



COMBINED CADET FORCE ASSOCIATION

Minutes of the Open Board Meeting Held on Monday 10th December 2018

at the Grand Connaught Rooms 61-65 Queen Street London WC2B 5DA

		<u>Position/Representing</u>
Trustees Present:	AVM NDA Maddox	Chairman CCFA (Chairman)
	Vice Admiral P Hudson	President CCFA
	Lt Col M Hampshire	Vice Chairman
	Miss JYW Hodgson	Honorary Treasurer
	Lt Col SJ McMenemy	Legal and Governance Adviser
	Mrs AM Martin	School Finance Adviser
	Lt Col M Godfrey	East Anglia CCFs
	Cdr (CCF) RK Gordon	Northern Ireland CCFs
	Wg Cdr MH Green RAFAC	South East England CCFs
	Lt Col MZ Hamid	Lowlands of Scotland CCFs
	Lt Col S Law	West Midlands CCFs
	Wg Cdr D Montgomery RAFAC	Highlands of Scotland CCFs
	Cdr (CCF) MP Ripley	North West and Isle of Man CCFs
	Lt Col NJ Woodall	London CCFs
	Lt Cdr (CCF) G Poulet-Bowden	West of England CCFs
	Maj C Thompson	East Midlands CCFs
	Maj A Reynolds	South East England & Cadet Expansion CCFs
	Maj J Bleakley	East Anglia and Cadet Expansion CCFs
	Capt SA Davies	Welsh CCFs
	Maj EM Parker	North of England CCFs
	Maj MS Blackford	Yorkshire and Humberside CCFs
Co-opted members:	Mrs J Taylor	ASCL and NAHT
	Mr M Mortimer	HMC and ISC
Secretariat:	Col (Retd) MNS Urquhart	Chief Executive (CE) (Secretary)
	Mr R Walton	Finance Director (FD)
	Mrs F Meakin	Grants Manager
In attendance:	Brig MP Christie	Army Regional Command
	Lt Col A Mack	Army Regional Command
	Cdr A Parkinson RN	RN CCF, FOST
	Wg Cdr M Larwood-Hughes	RAF HQ Air Command
	Cdr P Haines RN	MOD RF&C Div
	Cdr (Retd) GR Bushell	Director Cadets & Youth CRFCA

Item No	Subject	Action
1.	Welcomes and Introductions. The Chairman introduced the incoming trustees (Miles Blackford and Eyton Parker) to the attendees and welcomed Brig Mark Christie and Cdr Andy Parkinson to their first meeting.	
2.	Minutes of previous meeting and matters arising. The minutes of the Open Board Meeting of 5 th June 2018 were distributed prior to the meeting. No comments had been received.	
3.	MOD report. The MOD Cadet Report was circulated prior to the meeting.	
3a.	Government overview. Defence ministers are very interested in and supportive of the cadet forces. The interest is such that RF&C Div staff are consequently responding to ministerial aspirations to do more. Cdr Haines cited the Secretary of State making three cadet related announcements at the Conservative Party conference in September, particularly the ambition to increase the number of cadets in schools to 60,000 by 2024. It is too early to say how this might be achieved; RF&C Div are currently working with the sServices on this ambition. There is funding for growing the number of cadets in schools but not for new units; the details are still being worked out.	
3b.	<p>Northampton University Study. The second report had been published and is available online¹.</p> <p>Each report is circulated to Ministers and made available to the sServices and RFCAs. Trustees suggested that the report ought be disseminated to all schools, i.e. not just those with CCFs (albeit it with the risk of raising expectations). Cdr Haines did not know how the report might be distributed into the schools, but he confirmed that Minister for Defence People & Veterans will be sending the report to ministers in other government departments highlighting how their departments benefit from the cadet forces.</p> <p>Regional representative trustees were asked to play their part by passing on the link to the report to fellow contingents in their respective regions, asking them draw the attention of their Principals and Heads to the report.</p>	CCFA regional trustees
3c.	<p>Department for Education. The Chairman asked Cdr Haines to share his views on the DfE. Cdr Haines was frank that the MoD thinks the DfE can do more, however DfE colleagues consider that they have few levers to influence and support schools.</p> <p>The main reasons for contingents failing are well known. In order they are: change of Senior Leadership Team, with incoming members not being interested in or not wanting a CCF contingent; not getting sufficient willing adult volunteers trained; and schools' funding. DfE had been tasked by the Cabinet Office to report on how they could do more. DfE staff were now available to conduct a 'deep dive' into schools with CCFs to find out what</p>	

