeks to support CCFs and their schools marketing their contingents.

The CE noted that for the first time in living memory the Army had a one star officer dedicated to the Army’s cadet forces. He welcomed Brigadier Lowe’s appointment, considering that it was long overdue given the size of the Army’s cadet forces in relation to both the regular army and reserve forces, and given the considerable responsibility for the wellbeing of young people in the Army’s charge.

He had consciously asked himself the question ‘Does the CCFA have a role and purpose?’ and he confidently concluded that the answer was ‘Yes’. He did not quote extracts from the new Articles of Association by listing the tangible services provided by CCFA. Instead he focussed on the more intangible role of actively representing CCF members. Whilst the MOD and single services were undoubtedly supportive, the views of volunteers had to go up through many layers in the chain of command to reach to reach higher HQs; with the best will in the world did the views and feelings of adult volunteers filter up unchanged? The CE was not suggesting that the message was being deliberately altered or filtered out, but it could be changed unintentionally. The Association therefore represented members’ views just in case the message was being corrupted or lost. In describing this role the CE emphasised three principles: the Association absolutely respected the chain of command, did not want to undermine it, nor create an alternate chain of command. Instead representing the views of the CCF was achieved by having a mature and sensible dialogue at all levels in the chain of command. The CE reminded members that their Chairman was a member of the MOD 3 star Youth and Cadets steering group and therefore well placed to represent their

interests at that higher level. The most telling endorsement of this representative role was that GOC Regional Command, Major General Stanford, had said that he wanted the Association to be his conscience and the CE was confident that the RN and RAF would ask for the same. Although the CCFA's relationship with the chain of command had changed, particularly with the Army, the CE was comfortable and confident with it but, equally, he was not complacent as all relationships require time, effort and understanding of the other's priorities and problems.

In concluding the CE apologised for the lengthy session thinking aloud, but he hope it gave members a helpful background by describing the world where he operated on their behalf. Equally he hoped members were reassured that he understood the world in which they operated; he reiterated his early point that he knew that school life was relentless and that members were probably wearing two or three hats, of which the CCF would be one. He concluded by stating that he believed in the CCF totally, admired what members did to deliver it and affirmed that he wanted to support them.

COMBINED CADET FORCE ASSOCIATION

Annex B to Minutes of the Annual General Meeting Held on Monday 12th December 2016

CHAIRMAN'S REPORT

The year had been one of recovery and consolidation when the Association and its Secretariat drew breath. That did not mean the CCFA rested on its laurels because it was a busy year and there was still much to do.

Without doubt there was one matter from the previous year which had run on to dominate this year, and that was the Cadet Expansion Programme (CEP). Although Duncan Haigh from the MOD would give a fuller update later in the AGM, it had kept the Association and its Secretariat busy in many ways.

Intangibly CCFA had advised and influenced, where and when appropriate, aided by input from contingents through their members who were trustees. In particular Brig David Short as the Association's Secretary and Richard Walton as Finance Director were well placed in MOD and Regional Command committees and working groups. The Chairman had played his part in the MOD 3 Star Youth & Cadet Steering Group and the President too had played his part by lobbying in high places to good effect.

The Chairman reported on three tangible products from this year's work.

First, CCFA had assumed full responsibility for the Cadet Bursary Fund (CBF), having been assisted by the Department for Education until 1st April 2016. To support Richard Walton and working to him the Association had employed Mrs Faye Meakin to be the Cadet Bursary Fund Programme Manager. She was doing a sterling job and her recent work had included organising new CCFs to set up Crowdfunding projects to generate additional funds for themselves. Additionally CCFA had entered into a contract with a professional fundraising business called Footwork First to find and secure additional charitable donations. The Chairman reminded members that this was a huge challenge and the biggest risk because the fundraising target was £5.25M by 2020.

Second was the work done by the Secretariat to modernise the Association's Governance, resulting in the Special General Meeting immediately before the AGM. Particular thanks were owed to Richard Walton for the considerable thought and research he had put into bringing it this far and to Nick Miller for supporting him. The end result was that for a Charity in the 21st Century CCFA was now appropriately and legally compliant, and trustees were protected from financial liability.

