



COMBINED CADET FORCE ASSOCIATION

Minutes of the Annual General Meeting Held on Monday 11th December 2017 at 14.15 hours at the Grand Connaught Rooms 61-65 Queen Street London WC2B 5DA

Present	
AVM NDA Maddox	Chairman CCFA (Chairman)
VAdm PD Hudson	President CCFA
RAdm BNB Williams	Vice President CCFA, RN
Lt Col M Hampshire	Vice Chairman CCFA
Miss JYW Hodgson	Hon. Treasurer CCFA
Mr MD Mortimer	H&HC and ISC Rep, Warminster School
Mrs JA Taylor	ASCL and NAHT Rep, Thomas Deacon Academy
Brig MJ Wharmby	Member and representing HQ Regional Command
Lt Col JBJ Flexman	Reading School CCF
Cdr RK Gordon	Campbell College CCF and Trustee
Wg Cdr MH Green	Oratory School CCF and Trustee
Lt Col MZ Hamid	Erskine Stewart's Melville Schools CCF and Trustee
Wg Cdr DW Montgomery	Robert Gordon's College CCF and Trustee
Lt Col AJ Wood	St Brigid's School CCF
Lt Cdr JE Firestone	Merchant Taylors' School CCF, Northwood
Maj A Garner	Warminster School CCF
Maj A Mansergh	Oundle School CCF
Maj KJ McCammon	Denstone College
Maj B Percival	St Brigid's School CCF
Lt Cdr GS Poulet-Bowden	Trinity School CCF and Trustee
Maj AW Reynolds	Tunbridge Wells Girls Grammar School CCF and Trustee
Maj H Roberts	Oundle School CCF
Maj C Thompson	Thomas Deacon Academy CCF and Trustee
Capt JJ Bleakley	Westcliff High School for Boys CCF and Trustee
Capt A Gildea	Campbell College CCF
Capt NK Linnell	Denstone College CCF
Maj R McDowell	Royal School Armagh CCF
Capt DN Morris	Reading School CCF
Capt J Holt	Warminster School CCF
Flt Lt K Cox	Reading School CCF
Lt L McLeod	The Quest Academy CCF
Lt G Poulet	Trinity School CCF
2Lt N Hutchinson	Royton and Crompton School CCF
Plt Off A Matthews	Reading School CCF
WO1 K Sharrock	Merchant Taylors' School CCF, Northwood

Sgt P Robinson	St Brigid's School CCF
Mr M Shirley	Kingsford Community School /London Academy of Excellence
Fr F Ashford-Okai	Kingsford Community School /London Academy of Excellence
Ms F Bedding	Kingsford Community School /London Academy of Excellence
Mr R Walton	Finance Director
Miss E Lynch	CCF Marketing and Communications Officer CCFA
Ms V McBurney	Head of CCFA Volunteer Recruitment and Communications
Mrs F Meakin	Cadet Bursary Fund Programme Manager
Col MNS Urquhart	Chief Executive (Secretary)
In attendance	
Cdr P Haines	MoD RF & C Div
Lt Col RI Armstrong RM	Commander CCF RN, FOST
Cdr GR Bushell	Director Cadets & Youth Council of RFCAs
Wg Cdr MT Larwood-Hughes	Wg Cdr CCF HQ Air Cadets
Apologies	
Maj Gen MJ Rutledge	Vice President (Army)
AVM MJ Routledge	Vice President (RAF)
Lt Col MH Godfrey	Royal Hospital School and Trustee
Lt Col IJ Owen	Christ's College, Brecon and Trustee
Lt Col S Law	Queen Mary's Grammar School and Trustee
Cdr MP Ripley	Sedbergh School and Trustee
Wg Cdr Robinson	Member, formerly Sandbach School CCF
Maj SW Emerson	Queen Ethelburga's College and Trustee
Capt S Heywood	Walker Technology College and Trustee
Mr A Day	Northumberland Church of England Academy

