



COMBINED CADET FORCE ASSOCIATION

Minutes of the Annual General Meeting Held on Monday 10th December 2018 at 14.15 hours at the Grand Connaught Rooms 61-65 Queen Street London WC2B 5DA

Present	Representing
Vice Admiral P Hudson	Trustee - President CCFA
Maj Gen MJ Rutledge	Vice President (Army)
AVM NDA Maddox	Trustee - Chairman CCFA (Chairman)
Lt Col M Hampshire	Trustee - Vice Chairman
Miss JYW Hodgson	Trustee - Honorary Treasurer
Lt Col SJ McMenemy	Trustee - Legal and Governance Adviser
Mrs AM Martin	Trustee - School Finance Adviser
Lt Col M Godfrey	Trustee - East Anglia CCFs
Cdr (CCF) RK Gordon	Trustee - Northern Ireland CCFs
Wg Cdr MH Green RAFAC	Trustee - South East England CCFs
Lt Col MZ Hamid	Trustee - Lowland Scotland CCFs
Lt Col S Law	Trustee - West Midlands CCFs
Wg Cdr D Montgomery RAFAC	Trustee - Highland Scotland CCFs
Cdr (CCF) MP Ripley	Trustee - North West England and IoM CCFs
Lt Col NJ Woodall	Trustee - London CCFs
Lt Cdr (CCF) G Poulet-Bowden	Trustee - West of England CCFs
Maj A Reynolds	Trustee - CEP CCFs
Maj C Thompson	Trustee - East Midlands CCFs
Maj J Bleakley	Trustee - CEP CCFs
Capt SA Davies	Trustee - Welsh CCFs
Maj EM Parker	Trustee - North of England CCFs
Maj MS Blackford	Trustee - Yorkshire and Humberside CCFs
Lt Col A Lamb	Eastbourne College CCF
Lt Col D Richmond	Giggleswick School CCF
Lt Cdr (CCF) JE Firestone	Merchant Taylors' School CCF
Capt KM Sharrock	Merchant Taylors' School CCF
Lt Cdr (CCF) AJ Holland	Stamford Endowed Schools CCF
Maj R McDowall	Royal School Armagh CCF
WO2 M Braddon	Royal School Armagh CCF
Sqn Ldr (Ret'd) S Shilliday VRT	
Capt A Gildea	Campbell College CCF
Lt (CCF) G Poulet-Bowden	Trinity School CCF
2Lt L McLeod	The Quest Academy
<u>Co-opted members</u>	
Mrs J Taylor	ASCL and NAHT

Mr M Mortimer	HMC and ISC
<u>Secretariat</u>	
Col MNS Urquhart	Chief Executive (Secretary)
Mr R Walton	Finance Director
Ms V McBurney	Head of Volunteer Recruitment and Communications
Mrs F Meakin	Cadet Bursary Fund Programme Manager
In attendance	
Cdr P Haines	MoD RF &C Div
Cdr A Parkinson RN	Commander CCF RN
Brig MP Christie	Army Regional Command
Lt Col AR Mack	Army Regional Command
Wg Cdr MT Larwood-Hughes	Wg Cdr CCF HQ RAF Air Cadets
Cdr GR Bushell	Director Cadets & Youth Council of RFCAs
Apologies	
AVM MJ Routledge	Vice President (RAF)
Rear Admiral BNB Williams	Vice President (Royal Navy)