Third, CCFA marketing has stepped up and particular thanks were owed to Coralie Young. *Connected*, the magazine for CCF instructors was now well established and the CCF website was developing all the time, and for the first time now included a resource bank and downloadable recruitment materials for schools to use. January would see the launch of a brand centre, with editable posters, flyers and other marketing collateral for CCFs to attract new members. CCFA

continued to support the School Cadet Expansion Officers in their delivery of the CEP with promotional materials, videos and a new guide for schools, written in close collaboration with Regional Command. The Chairman asked members to support Coralie by providing articles, stories, case studies and photographs.

The Association had set itself four objectives for 2017:

First, the Board and Secretariat would continue to advise and influence as best they can on behalf of members. This will be done by attending the formal round of meetings, but more productive work would be done between meetings through the existing close working relations with the MOD and the single services. One obvious area would be the CCF Modernisation Programme being led by Brig Mike Wharmby in Regional Command.

Second, on the back of the ACFA's experience of establishing a MOU with Regional Command, it was hoped that a similar MOU could be drawn up and agreed between the CCFA and Regional Command in 2017, given that it is our primary funding source. The old days of a Gentlemen's agreement were long gone. Whilst CCFA had a very good working relationship with Regional Command, it was appropriate that there was now a formal agreement to underpin that relationship by making clear who was responsible for what and when. In slower time discussions would be held with Royal Navy and Royal Air Force colleagues to decide whether it would be appropriate to have a MOU with their services too.

Third, the CEP would continue to dominate the Secretariat's time. Managing the CBF and finding new donors and sources of charitable income would be constant business requiring active management.

Fourth, the Board and Secretariat need to implement changes to Governance arrangements following the Special General Meeting, particularly the makeup and structure of the Council. It needs to be a manageable size, a balanced mix of independent and state funded schools and academies, and with a fair spread representing the regions.

All of what the Chairman had reported was about a major Government initiative (the CEP), about the Association and its relationship with the MOD and the single services, and about the mechanics of running the CCFA as an Association. The Chairman however did not want members to think that the Board and Secretariat had lost sight of the central reason why all were at the AGM that day, which were the CCF Contingents themselves. Whilst all that the Chairman had reported had been going on in the background, probably out of sight to many contingents, he was more than conscious that contingents had clearly been as busy as ever developing another generation of young people with valuable skills for life. He and the Board thanked all members for that and asked that contingents please keep going.

COMBINED CADET FORCE ASSOCIATION

Annex C to Minutes of the Annual General Meeting Held on Monday 12th December 2016

REPORTS FROM THE MOD AND THE SINGLE SERVICE CADET HQS

1. **MOD.** Mr Duncan Haigh Youth & Cadets team in the Reserve Forces and Cadets Division spoke.

He confirmed that Cadets continue to have a high profile across the Government, with close interest from senior leaders in the MOD and continual interest from No 10 Downing Street, the Cabinet Office and Defence and Education ministers. This was keeping his team busy.

He reiterated that delivery of the Cadet forces was, for the first time, a Defence task, which was a significant and important development. Achieving the Cadet Expansion Programme (CEP) was a Government manifesto commitment, hence No 10's interest. Cadets enjoy strong cross party support across Westminster and, the following day, Commodore Fry Head of the Youth & Cadets team would be giving a Cadets update to the All Party Parliamentary Group on Reserves and Cadets at their request.

Cadets also have a positive image with the general public. A recent ICM poll carried out to assess attitudes towards the MOD and armed forces found that familiarity of and favourability towards the Cadet forces had grown significantly at a time when scores for the remainder had remained stable. It was also encouraging that cadet numbers were holding up well given the demographic trough in the 10-16 age range.

Improving awareness of the Cadet forces was a specific aim of the MOD's Cadet Force (CF) 2020 strategy, a framework which had been endorsed by the MOD's 3 Star Youth & Cadets Steering Group, which brings together the current MOD and single service initiatives with the recommendations from recent cadet reviews.