Item	Subject
1.	<p>Chairman's Opening Remarks. The Chairman reminded members that whilst the AGM is a mandatory part of Governance process, it is also an important opportunity for members to raise issues that they feel that the Association is not raising on their behalf.</p> <p>As had happened the previous year, the Chairman had just attended the annual briefing by the MOD (Vice Chief of the Defence Staff) and the single service chiefs to the Lords-Lieutenant. They were complimentary about the cadet forces and their value to the armed forces and society. The Chairman was however aware that resources are tight and that they will have to make difficult decisions, so whilst they are as always supportive, there will always be a challenge go make ends meet. In that vein, of note that LIBOR funding that is enabling the Cadet Expansion Programme (CEP) will end in 2020, potentially creating a challenge afterwards.</p> <p>The Chairman reflected on positive developments, in particular the new Cadet Force Commission, which had just been introduced. This was the first new commission in 160 years and was awarded by Her Majesty the Queen and promulgated by Royal Warrant. It is a step forward and values those volunteers on whom the cadet forces rely. It is the strength of the CCF that everyone present at the AGM was doing it out of their own goodwill, prepared to give up their quality time and giving energy and enthusiasm to support an organisation that is second to none and the product, the cadets, are the future of our country.</p>
2.	<p>Minutes of the previous Annual General Meeting. The minutes of the last AGM on 10th December 2016 were distributed prior to the meeting. The Chairman signed the minutes as a true record.</p>

3.	Chairman's Report. The Chairman then gave his formal update looking back over the past year. His report is at Annex A.
4.	Receiving the Accounts, Balance Sheet and Auditor's Report for the year ended 31 July 2017. The Hon. Treasurer reported to the AGM, beginning by stating that the Trustees' Annual Report and Accounts are available on the website in full.
a.	<p>The Accounts. The Hon. Treasurer reported to the members.</p> <p>Following last year's AGM decision that CCFA become an incorporated body (set up as a limited company) and then re-registered as a charity; the results is that two sets of accounts were produced for the year:</p> <ul style="list-style-type: none"> • The first set covers the 'old' charity up to 12th December 2016, i.e. up to the point at which the new company was set up and all assets transferred to the from the old charity to the new charity. • The second set covers the full year, as it takes advantage of merger accounting and therefore shows the performance of the charity for the entire year. <p>Both sets of full accounts are available on line.</p> <p>The Hon. Treasurer went through the set of accounts that covered the full year as they related to the current incorporated charity. Extra hard copies of extracted accounts for the full year were available in the room for members to see if they wished.</p> <p>Overall for CCFA, charitable activity levels dropped slightly last year, although this is entirely due to a lower level grants being paid out in the Cadet Bursary Fund. The Small Grants Programme saw a 20% increase in the total value of grants made. The CCF Sustainability fund saw a 40% increase in the value of grants made, owing to a generous donation from the Garfield Weston Foundation. The trustees have established a new reserves policy that is being met; current levels of reserves held will allow the charity to wind back its operations (or to wind up operations) in good order while maintaining a reduced programme of grants for a single year.</p> <p>Income for the year included grants of £184K, subscriptions from CCF contingents of £18k, Cadet Bursary Fund income of £1k, investment income and interest of £10k and donations and legacies of £38k.</p> <p>Expenditure for the year included costs of raising funds of £2k and costs of activities in the pursuit of the Charity's objects of £1.7m.</p> <p>In summary, during the 2016-17 financial year:</p> <ul style="list-style-type: none"> • Total incoming resources amounted to £1.5m, which was a decrease of £1.3m on the prior year's £2.9m. • Expenses totalled £1.7m, a decrease from 2016 when expenses totalled £2m. • Investment gains amounted to £22k, an increase from the prior year of £6k.