Item	Subject
1.	Chairman's Opening Remarks. The Chairman introduced the new trustees: Mrs Alison Martin, Lt Col Nigel Woodall, Maj Miles Blackford, Maj Eyton Parker and Capt Simon Davies. The Chairman also welcomed Brig Mark Christie from Regional Command and Cdr Andy Parkinson from HQ CCF RN.
2.	Minutes of the previous Annual General Meeting. The minutes of the last AGM on 11 th December 2017 were distributed prior to the meeting. The Chairman signed the minutes as a true record.
3.	Chairman's Report. The Chairman 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 2018. Copies of the Trustees' Annual Report and Accounts were available for members in hard copy. The Hon. Treasurer reported that the annual report was signed that morning and would be made available online.
a.	The Accounts. Charitable activity spending dropped by 19% from the prior year, which reflects the reduction in Cadet Bursary Fund payments as fewer schools were approved to open CCF contingents. There was an increase in the amount of grants funded by the Small Grants Programme of 61%. The CCF Sustainability Fund saw a significant decrease in applications and consequently only granted funding of £54,000 (in 2017 this was £142,000). CCFA was fortunate to receive a generous donation from the Garfield Weston Foundation that funds the CCF Sustainability Fund. In terms of the reserves policy, Trustees have reviewed this policy and are content that it is being met. CCFA's current level of reserves would allow the charity to wind back its operations in good order whilst maintaining a programme of £120,000 of grant giving for 3 years.

	<p>Income for the year included grants of £141,000, subscriptions from CCF contingents of £17,000, Cadet Bursary Fund (CBF) income of £1.7m, investment income and interest of £7,000 and donations and legacies of £17,000.</p> <p>In summary that means the year end of 31st July 2018, total income and resources amounted to £1.9m, an increase on 2017 which was £1.5m. Resources expended totalled £1.4m (in comparison to 1.7m in 2017). Investment gains amounted to £50,000. The net gain for the year was therefore £553,000 compared to last year's deficit of £158,000. This is largely down to a LIBOR grant received for the CBF, which increased by £500,000 this year.</p> <p>The balance sheet shows total funds of £2.2m, an increase on last year's £1.6m. The charity has free reserves of £611,000, which reflects a steady year on last year of £633,000.</p> <p>Included in the total funds is an amount of £1.6m which is restricted for use by the CBF.</p> <p>Lt Col Lamb asked for an explanation about CCF contingent subscriptions, noting that subscriptions for the year were £17k, down from previous year's subscriptions of £18k, yet the number of CCF contingents had increased. Richard Walton explained that contingent subscriptions are based on the number of cadets in contingents and not the number of contingents.</p>
<p>b.</p>	<p>Auditor's report. Buzzacott LLP audited the CCFA's financial statements for the year ended 31 July 2018. Their report in full is published in the Trustees' Annual Report and Accounts which will be available online.</p> <p>In Buzzacott's opinion the financial statements:</p> <ul style="list-style-type: none"> • give a true and fair view on the state of the charitable company's affairs at 31st July 2018 and of its income and expenditure for the year then ended; • and that the accounts have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; • and that they 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.</p>
<p>c.</p>	<p>Approving the accounts. The Chairman asked that the accounts be accepted. Myles Ripley proposed and Alison Martin seconded. All members present voted in favour.</p>
<p>5.</p>	<p>Authorising Remuneration of the Auditors. The Hon. Treasurer informed the AGM that in the coming year CCFA intends to go out to retender for a new auditor as the Association's current auditors, Buzzacott, have been in post for 18 years. This is part of a routine but necessary review of governance. The Finance and Compliance Committee therefore proposed that Buzzacott be reappointed for the coming year on the basis that CCFA's audit service will be retendered concurrently.</p> <p>The Chairman asked members to authorise the remuneration for the auditors, Buzzacott LLP. Jonathan Bleakley proposed and Marc Godfrey seconded. All members present voted in favour.</p>