Key areas of work from CF 2020 were: the development of the Cadet syllabus; the provision and maintenance of fit-for-purpose cadet training infrastructure; and research into the benefits brought by membership of the cadet forces. Since the strategy was introduced in March 2015, priorities were CFAVs and the CEP.

He expanded on CFAVs. CF 2020 recognised that CFAVs were central to the future success of the cadet movement, the critical success factor being the continued commitment of sufficient, capable and motivated CFAVs to deliver the Cadet Experience, both in the community and in schools. The strategy therefore sought to ensure that the terms and conditions of adult volunteers were appropriate for a national youth organisation and their unique contribution was recognised and valued.

The primary focus of effort for the MOD team over the previous four years was, and continued to be, the CEP. He reminded the AGM that it was a joint MOD and Department for Education programme with a target of 500 cadet units parading in schools by 2020. This target required the opening of around 150 new cadet units in state schools across the UK, which would double the number of cadet units since CEP began. CEP was targeted in less affluent areas, in areas there was currently limited access to cadet units and where the MOD wished to raise awareness of Defence.

CEP was on track with over 360 units currently parading and 12 new units had started parading since September 2016. There was healthy interest from schools and applications were considered by 6 monthly approval boards. Since the previous AGM the formation of over 50 new cadet units in state schools had been approved, with a good balance spread across the single services and the regions of the UK, having taken into account regional training capacity and the ability of the single services to support the new units. The first phase of CEP had focussed on England, but the second phase was UK wide and at the recent approvals board in November there were applications from Scotland and Northern Ireland. It was hoped applications from Wales would be received.

To enable CEP £50M of LIBOR money had had been allocated. A significant proportion would be spent on Cadet infrastructure, for example improving the Cadet Training Centre at Frimley Park, as well as equipment. This would benefit all cadet forces.

Raising awareness was key to the continuing success of the CEP. To that end an important forthcoming event was the CCF Headteachers' Conference to be held at RAF Cosford on 2nd March 2017. The Heads of schools with CCFs and those with CEP applications in the pipeline were invited. A key objective was to make clear the benefit of having a cadet unit in a school, but also for Headteachers to better understand what was required from a school to enable their units to flourish and be sustainable. The Government was grateful for the help received from the Headteachers of existing cadet units in spreading the message about the benefits of cadets and he asked that this valuable support continued.

The MOD team were working closely with their DfE counterparts in paying particular attention to schools with new cadet units at risk of failure, with actions plans developed when identified. Generic risks had been identified with the aim being that they were spotted early and best treated, the main ones being: changes to Senior Leadership Teams (SLTs) in schools; availability of school funding; and the ability of schools to identify and encourage the recruitment of CFAVs. These indicators were being actively monitored to provide early warning in order to provide timely mitigation is necessary.

The Cadet Bursary Fund (CBF), which was managed by CCFA, helped to mitigate risk by providing grants to CEP units for set up and support costs, particularly to meet the cost of employing a SSI and providing supply cover for teachers to attend training to become CFAVs.

2. Army. Brig Mike Wharmby ACOS CCF Regional Command spoke.

When he was interviewed seven months ago for his current appointment, he had declared a conflict of interest to Brig Matthew Lowe which was that he was still a member of the CCFA and that he should not be surprised if he occasionally disagreed with him. That was accepted and understood by Brig Lowe.

He was conscious that there had been a recent round of Brigade cadet conferences therefore he saw little point in covering the same matters. He therefore focussed on a number of key matters, more for leaving messages rather than imparting information.

He spoke about the Army's role as the lead service for the CCF. For many years the MOD had carried the responsibility centrally and many present would recall the Secretariat in the form of Lt Cdr Peter Nicholson. This has passed to the Army. There were two central tenets: that it would remain tri-service, therefore the Army had to work and wanted to work closely with colleagues in the RN and RAF CCF HQs; that it must remain a school activity, in and of the school. He considered that in the past the latter tenet had not been fully understood by the MOD and single services as they evolved

new policies and therefore how they would be received and implemented within contingents. There was therefore a need to 'work with the grain' by working better with schools, their SLTs and CCF CFAVs. To that end CCF volunteers would be brought onto the Army's CCF Executive Committee (EXCOM, not to be confused with the CCFA's EXCO) and each service was looking at how to enable that to happen.