	<ul style="list-style-type: none"> This resulted in a net deficit for the year of £158K, (in 2016 there was a surplus of £852k). This year's deficit is largely down to the spending of the Garfield Weston Grant received in the previous year and due to corporate funding that was expected in 2016 but not received in 2017. <p>The balance sheet shows total funds of £1.6m a decrease from the prior year's £1.8m. The charity's free reserves of £633k at 31st July 2017, a significant improvement on the prior year when free reserves totalled £128k. This is largely owing to better allocation of costs to the appropriate restricted fund.</p> <p>Also included in total funds is an amount of £992,138 (2016 £1,654,820) which is restricted for use in the Cadet Bursary Fund and the CCF Sustainability Fund.</p>
<p>b.</p>	<p>Auditor's report. Buzzacott LLP audited the financial statements of The Combined Cadet Force Association for the year ended 31 July 2017. Their report in full is published in the Trustees' Annual Report and Accounts which is available online.</p> <p>Buzzacott's audit is part of the external process scrutinising the CCFA's accounts, requiring them to.</p> <ul style="list-style-type: none"> give a true and fair view on the state of the charitable company's affairs, its expenditure for the year and that the accounts have been properly prepared; have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006. <p>The audit went well and the auditors issued an unqualified opinion, which meant that they agreed with the CCFA's accounts.</p>
<p>c.</p>	<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. Maj McCammon proposed and Maj Thompson seconded. All members present voted in favour.</p>
<p>d.</p>	<p>Authorising Remuneration of the Auditors. The Hon. Treasurer reminded the AGM that, last year, the Finance Director had reported that a quick assessment of Buzzacott had been conducted by comparing their charges and services with those conducted for a random sample of other similar sized charities. The conclusion then was that Buzzacott provide good value. Since then CCFA trustees have again considered whether Buzzacott are robust auditors, challenging CCFA when necessary and appropriate, and concluded that Buzacott are still providing a good service. The Finance Committee therefore proposed to members that Buzzacott remain as CCFA's auditors for a further year, but to bear in mind that both ACFA and CCFA have used Buzzacott for eleven years; the intention therefore is to go out to tender in the next 18 months.</p> <p>The Chairman asked members to authorise the remuneration for the auditors, Buzzacott LLP, to the tune of c.£8,500 and to agree their re-appointment for a further year. This was proposed by Cdr Gordon and seconded by Capt Bleakley. All members present voted in favour.</p>

5.

Election of the Association's Trustees. The Chairman reminded members that under CCFA's new articles one third of the board of trustees stands down each year and either stand for re-election or stand down as part of a healthy process of good governance to refresh the board, the term for those elected being for a three year term.

The Chairman explained that building a new Board of Trustees was work in progress and that the 'ducks were not yet in a row' to enable a real refreshment. Therefore this year's list of one third had simply been formed by taking the longest serving members, but effectively those trustees that were willing to continue to stand for re-election were asked to do so in order to buy time to re-build a new and refreshed board.

As the Chairman was one of the subjects, he handed over to the President who took the Chair.

The President reiterated to members that, under the constitution, the longest serving third of trustees must retire, although they could stand for re-election. He then ran through the proposal in detail:

1. The following trustees had to retire this year:
 - a. Wing Commander Green
 - b. Wing Commander Montgomery
 - c. Lieutenant Colonel Owen
 - d. Lieutenant Colonel Law
 - e. Air Vice-Marshal Maddox
 - f. Lieutenant Colonel Godfrey
2. The following trustees were standing for re-election:
 - a. Wing Commander Green (South East)
 - b. Wing Commander Montgomery (Scotland)
 - c. Lieutenant Colonel Law (West Midlands)
 - d. Air Vice-Marshal Maddox (Chairman)
 - e. Lieutenant Colonel Godfrey (East Anglia)
3. The following was standing for election to the board for the first time:
 - a. Lt Col Simon McMenemy (Legal and Governance Adviser)

The President then informed members that he proposed to conduct the vote en bloc. There were no objections.

The President informed members that the candidates have been scrutinised to ensure that they were fit and proper persons and that there were no conflicts of interest, a check which is a statutory requirement these days.

The President asked for a proposer and seconder for the following elections:

- Air Vice-Marshal Maddox as Chairman
- Lt Col McMenemy as Legal and Governance Adviser
- Wing Commander Green representing members in South East England
- Wing Commander Montgomery representing members in the Scottish Highlands
- Lieutenant Colonel Law representing members in the West Midlands
- Lieutenant Colonel Godfrey representing members in East Anglia

Lt Cdr Poulet-Brown proposed. Maj Thompson seconded. All members present voted in favour.

The President then handed the Chair back to the Chairman.