¹ <https://www.northampton.ac.uk/research/research-institutes/institute-for-social-innovation-and-impact/social-impact-resulting-from-expenditure-on-cadets/>

‘Good’ looks like, the challenges they have had and how they overcame them, from which it is hoped to develop a ‘toolbox’ of helpful ideas. The timetable for this is unknown.

Julie Taylor made two points:

- National Schools Commissioner. Julie suggested that the National Schools Commissioner should be used to help spread the word, including the Northampton University study reports, and also to help support new contingents. Other than the Secretary of State he is the most senior representative of the DfE and has power over the regional commissioners.
- Governance. The Northampton University study reports etc should be sent to the governing bodies of schools as they can ensure that a CCF becomes entrenched in a school and survives a change of senior leadership.

Ofsted recognition. Gary Bushell asked for an update on Ofsted recognition. Cdr Haines confirmed that in September 2018 Ofsted had sent out a special School Inspection Update for Ofsted inspectors and that it included (pages 14 and 15) guidance on cadet forces in schools; the onus was therefore on schools with cadet units to promote them in their reports to Ofsted. Additionally it is intended that the Secretary of State for Defence will meet Ofsted's Chief Inspector, Amanda Spielman, early in the New Year.

A pertinent extract from Ofsted’s update is as follows:

Inspectors are not expected to reference an in-school cadet movement as a matter of routine. However, when schools present evidence about pupils’ involvement in this initiative and its contribution to pupils’ education in its broadest sense, it would be appropriate for inspectors to comment on this in their report. They might make comment, for example, on the impact of the in-school cadet movement on relevant aspects of the school, pupils’ spiritual, moral, social and cultural development and outcomes for participating pupils.²

Afternote – Education Secretary’s Character Speech:

The Secretary of State for Education, Damian Hinds, made a highly significant speech on 7th February 2019 when he addressed the Church of England Foundation for Educational Leadership conference³. He set out his vision for helping children build character and resilience, making the point that they as crucial to young people’s future success as academic qualifications. He laid out the five Foundations for Building Character, the

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/742258/School_inspection_update_-_special_edition_September_2018.pdf

³ <https://www.gov.uk/government/speeches/education-secretary-sets-out-five-foundations-to-build-character>

	<p>fourth of which (Volunteering & Membership) included specific mention of cadets. Further on his speech mentions the CEP.</p> <p>On 16th January 2019 OFSTED launched a consultation on proposals for changes to the education inspection framework to take effect from September 2019. The implications of Hind’s speech for OFSTED remain to be seen, but MOD RFC Div and DfE are discussing them, the feeling being that cadets will be well placed.</p>	
4	<p>Army report. The Army’s Cadet Report was circulated prior to the meeting.</p> <p>Brig Christie reported that both Commander Home Command (Lt Gen Urch) and GOC Regional Command (Maj Gen Capps) are strong supporters of the cadet forces.</p> <p>The trajectory of the CEP continues to be positive, effort being concentrated into getting new contingents parading and looking into the future on how they are then sustained. A significant development is that the Army has agreed to pick up its share of the funding for the enlarged CCF after LIBOR funding ends in 2020.</p> <p>Another significant development is that Regional Command had just appointed two senior ACF and CCF adult volunteers to be the national representatives advising and supporting Regional Command. They are Col Clinton Riley ACF and Lt Col Anthony Lamb CCF.</p>	
4a.	<p>Annual Appraisal Review (AAR). There was a lengthy discussion about the AAR, trustees making a number of points.</p> <p>The need for accountability is understood, but the process for recording factual information quickly into the Westminster management information system is far too time-consuming. Aimee Reynolds cited taking 90 cadets to annual camp, all of whom have to be entered individually, turning what ought to be a 2 minute task into a 90 minute task for one activity. This is a particular problem in state schools, most of whom do not have fulltime School Staff Instructors (SSIs), at a time when the chain of command is expecting them to grow. Marland Green added that even for legacy CCF contingents with fulltime SSIs, the inputting time was staggering and now their main focus. Trustees asked for a way to be found to make the system quick and easy to use, particularly the ability to make bulk data uploads.</p> <p>The timing of the AAR data capture will disadvantage some schools. Jonathan Bleakley reported that in his school’s case the new intake are entered into Westminster at the end of the autumn term ready to start in January, but the AAR data capture is done before then, giving the impression that numbers were significantly down. He acknowledged that it may be difficult to find a universally perfect date for data capture.</p> <p>Mike Hamid described his school’s experience going through the first AAR process. The contingent had just had a very good biennial inspection but</p>	