He acknowledged the role of external bodies in providing advice, support and lobbying to the chain of command. The CCFA was dedicated to representing the interests of its members. The RFCAs too were representing cadet interests. CCRS was pushing the cause of cadet shooting. CVQO continued to seek the best possible accreditations to link the Cadet Experience to qualifications that would be understood in the civilian world. All work closely together and no difference in approach should be discerned between them.

Regional Command's relationship with CCFA was one of fraternal mutual respect. That needs to be tied down, as the CE had stated earlier, in the form of a MoU. It was something he hoped would be addressed early in the New Year. He saw it as a positive move because it would make it explicit what each party expects of the other. Three years ago when he retired as the Secretary of the CCFA such an agreement was not necessary, but now there was certainly the need.

Regarding the MoUs being established between Defence and individual schools, he asked that members understand the process. The Army's brigades and London District were in the process of circulating MoU documents explicitly between each brigade and a school, signed by the senior officer in the regional point of command and the return of these were awaited with the Headteacher's signature. Prior to the MoUs being issued there had been extensive consultation and every one of the comments received had been incorporated into the final version. He hoped schools would not see this as a challenge, not least because it was not legally enforceable, but as a clarification of this extraordinary arrangement and partnership that exists between the enormity of Defence and over 350 schools with parading contingents presently in the CCF. He also hoped the MoUs would benefit CCF CFAVs by being able to set out to their Headteachers exactly what the partnership entailed and what schools have traditionally agreed to do but now more formally undertake to do in terms of the support they should give contingents (accommodation, the recognition of CCF activities within school policies and finding CFAVs from within school common rooms).

Another development trailed at the previous AGM was the introduction of uniformed NCO CFAVs. This intent was being turned into fact through pilot trials being run in three brigades across the country. It was too soon to report findings as the brigades trialling the concept were still working through the implications of having NCOs reinforcing the schools' officer cadres. He emphasised that this did not imply a reduced emphasis on the CCFs being led by officers with the training largely conducted by cadet NCOs, rather its purpose was to broaden the source from which schools could find adult volunteers. By pulling in people who either not want to be commissioned or were not suitable for commissioned service, but who were still well suited for working with contingents, it was hoped they would provide supervision, training and support to the cadets. The intention was that the pilots would be complete by the end of 2017 so that other CCFs could formally embody this in their Army sections in 2018.

Another change also heralded at the previous AGM was the introduction of a new annual inspection and assurance regime. Its purpose was important because it would provide a much more accurate way for the three services to assess the way in which contingents were running, and a proper mechanism for monitoring the spending of the £170M allocated by Defence on the cadet forces. It would also provide the justification to those who challenged why £170M could go to a youth

movement instead of something of a higher priority in Defence by laying out exactly what activity was coming out of the cadet movement. In sum it would provide a much clearer picture of contingent activity and therefore a basis on which to judge how effective Defence was in supporting the CCF, how effective the CCF is in taking up training opportunities and ultimately how well CCF cadets are accessing the Cadet Experience. It will require data. This will be drawn from the Westminster database. The downside for CCFs is that they have to put the data into Westminster. He therefore pleaded that for this to work CCF contingent commanders and their teams must focus on loading data into Westminster. He acknowledged the long recognised issue of Westminster versus Bader and he hoped it would be resolved in the relative short term. The concept was currently being piloted. It was planned that the new regime would go live in September 2017 with the first round of inspection reports being automatically extracted from Westminster in September 2018.

The biennial review would be separated from this dry process by September 2018. From then the reviews would focus solely on showing off and celebrating the achievements of contingents and their cadets, but they would be supported by hard fact gleaned from the separate new assurance process.

He closed by commenting on the whole purpose of the CCF, which is to develop cadets. He read out a testament, received by email, from the parents of a 16 year old cadet who had attended a Cadet Leadership Course earlier in the year. The parents were glowingly positive about the impact on their son. Brig Wharmby concluded that if Defence and the CCF could continue to produce a programme of activities, courses and camps with similar outcomes then the coming year would be successful.