<p>6.</p>	<p>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.</p> <p>The Chairman informed members that he proposed to conduct the vote en bloc. There were no objections.</p> <p>The Chairman informed members that the candidates had 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.</p> <p>The Chairman ran through the candidates:</p> <ul style="list-style-type: none"> • Vice Chairman. Lt Col Mike Hampshire was standing for re-election. • School Finance Adviser, a new appointment. Mr Alison Martin was standing for election. • North West representative. Cdr Myles Ripley was standing for re-election. • London representative (a vacant post). Lt Col Nigel Woodall was standing for election. • South West representative. Lt Cdr Geraldine Poulet-Bowden was standing for re-election. • Yorkshire and Humberside representative. Maj Miles Blackford was standing for election to replace Maj Stephen Emmerson who had stood down. • North of England representative. Maj Eyton Parker was standing for election to replace Capt Stephen Haywood who had stood down. • Wales representative (vacant post). Capt Simon Davies was standing for election. <p>The Chairman asked for a proposer and seconder. Marc Godfrey proposed and Mike Hamid seconded. All members present voted in favour.</p>
<p>7.</p>	<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"> • Maj Stephen Emmerson of Queen Ethelburga College, who retired as a trustee. • Capt Stephen Haywood of Walker Technology College, who retired as a trustee. • Rear Admiral Bruce Williams, who had resigned from his position as Vice President (RN). The Chairman particularly thanked him for the additional work he had done as a member of the Cadet Bursary Fund Committee.
<p>8.</p>	<p>Regional Command – adult volunteer representation. The Chief Executive informed members that during the preceding board meeting Brig Christie had made a significant announcement, which was that Regional Command had just appointed two senior ACF and CCF adult volunteers to represent the adult volunteer voice of both organisations respectively in HQ Regional Command. They were Col Clinton Riley representing the ACF and Lt Col Anthony Lamb representing the CCF. The Chief Executive applauded this initiative.</p>

9.	Open Forum
9a.	<p>CCFA annual dinner. The Chairman sought ideas from members about the future of the CCFA annual dinner and was keen to hear what they wanted. Whilst good fun and a great tradition, the fact is the numbers are dwindling, consequently it has become more expensive, which in turn has required the Association to subsidise it from charitable funds, which it could not justify. He therefore felt change was necessary, but he sought and encouraged contrary views (there were none). Some sort of event will go on, but the nature of that event and its format is up for debate. The first question to be asked is “what do CCFA’s members want out of the event?”.</p> <p>Aimee Reynolds made two comments. The timing of the dinner on a Monday evening was wrong as many teachers, including herself, were teaching the next day, thus whilst she was attending the dinner that evening she could not enjoy it to the full. Previously the dinner was useful for networking with fellow contingents, but the contingents she wants to talk to are no longer attending the dinner. She would like to resurrect a CCF staff dinner in her brigade area so that she can network with other contingents to pick up best practice from others, suggesting that a national CCFA event should be used to achieve strategic high level influencing.</p> <p>The Chairman concurred. He reiterated the key question: what is the purpose of an event, what does CCFA want out of it? Finding sponsorship for the Cadet Sustainability Fund was one obvious reason.</p> <p>Miles Blackford asked whether the annual Headteachers Conference was an opportunity for influencing and networking. Currently held in central England and being a daytime event, it would be cheaper than travelling into London and paying for overnight accommodation and could be used to show off the CCF. Lt Col Alistair Mack from Regional Command suggested that if CCFA is looking for a national event this conference would probably not be a useful forum. For the conference planned for 28th February 2019, the Secretary of State for Education had been invited to be the key note speaker and all the regional schools commissioners too had been invited, but so far none had accepted or committed to attend. There was one representative from Wales and no representatives from Scotland and Northern Ireland.</p> <p>Returning to the question of ‘What is wanted?’ Jonathan Bleakley felt that there were a number of reasons for holding an event: networking; representing and showing off the good the CCF does; influencing by inviting potential benefactors and influential people who do not know of the CCF. Guests could include politicians, media and potential benefactors who could make donations to the CCFA grants programme. The Chairman agreed, adding that to this list of guests could be added existing donors to thank them for their donations and to show them how their money makes a big difference.</p>
9b.	<p>Department for Education. Anthony Lamb asked for a view of the Department for Education’s commitment to the cadet forces, a clear concern being that it has a hands-off approach. Cdr Haines responded that he could not speak for DfE, but he knew that whilst they were supportive they have no levers to influence schools, there being no direct chain of command between DfE and schools. The Cabinet Office has commissioned the DfE to look at what it is doing to address the three key challenges facing CEP schools, which are: changing support from school senior leadership teams, DfE funding to schools and schools finding sufficient adult volunteers. That work is ongoing. He reported that he and his colleagues push their DfE colleagues wherever they can.</p>