6.	Reports from the MOD and the single Service Cadet HQs. The Chairman invited the MOD and single services to give their reports.
a.	MOD. Cdr Paul Haines Chief of Staff Youth & Cadets in the Reserve Forces and Cadets Division spoke. His report is at Annex B.
b.	Army. Brig Mike Wharmby, ACOS CCF Cadets Branch in Regional Command provided a comprehensive written update about a wide range of CCF matters. His supplementary verbal report and questions from members are at Annex B.
c.	RN. Lt Col Roger Armstrong RM, Commander RN CCF spoke. His report is at Annex B.
d.	RAF. Wg Cdr Martin Larwood-Hughes, Wg Cdr CCF HQ Air Cadets provided a written report. His supplementary verbal report is at Annex B.
7.	Update and Plans for CCF Grants.
a.	Small Grants Programme. The Vice Chairman updated the AGM on the Small Grants Programme, which is the fund to which individual cadets can apply for a grant up to a usual maximum of £500 to support them to take part in cadet activity. Last year grants were awarded to 28 cadets from 12 Contingents totalling £6,190. Additionally, as already reported by the Chairman, CCFA has received a donation towards this fund this year of £10,000 from Gareth Neame. CCFA has seen an increase in cadets applying for grants, the bids totalling £12,460. The Grants Committee will sit immediately after this AGM, although the committee do also consider bids in year.
b.	Cadet Sustainability Fund. The FD updated the AGM on the Cadet Sustainability Fund. This is a newly established fund formed from a grant from The Garfield Weston Foundation awarded to benefit CEP cadet units. CCFA has since received a small donation of £5k from the Lennox Hannay Trust, the conditions attached to it being slightly less restrictive. The difference between the £120k awarded in the previous year and the £5k received this year clearly will lead to different levels of grants, however the Sustainability Fund is ongoing and efforts will continue to find new donors.
c.	Cadet Bursary Fund (CBF). The FD reported updated the AGM on the CBF. He reminded members that its purpose is to assist new CEP contingents forming up by providing financial support towards start-up costs. Last year it gave out just under £1m and it is hoped that about the same amount will be given out this year.
8.	<p>Farewells. The Chairman, on behalf of members, thanked Trustees and co-opted members who had stood down during the year for the time and wisdom they had given to steering the Association:</p> <ul style="list-style-type: none"> • Lt Col John Driver of Worksop College, who retired as a trustee. • Lt Col Ian Owen of Christ's College Brecon, who retired as a trustee. • Lt Cdr David Critchley of Stowe School, who retired as a County CCF Representative. • Sqn Ldr Tim Morris of Radley College, who took on a significant new volunteer appointment with the RAF Air Cadets.

<p>9.</p>	<p>Date of AGM and dinner. The CE referred back to the question raised in the 2016 AGM about the date set for the AGM and dinner, the request then being that they happen outside term time. The CE had recently received a small number of similar requests stating that the 2017 AGM and dinner was too early and should be slipped by a week, the point being that for some schools it coincided with the end of term when staff are extremely busy. He advised members that it was not possible to bring the AGM well forward into the term, because sufficient time has to be allowed between the end of the financial year for the audit to take place and then for the Finance Committee to review the findings and draft report and accounts. The AGM and dinner therefore have to take place in December. He therefore conducted a quick poll amongst AGM members present giving two options for the 2018 AGM and dinner:</p> <ul style="list-style-type: none"> ○ Monday 10th December 2018 (which was what he called the ‘normal’ date) and ○ Monday 17th December 2018 <p>There was a clear majority in favour of Monday 10th December 2018.</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> <p>There being no other business the meeting closed at 16.10 hours.</p>

Annexes:

A. Chairman’s Report.

B. MOD and Single Service Reports.

COMBINED CADET FORCE ASSOCIATION

Annex A Minutes of the Annual General Meeting Held on Monday 11th December 2017

CHAIRMAN'S REPORT

My report last year described the previous year as a year of recovery and consolidation when the Association and its Secretariat drew breath. I would describe the activity of your Board of Trustees and the Secretariat during the past year as one of inwards navel gazing. I am talking about Governance as we began to implement the changes necessary to set up the new CCF, and I will return to that in detail later in my report.