3. **RN.** Lt Col Roger Armstrong RM, Commander RN CCF spoke.

There had been two significant and positive developments immediately after the previous year's AGM. First, he had been placed under the control of Commander Core Training RN and in an internal reorganisation he had been given full control of the RN and RM CCFs. Second, he was informed that he and his team would be switched to OPCON (Operational Control) of the Army's Regional Command as of 1st March 2016, i.e. that he would have two bosses. As part of the RN reorganisation he was given control of the RN safety team, which he needed as part of his assurance group.

He and his team were working closely with the Army's Regional Command on the CCF Modernisation programme (training safety, Cadet Commission etc). Although he and members of his team spent much time travelling to Aldershot and back, it was worthwhile because it concentrated the staff effort and ensured that what was produced was fit for tri-service work.

He noted that there had been much talk about the CEP, but in fact the bulk of his effort had been in supporting existing CCF RN and RM sections to keep cadet activity going.

He was looking ahead to the anticipated 'cliff edge' in 2020 when the CEP would be complete and additional Government support would cease, the effects of which he believed would start to be seen in 2019. He was working hard making the case that he would need all of his current manpower beyond 2020 in order to support extant and new CCFs.

In terms of future direction he had examined the balance between Camps & Courses (a busy and active programme which touches about 1,600 cadets a year) and Field days run by CCF contingents in RN and RM establishments (which involves about 7,000 to 8,000 cadets and CFAVs annually). His point was that Camps & Courses were currently his main effort, yet Field Days touched more cadets,

therefore he would be doing more analysis to see whether his team's main effort should be switched to Field Days. In 2016 his team was overstretched trying to support both given that RN and RM sections were enthusiastic in making the most of Field Day opportunities. He was therefore likely to ease back a touch on Camps & Courses, but first would survey sections for their views on priorities.

He commented on failing RN/RM sections and gave a gentle warning. There were plenty of schools applying for RN/RM sections, therefore he would have no hesitation in disbanding failing sections in those schools and switching the support to establishing new sections in applicant schools. A member of his team was going around new schools to set up sections, steadily, replacing failing sections that had been closed. His message was that he did not fear closing sections, rather seeing it as an opportunity to expend resources better.

He moved onto Safety Assurance. He was responsible for much 'Risk to life' activity and gave a range of examples and to assist him he had the Safety Team. He was focussing more closely on the role of CCF sections heads as Delivery Duty Holders and how they actually discharge that responsibility and how he was discharging his responsibility to make sure the system was right. Duty Holding was a military term whereas 'Duty of Care' was how it was seen by the Health & Safety Executive. He was therefore examining who was responsible for what so that all concerned were clear about their responsibilities to mitigate risks.

Another risk, already mentioned by Duncan Haigh, was managing changes of leadership in schools. This was a risk that the single services had to manage and understand when it involved one of their CEP sections. He quoted the example of a CEP RN section established about a year previously which then struggled when the Headteacher and then Chair of Governors left and where the contingent commander walked. In that school he had to step in to support the SSI, who was up in front of a School Disciplinary hearing, by talking to the new Headteacher and Chair of Governors to pull the CCF back together. One of the outcomes from that particular case was that there was a need to create a new instruction for Cadet travel, specifically for cadets not moving as a formed unit, but as individuals or pairs by public transport to a cadet activity. There was no allowance for this in the relevant Joint Service Publication (JSP), therefore this would be corrected.

He discussed the opportunities provided for both cadets and CFAVs. He quoted the case of a female cadet who had been on a RN run National Pool Lifeguard course and was able to use her qualification at university. In her first few weeks she had to pull somebody out of the bottom of the pool and gave mouth-to-mouth resuscitation until the emergency services arrived. She was in no doubt that the credit for this was due to her cadet training. In the case of CFAVs, he and his team emphasised to prospective CEP schools the range of qualifications and experience available, not just for common room staff but also for support staff.