<p>9c.</p>	<p>Armed Forces Covenant recognition of the CCF. Gary Bushell explained to members that in the preceding board meeting a question had been raised about Armed Forces Covenant recognition for the CCF. Increasingly CCF contingents are relying on adult volunteers coming in from outside schools. The question was that where those adult volunteers are employed by businesses that have signed the Covenant, is there was a letter confirming their position in the CCF which they could take to their employers to ask for recognition and allowance (special leave etc) to support their contingents. There is no such letter but he advised members to go to the national website¹, which shows the detailed list of signatories and what each employer offers, which ranges from just giving recognition to giving special paid leave.</p> <p>It was observed that 40% of CFAVs in schools are self-employed so they will not be interested in the recognition format mentioned by GB. In Northern Ireland 80% of CFAVs are outside of the school sector, so there is a very dynamic and changing employment pattern that is supportive of the CEP programme.</p>
<p>10.</p>	<p>The President's thoughts. The President thanked the secretariat team, the Chairman for his leadership and the volunteers of the CCF for giving their time and energy. He identified two areas where CCFA can focus in the next couple of years.</p> <p>Already mentioned is to obtain funds to boost the grants programme, the applications to which are on the upwards, which in turn will require finding links to fundraisers and advocates who can help. This will not be easy as finance will be a feature of the next year or two. LIBOR funding for the CEP will end in March 2020, there is political uncertainty and the Treasury will keep the purse strings tight.</p> <p>Additionally the President saw a need to secure enhanced recognition for those who give to the CCF above and beyond what is required of them.</p> <p>He encouraged members to give ideas and make suggestions.</p>
<p>11.</p>	<p>Any other business. There was no other business. The Chairman closed the AGM at 2.55pm</p>

Annex:

A. Chairman's Report.

¹ <https://www.armedforcescovenant.gov.uk/get-involved/who-has-signed-the-covenant/>

COMBINED CADET FORCE ASSOCIATION

Annex A Minutes of the Annual General Meeting Held on Monday 10th December 2018

Chairman CCFA's report to the AGM 2018

In the past year your board of trustees has put considerable thought into how to represent your interests to the chain of command. Without doubt the biggest current issue is the Cadet Expansion Programme and I will return to that later.

To represent you we must however govern ourselves so that we meet statutory requirements laid down by the Charity Commission and others. We have therefore continued to evolve the board's controls and processes. Before I outline some of them, let me reflect out loud about the changes I have seen during the time I have been the Chairman. As I look back when I took over as Chairman the Association, it had the feel of club about it. That is not to be critical of it, because the times were different then. It has come a long way since then and you can be confident that the Association is now much more businesslike. That is not to say that we are perfect, because there is always room for improvement, but I do believe that if the Charity Commission and Companies House want to inspect us, they will be satisfied with what they find. A notable evolution this year is that we have conducted an audit of the trustees' skills against what we believe are the skills required by the board, and I am pleased to report that in no areas do we lack some level of expertise. I thank our specialist trustees, Julia Hodgson, Alison Martin and Simon McMenemy – they have added real value that is hugely reassuring.

CCFA has continued to support the Cadet Expansion Programme. Valerie McBurney and her ever changing team have provided the strategic national communications. The Cadet Bursary Fund Committee has continued to distribute start up grants to new CEP contingents. The final meeting of the CBF Committee will take place next month, after which it will fold having done its job well. I would like to thank Rear Admiral Bruce Williams, our Royal Navy Vice President and Captain Jonathan Bleakley one of our contingent commander trustees who have been active members of that committee. I also thank Mrs Faye Meakin who has managed the fund on a daily basis.

Moving on from Governance, another change this year is that we have aligned our Autumn board meeting with this AGM. We have therefore just had a useful discussion with our colleagues from the MOD and single services. For that reason we will not ask them to report to the AGM as has been custom in the past. They are however here today and you will be free to ask questions of them at the end of this AGM.