First let me report back to you on the four objectives we set ourselves for 2017:

First was advising and influencing on your behalf. That has indeed been going on, but it is difficult to measure and describe because it is intangible. We achieved it by attending the formal round of meetings that take place in the MOD, with me attending the 3 Star Youth and Cadet Steering Group and the Chief Executive attending the One Star Youth and Cadet Steering Group. There is regular and close dialogue between the Chief Executive, Finance Director and their opposite numbers in the MOD, Navy, Army and Air Force, when we have acted as a sounding board and provided advice when it is sought. We have also taken up individual matters on your behalf when dialogue up through the chain of command sometimes fails, which is rare. The important and reassuring point for you is that our advice and views are frequently and actively sought.

As a subset of advising and influencing, I remind you that the Marketing and Communications team are also active in promoting the CCF. Valerie McBurney ably continues to head up the team. The CCF Marketing Officer has changed during the year, with Coralie Young moving on and she has been replaced by Ella Lynch, who settled in quickly and is already doing a great job running the website and producing Connected magazine.

Second, we drew up and agreed a MOU between the CCFA and Regional Command in 2017. That has just been completed and signed off. We have not yet discussed with our Royal Navy and Royal Air Force colleagues whether it would be appropriate to have a MOU with their services too.

Third, we have continued to contribute to the direction and management of the Cadet Expansion Programme. The Secretariat staff continue to attend the Cadet Expansion Steering Group, jointly co-chaired by senior officials from Defence and Education. The Secretariat has continued to facilitate the management of the Cadet Bursary Fund. Finding new donors in the current climate proved to be too much of a challenge, so two things happened early this year. The MOD bought out the shortfall and we parted amicably from Footwork First, the consultancy helping us to raise donations.

Before moving on I want to record one extraordinary act of generosity this year. A former CCF cadet has, this year, donated £10,000 to the Association to be used to help either young people from BAME backgrounds or those from low-income families who would be otherwise unable to join the CCF or attend training camps, courses, or purchase kit and so on. Why? Because he is so grateful for the profound effect that the CCF had on his own character development and achievements in life. This was from his time at Seaford College in the early 1980s. Subject to how we use these grants and the effect he sees, he plans to repeat his gift annually. His name is Gareth Neame. He is now an award winning TV Producer and Executive, best known as the Executive Producer of Downton

Abbey. He will be a guest at our dinner this evening, when the President will publicly thank Gareth for his generosity. Wouldn't it be wonderful if some of your cadets now are inspired by you to do the same when they achieve success in life; I leave you with that challenge. This is an area where we can do better by maintaining some form of alumni to track former CCF cadets in their later lives. As we found in 2014 when the MOD considered withdrawing funding to independent school CCFs, there are so many influential people came out to support our action to prevent it happening, people who we had no idea had a CCF background.

Moving on, fourth, I reported that we would need to implement changes to our Governance following last year's AGM. A year ago I reported that in particular we would need to look at the makeup and structure of the Council, and I use the term 'Council' carefully and deliberately. This activity has indeed taken up much of the Board's time this year, hence my description of inwards navel gazing, a measure of which is that we called an additional extraordinary board meeting this morning.

In respect of Governance I have a number of important decisions and points to report, the broad theme being modernising and evolving.

- First, the Board decided that the term "Council" was no longer relevant and that its huge list of appointed county representatives served no purpose. The term 'Council' has therefore fallen into abeyance. What was called the Executive Committee or EXCO too was dated and has been replaced by the term 'Board', which is standard now in business and charities almost everywhere.
- Second, all of our board meetings now routinely consider Governance in the round as a standing agenda item. We have had to adjust our mindset by becoming more conscious of best practice. Earlier this year your Board of Trustees agreed to adopt the Charity Commission Code of Conduct, which is new and full of practical common sense guidance about how a board and its trustees should operate.
- Third, we have had to up our game significantly in our financial management, the reporting previously being basic at best. Here I want to thank Julia Hodgson who has had a powerful and significant impact, being rigorous in demanding more detailed reporting in the form of regular management accounts.
- Here please can I ask you in the audience to help us. We need another financial trustee to help support Julia. It needs to be someone who really does understand accounts instinctively and who, ideally, has some understanding of the CCF. If you know of a Bursar or School Business Manager who could fill this role, please sound them out on our behalf and, if they are willing, pass their details to the Chief Executive. We will also trawl more widely and welcome ideas on where to look.
- Finally, we have been and still are grappling with how to build a board of trustees that is small enough to be manageable, yet large enough to truly represent the views of all CCF contingents. A particular challenge is to improve the communication flow between the Board and Contingents. Why? Well, at Board meetings when we meet MOD and single service colleagues, it is important that they know that a balanced and representative view is being put over to them. We are not there yet and more work is needed to change the way trustees are identified, selected and appointed.
- The core of the Board of Trustees must remain Contingent Commanders. Your current