	<p>on the AAR was then graded red on attendance and weapon handling.</p> <p>On attendance his school only parades on 29 weeks a year and, of those, on four of those weeks some cadets cannot attend because they have exams.</p> <p>More importantly, regarding weapon handling tests, with over 200 cadets all will undergo weapon handling training sometime in the year to prevent skill fade. His contingent will however never be in a situation where all cadets will be tested in a year because there is not time, therefore those cadets that need to be in date are tested when required, i.e. just before camps, firing on ranges, etc. His contingent will always be marked Red for weapon handling because when the data is extracted on 31st August, the tests for many cadets will have expired by then.</p> <p>It was possible to tick an 'exempt' box in the AAR to avoid such reds where there is good reason, but philosophically he felt this was wrong. What the AAR does not allow is for a CCF contingent to state and be given credit for all the other good training it is doing.</p> <p>Brig Christie and Lt Col Mack acknowledged the points made about the AAR, confirming that they were known. In the New Year Lt Col Crossman in Cadets Branch will be pulling in a representative body of CCF personnel to review the AAR in detail.</p>	
<p>4b.</p>	<p>Review of SSI role. Trustees recalled that in the past there was talk of conducting a fundamental review of the SSI role and that when the current SSI job specification was drawn up computers had not been invented. Whatever the truth, the SSI role has developed significantly and is central to the smooth running of a CCF contingent. Trustees therefore asked for the role to be reviewed.</p> <p>Lt Col Mack acknowledged the importance of the SSI role and the need for it to be reviewed, although he made the point that there is no single SSI job description. It is a complex issue and there will be no quick solution.</p>	
<p>4c.</p>	<p>Weapon Handling Tests. Related to the AAR, Aimee Reynolds stated that it would be most helpful if schools could be exempt from carrying out the weapon handling test every 6 months. Like many schools, her contingent relies on contingent staff who come in from outside the school. Such staff have to take time off work to take the short test in order to save the contingent scoring Red in the AAR, yet they are not going out on training with weapons for another six months, which she likened to the tail wagging the dog. Keeping them in date just for the sake of keeping them in date was pointless. She of course understood that they must take and pass the test immediately prior to cadet training involving weapons.</p>	
<p>4d.</p>	<p>Feedback from CEP schools. Jonathan Bleakley reported that prior to the board meeting he had sought views from CEP schools to bring to the table. Points were:</p>	