An important part of what the Association does is to provide financial grants to CCF contingents. There are three CCFA Grant Programmes:

The Small Grants Programme

This is the fund to which individual cadets can apply for a grant up to a usual maximum of £300 to support them to take part in cadet activity. Last year grants were awarded to 48 cadets from 28 Contingents totalling £10,402.54.

Last year I reported the extraordinary generous donation from Gareth Neame. I am delighted to report that CCFA has received a further donation of £10,000 from Gareth

Neame towards the fund this year and we owe him a debt of gratitude.

Previously the Grants Committee met once a year. It is now meeting throughout the year. For 2018/19 the Grants Programme will invite applications over three rounds, each coinciding with the academic terms. The first round of applications has seen 44 individual cadet applications from 9 CCF Contingents. The CCF Grants Committee met earlier today to consider applications totalling £7,440.

The Cadet Sustainability Fund

This fund was formed with a grant from The Garfield Weston Foundation awarded to benefit Cadet Expansion Programme cadet units. Eligible schools are able to bid for up to £4,500 for projects that will support the long term sustainability of their unit.

Last year 18 schools were awarded grants totalling £57,106.70. The third round of funding is currently taking place, with bids reviewed by the CCFA Grants Committee earlier today. Applications have been received from 68 schools, which is an upward trend, for a total of £280,978.35.

As the figures show there has been a substantial increase in the number of schools applying to both of these CCFA grant schemes for support in 2018-19.

The Cadet Bursary Fund

I have already mentioned this fund, but not the detail. As a reminder it is for new units opening under the Cadet Expansion Programme. In January 2018 the Cadet Bursary Fund Committee reviewed the autumn applications and grants were awarded to 24 schools totalling £475,636.

In the Spring CEP round, 25 cadet units were approved and grants totalling £507,584.40 were awarded. The Committee will meet again in January 2019 to consider the final group of applications.

Before I close, I want to mention the Association's annual dinner. Numbers attending the dinner are dropping and our sister Association the ACFA is seeing the same. In 2019 we will review this in detail and will consider a wide range of alternative options reviewing date, time, place, a lunch instead, a reception instead and so on. I cannot support the way we currently run the dinner because of the amount it costs the charity, which as a rough order is subsidised by £10k, money that ought to be used for other good causes. We need to look at what output we want from a dinner or a lunch or a reception. What does the CCFA really need to deliver and what is the best mechanism for delivering it? The trustees will consider the options at the Summer 2019 board meeting and we will take it from there. The challenge therefore is as much to you, the members, as it is to the trustees. I would welcome your suggestions for alternative ideas which reflect the modern CCF and the pressures you face. Please therefore give us your ideas and send them to the Chief Executive.

I now close by looking to the future. The completion of the Cadet Expansion Programme and the end of LIBOR funding in March 2020 is the big challenge facing the CCF, which by then will be much larger than it was at the start of the CEP. The two big issues arising from this are:

- The funding of the enlarged CCF by the single services beyond that date. CCFA will be the

conscience of the chain of command, representing your cause.

- Sustaining the new CCF contingents beyond March 2020. Most of these new contingents are in the state sector where government funding is tight. We would therefore like to see the Cadet Sustainability Fund topped up so that it can assist these new CCFs, but for that to be feasible we will have to find alternative sources of income from benefactors. It is a definite aspiration and we will do our best to achieve it. This point links in to the cost of subsidising the annual dinner, reception or whatever we do instead.

That concludes my report for this year. In broad terms the CCF is in good shape and I am reassured that the Government, the MOD and the single services recognise the value to British Society provided by what you are doing, which is to develop your cadets so that – to use the final words of our first charitable objective – *they may grow to full maturity as individuals and members of society*. That is the enduring challenge. The CCF is a force for good and it relies on volunteers, and many of you here today are from that body, who give of their time, skills and experience. The valuable commitment of those volunteers and the value of the CCF is recognised by the Government of today and there is much vocal support, but like any government it will have its financial challenges. It is up to us, the CCFA, to support both you the volunteer members and the government to develop that smart cadet of tomorrow. They are there; collectively we just need to nurture them.