representatives have been active and wise in giving their views and I thank them for their work this year. We will need to refresh the Board periodically and so if you are interested please do contact the Chief Executive. As all of you will be well aware from doing your normal business, succession planning is enormously important and it is an area where CCFA has not considered sufficiently in the past.

The focus of the Board is very much on the Governance we have in place now and to make sure that it is fit for purpose for the future. We know from experience that there is much work to be done at the tactical operational level, which is work below the level of a strategic looking national board. At the extraordinary board meeting this morning we gave serious consideration to the establishment of a working level group . What we will call that group we do not yet know, but it will be responsible for looking at some of the working practices facing the CCF, some of which are good, but some of which regionally do not work and then identifying why that is the case.

I have also mentioned that the Army now leads on looking after the interests of CCF contingents, including much of the administration. Do we have the right engagement plan with the Army? I believe we ought to have at least an annual meeting with the Army at two star level to air CCF contingent concerns. When members return to their schools after the AGM and dinner and reflect on what I have said, if there are issues that really grate with you then I would like to know about them, therefore please send them to the Chief Executive. I am also most interested in learning about those practices that work brilliantly, because we could spread those to other regions. The Board is on your side and we want you to be proud that it is a voice representing you, but we need you to give us the right information.

I want to finish my report with words similar to those I used to conclude last year, which is to reassure you that during our inward navel gazing we have not lost sight of the purpose driving our activity. It is to deliver a life changing Cadet Experience for young people and making that happen is you, our CCF contingents. Ultimately the Association's job is to represent your interests, being your advocate wherever and whenever we can, because without you we will not have a CCF. Thank you for what you are doing.

COMBINED CADET FORCE ASSOCIATION

Annex B to Minutes of the Annual General Meeting Held on Monday 11th December 2017

REPORTS FROM THE MOD AND THE SINGLE SERVICE CADET HQS

1. **MOD.** The points given by Cdr Paul Haines Chief of Staff Youth & Cadets, MOD Reserve Forces and Cadets Division were:

- Ministerial changes in the MOD. It was interesting to note that the new Secretary of State, Gavin Williamson, has no regular units based in his constituency (South Staffordshire), thus he sees much of the cadet forces and is keen to promote and support their activities.
- The All-Party Parliamentary Group for Cadets had met on 6th December 2017 to receive a briefing update. Political support for the cadet forces remains high.
- In November 2017 the MOD had approved the Volunteer Cadet Corps to become the fifth cadet force sponsored by the MOD. The Corps is run by the RN.
- The General Data Protection Regulations (GDPR) come into force in May 2018. Youth & Cadets staff in the Reserve Forces and Cadets Division are liaising with other parts of the MOD to ensure that cadets and youth aspects are understood. He considered that data in both the Westminster and Bader management information systems are well placed to be compliant.
- The Cadet Forces Commission came into effect on 1st November 2017 and allowed new commissions to be appointed from 1st December 2017. All cadet force officers will receive new commissioning scrolls, but he could not guarantee when this would happen.
- The CEP is on track to meet the target of 500 cadet units parading in schools by March 2020, substantially enabled by LIBOR funding. Regarding what happens after 2020, Cdr Haines confirmed that there will be no further LIBOR funding after that time, therefore the single services know that the priority is to keep the 500 cadet units parading, the challenge being that they will have to be funded by the budgets of the single services. Expansion beyond 500 has not been considered, not least because the single services consider that they do not have the capacity to support a greater number of cadet units (full time training personnel, equipment, etc). The view therefore of the MOD staff is that the priority will be to sustain the existing 500 units.
- Northampton University has been conducting a research project into the social impact of cadets. It is a four year study. The interim report after one year had been published and he commended it to members (it can be found through the CCFA website). The All-Party Parliamentary Group for Cadets were briefed by the report's author (Professor Simon Denny) on 6th December 2018, members showing great interest and asking many questions as it showed significant benefit to many other government departments. Cdr Haines asked members to play a role by drawing attention to the report in their schools.