	<ul style="list-style-type: none"> • Cadet Training Teams (CTTs). There was very positive feedback about the support provided by CTTs. • Obtaining rifles for training. When extra rifles are required for training they have to be borrowed from other contingents who are understandably protective of them. The idea of each Brigade having a pool of 25 spare rifles that CTTs are to deliver to CEP schools is not realistic because CTT personnel are rightly spending their time training in schools. • Knowledge and mentoring. Many CEP schools feel that there is much that they know they don't know, but they don't know what it is. New CEP contingent commanders are given a crash course on appointment and then left to get on with it. More mentoring or step-by-step guidance would help, for example by help and advice about the role of a contingent commander generally, in the lead up to the AAR and simple things like translating and understanding an email from a Brigade HQ, which might seem simple to the sender but which is not necessarily understood by a novice contingent commander. 	
<p>4e.</p>	<p>Duplicate MoD and Education assurance paperwork. Trustees reported that many CCF contingents have to complete two lots of assurance paperwork for obtaining clearance and approval to conduct CCF training:</p> <ul style="list-style-type: none"> • The MoD's system using Westminster and • The national education system known as EVOLVE, which is an online system for the planning, approval and management of educational visits, sports fixtures and extra-curricular activities. <p>Some schools will not accept military paperwork and the military will not recognise education paperwork, thus requiring contingents to complete duplicate packs. For new contingents about to form, it would be helpful for School Cadet Expansion Officers (SCEOs) to raise this issue early in an attempt to persuade schools to trust and accept military paperwork, but also to provide advice to new contingent commanders when both systems have to be used.</p> <p>Wg Cdr Larwood-Hughes advised that it is possible for a contingent commander to simply complete the front page of EVOLVE giving basic information and then attach to it the planning paperwork exported from Westminster in PDF format. He also reported that it is possible within regulations for schools to negotiate themselves out from using EVOLVE for CCF activities. An educational trust in Liverpool has decided not to use EVOLVE for CCF off-site activities because it is satisfied that the MoD's processes provide sufficient assurance.</p> <p>Trustees made the point that this matter fed into the earlier point about the burden on SSIs. Marc Godfrey (Royal Hospital School, Ipswich) added that the problem was greater than described, because each service clears training separately. His CCF is large and has four sections (RN, RM, Army</p>	

	<p>and RAF). Thus his contingent often has to use and complete four separate assurance programmes (EVOLVE for CCF activities, because that is what the school wants, plus 3 x sService programmes) which is incredibly time consuming. His contingent is fortunate to have two SSIs because the school has invested in the CCF as a core element of what it offers, but how long that will last he cannot predict given contemporary financial pressures etc.</p>	
5.	<p>Royal Navy report. The RN's Cadet Report was circulated prior to the meeting. Cdr Parkinson introduced himself; although new in role to his current appointment as Commanding Officer CCF (RN), he was familiar with the RN(CCF) organisation having spent the previous two years running the CEP for the Royal Navy.</p>	
5a.	<p>CCF(RN) funding post-March 2020. Cdr Parkinson had been tasked by Commander Core Training & Recruitment to look into how the enlarged RN(CCF) will be funded from March 2020 once the CEP LIBOR funding ends. He therefore conducted a transformation programme examining all processes, outputs and costings. Multiple workshops ran throughout the year and that review was completed recently.</p> <p>A major finding was that budgets are out of control, the training plan was not linked to any budget whatsoever and not all field days were planned in resource terms.</p> <p>A new training plan will therefore be issued on Westminster on 1st January 2019. It will be similar to the 2018 plan, but this plan will be linked to a budget for operations and include CFAV volunteer allowance (VA).</p> <p>It will also include plans for field days, the paying for which will be allocated on a pro rata basis. The more cadets there are in a RN section will mean more funds available to CCF(RN) section commanders. He emphasised that field days are not being stopped, nor the numbers reduced, but the allowance allocated for field day training is finite.</p> <p>As a matter of fact, when the data for VA taken was scrutinised, the average amount taken by CCF(RN) sections is 13 days a year and the minimum that will be offered to CCF(RN) sections with very low numbers will be around 12 days.</p> <p>CCF(RN) HQ had asked CCF(RN) sections to update their Westminster records to ensure cadet numbers were correct before making the VA allocations. Interestingly, by the subsequent week cadet numbers had grown by 200.</p> <p>The Chairman offered CCFA's support. Whilst the Association sits outside the chain of command and has no executive role in the running of the CCF, it is nevertheless an ally and a force for good. Thus if such contentious changes are being contemplated, if CCFA could be made aware in advance without undermining the chain of command, the Association can understand the rationale and then support any messages, particularly</p>	