Finally he mentioned the top level interest being shown by the Royal Navy's senior leaders. As a result the First Sea Lord was creating First Sea Lord's Cadets (there already being similar posts in the Sea Cadets). He was therefore in the process of creating three posts for cadets to go to meetings with the First Sea Lord and other events.

4. **RAF.** The CE delivered the following report on behalf of HQ ACO.

The current ACO priorities were: (a). Recovery of the glider fleets to flight, (b). Support to the RF&C Div CF 2020 Strategy (specifically the new Commission and CEP), (c). Continued implementation of Functional Safety, (d). Re-profiling of Infrastructure plans in light of budget cuts and, (e). Weapon storage and replacement for the No 8 rifle.

Cadets had enjoyed a significant range of outstanding camp opportunities over the summer period, including band, choir, cyber, aerospace, STEM, and drill and ceremonial camps as part of the ATC 75 celebrations. It was hoped that this enhanced range would become the ACO norm. Work continued to develop enhanced training and bespoke Terms of Reference for over 18 cadets and a second Senior Cadet Strategy Day would be held in 2017 to help shape the ACO 2025 Strategy to which CCF(RAF) cadets would be invited.

In respect of CFAVs the ACO would be launching a new project in line with the refreshed ACO 2025 Strategy called "Valuing our Volunteers", which would review all Terms and Conditions of Volunteering for all ACO volunteers to ensure that all policies and processes were recruitment and retention positive. The ACO would also review the training processes for CCF(RAF) VRT including a pre-OIC Course and a Section Commanders Course.

In respect of Flying and Gliding, despite the on-going glider pause, significant efforts continued to enable air cadets to get airborne, albeit within the strict safety caveats overseen by Comdt 2FTS and his staff. Cadet and staff gliding opportunities were delivered via select BGA and RAFGSA clubs, funded by the Charitable Trust and some RFCAs, for which the ACO was very grateful. Delivery of 25 Glider Part-Task Trainers (PTTs) to the Volunteer Gliding Squadrons had opened up new simulation opportunities for younger air cadets, as well as instructors, and Comdt 2FTS was devising a new progressive gliding syllabus that would be implemented as and when airframes became available. The ACO continued to explore alternative ways of keeping the 'air' in air cadets. 9 cadets flew with the Red Arrows in the Queen's Birthday Flypast, and RAF Benson and RAF Odiham both hosted a cadet muster in May and Jun which saw over 1,000 cadets experience a rotary flight.

Regarding Safety, work continued to embed a 'Just Culture' across the ACO within the Total Safety construct. Regional Comdt's had refined their Risk to Life assessments and six ATC WO FTRS Trg Safety Advisers had now taken post to assist in the assurance of safe cadet training. A similar structure was being introduced within CCF(RAF).

The CE passed over the CF 2020 Strategy as that had already been well covered earlier in the AGM. In respect of the ACO 2025 Strategy, work had started to review the original ACO 2020 Strategy and refresh it into a revised 2025 Strategy to reflect new initiatives and priorities within available resources. The ACO aimed to present this to the AOC/AMP in early 2017.

Regarding CCF Challenges of the future, the CCF(RAF) was in a relatively steady state at the moment but cadet numbers and interest had been tested with the lack of flying and particularly gliding. It was thought that this issue would diminish when these activities came back on line.

Regarding the future direction, the CCF(RAF) was fully involved in the work being undertaken by the Regional Command Modernisation team to better align the tri service working of the CCF. Investigation was underway to see how the administrative burden on CCF(RAF) CFAVs could be reduced through a careful study of the roles of Westminster and BADER.

Governance and support to CCF(RAF) Sections was the major risk at this time. Work was on-going to find a suitable CFAV to sit on both the Air Cadet Management Board (ACMB) and the Regional Command CCF ExCom. Ideally it would be the same person but with pressures of work this may not be possible. With the retirement of Wg Cdr Bob Chalklin from the post of Wg Cdr CCF and, as of 5th December 2016, three OC TEST posts being gapped, resources on the ground were extremely stretched. Recruitment for all the posts had been agreed, but it would take a few months for the posts to be filled and then further time to bring the individuals up to speed. Contingents had been made aware of the issue and were asked bear with the ACO through this difficult period.