The Chairman returned to the issue of funding, noting that the LIBOR windfall will come to an end in 2020. He asked if the MOD was putting funds in place to cover the expected shortfall for sustaining the additional new cadet units. Cdr Haines confirmed that there is no budget in the MOD Centre for cadets, therefore it is up to the single services how much they spend on cadets, but they are aware of the requirement. Brig Wharmby explained that from an Army perspective the requirement was known, but that in a declining budget there will be stress, however the case for the funding is being

made. He predicted that it will be an ongoing negotiation all the way through the next three or four spending rounds. Although the “deal was not yet done” he was reasonably confident that the cadet units will be sustained.

2. **Army.** The points given Brig Mike Wharmby ACOS CCF Cadets Branch in Regional Command were:

- An enormous amount of public money was being spent on the CCF to deliver the cadet experience. It is no longer acceptable to allow such sums of money to be spent without having any idea at all about what is being done with that money. The previous management regime that existed in the form of the biennial inspection based on anecdotal evidence has to stop. It is being replaced by the Annual Assurance and Inspection Report (AAIR) from September 2018 onwards, briefings about which had already begun.
- The Army is trying to help Army sections increase the capacity of volunteers to do more of their own training. This did not imply that Contingents will be ‘dumped’ by Cadet Training Teams (CTT), but it does recognise that the expanded CCF significantly increases the number of contingents that need to be supported, managed and sustained. There will not be unlimited CTT instructors, therefore Brig Wharmby and his team want to work with CCFs to work out how to enable CCF adult volunteers to do more training in hitherto unfamiliar subjects and in a greater depth. A review is being conducted into CCF Army officer training from start to finish and a number of initiatives are being considered.
- With the introduction of the new Cadet Forces Commission, it was noted that CCF adult volunteers are not trained as officers until they have completed the CCF Basic Course at the national Cadet Training Centre. Following consultation the decision was therefore made that CCF adult volunteers cannot dress as officers until they have completed that course.
- With these changes it was time to look at the CCF Army promotion rules, because there is a degree of uncertainty about whether time based promotion is right when it takes no account of experience and training. Therefore, without breaking the mould, his team is looking at how to build experience and training into the criteria attached to promotion beyond the first rank of Second Lieutenant. CCFA will be involved in that consultation.
- He celebrated the CEP and the way the new CCFs had established themselves, but he was now thinking about how to adapt the CCF delivery model to accommodate some significant changes that have occurred, perhaps the most significant change since the CCF first formed up in 1948. Cadets and volunteers are coming from a much broader and diverse range of backgrounds (societal, educational, cultural). The current CCF model is however set up for pupils in independent schools, where pupils join the CCF after the Common Entrance exam in Year 10. There are now pupils joining the CCF in Year 8 aged 12. The Army Cadet training syllabus must be reviewed and adapted so that it is interesting for cadets, whatever age they join and for however long they serve. If the training will become more complex then he anticipated that the demands on adult volunteers would become more complex.

Members’ questions and comments were:

- Whether account will be taken of UOTC training when considering candidates for CCF commissioning. Brig Wharmby responded that levels of activity in UOTCs varies and whilst the answer was, in principle, ‘Yes’, he could not give a blanket authorisation. Each one will be looked at on a case-by-case basis.
- With reference to the AAIR and the automatic skimming of data from Westminster, there are still practical difficulties caused by having to enter data twice in both Westminster and Bader, examples being given. Brig Wharmby noted the point.