	before roadshows begin.	
5b.	<p>Training approval process. CCF(RN) HQ has introduced a new Form 17 process which is much simpler than the previous process and which has gone down well.</p> <p>According to regulations, CCF(RN) should approve all VA. The transformation project however discovered that there were 996 days of unapproved VA equating to £89k. A pre-approval form had therefore been introduced for VA that does not link to Westminster or Form 17 to enable contingent commanders or other officers to attend appropriate conferences, conduct camp recces etc.</p>	
5c.	<p>CCF(RN) section numbers. The RN is pleased with the CEP progress. 27 sections have been approved. 18 are already parading and the remaining 9 are on track to be parading by the end of 2019.</p> <p>Unfortunately two sections have closed (Fettes College and the Woodroffe School). In both cases this was because members of staff left and no volunteers were found to replace them.</p>	
5d.	<p>Funding attendance at induction courses. Nigel Woodall raised a concern he had picked up from attending the CCF(RN) roadshow briefing for the South East. It was the announcement that CCF(RN) will not pay VA for potential CCF(RN) instructors to attend the CCF RN Officer Initial Course (OIC) (induction course equivalent to the Army's CCF Basic course). It is not just Nigel that is concerned, because he reported that many of his colleagues at the conference were likewise concerned. The cash value of the VA for attending such a course is not significant, but it is a sweetener for busy teachers to go away from their partners during their holidays. Offering a qualification was not an incentive because they are not doing it for themselves; if it was for them they would not attend the course.</p> <p>Cdr Parkinson was aware of this view, which had been considered at length. Data however shows that there is a 70% fallout after the CCF(RN) OIC, which is run twice a year, where the RN clothes, feeds and gives delegates fantastic training and then never sees them again because they leave for a variety of reasons. This was not a reflection on the quality of the RN's training, rather it is of teachers in schools moving on elsewhere for career opportunities. The churn rate is high. His assessment is that it particularly applies to CEP contingents, the demand for course places mainly being from them.</p> <p>Cdr Parkinson discussed return of service. It did not just apply to the CCF(RN) OIC. Under the continual improvement process, return of service will be looked at across the board. Data shows that a number of adults have taken up many places on RN courses, got themselves well qualified, built up a good portfolio of qualifications and then left. That stated, he recognised that there are many wonderful and committed volunteers who give much.</p>	

	<p>Afternote from Cdr Parkinson: A review of expenditure of VA has been carried out now that the demand for field days is known. Some additional days to high demand areas will be allocated and the next OIC course in April will now receive funding for VA.</p>	
6.	<p>RAF report. The RAF's Report was circulated prior to the meeting.</p>	
6a.	<p>HQ Air Cadet priorities. Wg Cdr Larwood-Hughes reported that one of the main priorities for Commandant Air Cadets is the recruitment and retention of volunteers, with a particular focus on training, the organisation's focus having shifted from developing cadets, where there is now a good offer. Sqn Ldr Graham Johnson's role has changed from Sqn Ldr CCF to SO2 Development. He is looking at developing Training and Evaluation Support Teams (TEST) and developing the suite of adult volunteer courses.</p> <p>HQ Air Cadets are also currently working with Warwick University's Business School looking at offering a post graduate diploma in leadership and management. Its provisional cost is about £5,500, which is good value. 40 students a year are required to make it viable. More information will come out in the New Year.</p>	
6b.	<p>Training clearance process. Considerable effort is going into aligning single service CCF processes. A year previously Wg Cdr Larwood-Hughes had announced his intention to move the CCF(RAF) onto Westminster and from the New Year intends that it will become the primary system for managing CCF(RAF) activities.</p> <p>Aligning the management of adult volunteers will take longer. The intention is to move it onto the MOD's Joint Personnel Administration (JPA) system so that the process in contingents is the same for all adult volunteers.</p> <p>The CCF(RAF) will not be able to come off Bader completely for cadets because the only access to Utilearn is through it. The sea cadets however have had access to Utilearn through Westminster, therefore it is believed this process can be used to move CCF(RAF) cadets off Bader.</p>	
6c.	<p>Assurance process. With the move to Westminster CCF(RAF) are also looking at assurance processes. The intention is to use the Westminster training approval form, which forms part of the training approval process, thus trying to reduce the amount of paperwork. A list of activities will be issued in the New Year which can be approved by TEST staff, moving the decision level further down the chain.</p>	
6d.	<p>Commissioning. Another area of focus is improving the process for commissioning. Unfortunately there are still cases of volunteers taking up to a year to be processed, but improvements are being made. Where the process works applications are being reviewed and signed off quickly. There is now a much more detailed process in HQ RAF Air Cadets to track progress.</p>	