- Brig Wharmby's disappointment that only 25% of cadets attend camp annually was noted. He was asked whether that meant that the Army wants all cadets to go to camp every year. Brig Wharmby responded that this was not the inference. Attending an annual camp is a key part of the cadet experience, however it is recognised that not all cadets will go to camp for all sorts of reasons. Army sections should go to Army run CCF central camps once every three years and not all do. Even allowing for a third of Army sections to attend central camps annually, there is still spare capacity to take more cadets and it is a shame that it is not taken up.
- Pre-training for the CCF Basic course was discussed, the suggestion being that there should be some leeway, particularly if the candidate has prior experience. CTTs are however insisting that candidates must attend the pre-training (two days). The problem is that CTTs no longer have the capacity to be flexible in delivering such training, with some teachers finding it difficult to take the time off. Brig Wharmby responded that too many CCF officers were turning up for their basic course utterly unprepared for the training they were to undergo, which meant that either they were sent away or the whole course had to be reduced to a snail's pace to accommodate them.

3. **RN.** The points given by Lt Col Roger Armstrong RM, Commander RN CCF were:

He reported that his team was preoccupied with four major issues:

- Delivering the CEP to the RN and RM sections.
- Delivering steady state training and support to established RN and RM sections, keeping them going, hopefully without a drop in activities.
- CCF modernisation, working closely with Brig Wharmby and his team.
- Transformation, which will be the theme for 2018. Here he referred back to the questions put to Cdr Haines earlier in the AGM about enduring funding for the enlarged CCF post 2020. As no new funding is expected, he and his team are working out how to do things better but perhaps with a bit less. The work involves a huge amount of data analysis.

Highlights for the past year were:

- Cadet Expansion: 10 x RN and 3 x RM sections had been opened. Some of the early effects were heartening.
- New sections had been opened in established CCFs, including a RN section in Tunbridge Wells Girls Grammar School.
- A RM Band Section will be forming in Wells Cathedral School in 2018.

4. **RAF.** The points given by Wg Cdr Martin Larwood-Hughes Wg Cdr CCF HQ Air Cadets were:

- He had been in post since May 2017. His early observation is that the CCF RAF is full of willing and keen volunteers trying to do the best for their cadets with limited resources and limited time in schools.
- He updated members on the recruiting of TEST officers and NCOs. That will increase support to schools, the aim being that they will visit every two to three weeks.
- He noted that there had been much investment in new training schemes for cadets. It was now time to invest in training adult volunteers. He was considering moving one of the TEST officers into a new Coaching and Mentoring role for CFAVs, which he hoped will provide a focus to ensure that the right training is delivered to the right people at the right time.
- Regarding flying training, Air Experience Flights (AEFs) delivered 20,000 flights last year, a huge

amount being taken up by the CCF because they can take up flights during the working week when AEFs have greater capacity. Gliding schools have returned to operating and gliding is resuming. Part task trainers are starting to come on line.

- Although flying training is the unique selling point for the Air Cadets, feedback from schools was that leadership training to develop cadets is much valued. The delivery of such training varies between the regions, therefore he was looking to provide a package of leadership training that can be used by all schools and regions, which he called 'Leadership in a box'. He was confident that contingent staff have the experience to use the package to deliver the training. This training will be mapped across to CVQO qualifications, for example Institute of Leadership and Management.
- 'Light Blue' Camps in 2018 will be a challenge because of major anniversaries. Celebration of the RAF Centenary will cause challenges for RAF stations. There will be a major parade in London in July, for which considerable build up effort will be required. RAF stations will therefore struggle to host CCF camps. Other venues will therefore be used. Use of the Defence Training Estate (DTE) is being explored, but trying to make it 'Light Blue', for example using the DTE at RAF St Mawgan.
- Regarding the perennial complaint about CCF RAF CFAVs having to put data into both Bader and Westminster, he stated that he was keen to overcome the problem. He was pleased to report that the Westminster and Bader software development and management teams were working closely together. He was encouraged that data can be shifted 'semi-automatically' between the two systems. He predicted that there will continue to be two separate systems, but he hoped a decision would be made soon that CCF RAF CFAVs need only input data once, particularly data that feeds the AAIR and the training approvals process.
- He acknowledged the frustrating length of time required to process CCF RAF commissions, sometimes taking 150 days. The process had already been changed and within the last six months the average time had dropped to about 36 days. Previously, the commission application was only tracked once it arrived in HQ Air Cadets; now it is being tracked by him from the start of the initial enquiry.