<p>6e.</p>	<p>Flying training. More flying training is becoming available.</p> <p>There will be an increase in Air Experience flights in 2019, with about 25,000 slots expected to be available.</p> <p>The glider recovery programme has increased and it is expected that 51 aircraft will be available by March 2019. Once those aircraft are available the priority will be to get the Voluntary Gliding Schools (VGS) back up to speed. Marland Green is the CCF(RAF) national gliding officer and is already looking at reallocating VGSs to schools given that there will be half the number of VGSs that there were four years ago.</p> <p>Marland Green is also working on access to the Part Task Trainers (PTTs), training in which is one of three requirements for air cadets to earn their wings. Access to PTTs and access to training to run PTTs has been problematic. It has just been agreed with the new temporary head of 2 Flying Training School that Marland can be trained up to train PTT trainers and he has already made progress, which in turn will increase the number of cadets earning their wings.</p>	
<p>7.</p>	<p>CRFCA report. Gary Bushell gave a verbal report.</p>	
<p>7a.</p>	<p>SCEOs. The role of SCEOs will change going forward. Hitherto it has been to guide prospective CEP schools through the application process. Now that the final round of approvals has happened, their role will evolve to providing support for CEP contingents when required and when requested, working alongside the sServices. It is intended to have a CEO type role, not necessarily on the same scale or laydown, going forward from the 31st March 2020 for a further four years, but that is very much in the developmental stages.</p>	
<p>7b.</p>	<p>Cadet Health Check Team report. Gary Bushell reminded the board that he is the clerk to the Cadet Health Check Team. Given some of the concerns raised in the board meeting, he thought board members would like to know that in the draft of this year's report (which will go to Chief of Defence People and the MOD 3 Star Youth & Cadet Steering Group) there is a comment and observation which states "<i>A school CCF contingent commander could be working to three different safety management systems across the various sections within the school, as the activity approval requirements vary across each service. This makes for a potential complex and confusing situation as the contingent is also responsible to the Headteacher</i>".</p>	
<p>7c.</p>	<p>Armed Forces Covenant for CCF adult volunteers. Aimee Reynolds, in relation to the Armed Forces Covenant and noting that with many more volunteer staff coming from outside schools, asked if there is such a thing as a letter that can be given to external CFAVs to give in turn to their employers informing them of their valuable voluntary work. She had in mind companies which had signed the covenant at head office level, but the knowledge of which was unknown or not understood in HR departments at the local level.</p>	

	<p>Gary Bushell responded that there is no such letter. There are over 3,000 signatories to the covenant ranging from local businesses to large multinationals. He suggested it would not take long for adult volunteers to search the national website⁴ to find out if their employer had signed the covenant and what specifically they have signed to as the cadet piece may vary; some may have signed up for everything (generally Gold tier) but in others support to cadets may only have the briefest of mentions.</p>	
8.	Dates of next meetings. Dates of next meetings were confirmed as:	
b.	<p>Tuesday 4th June 2019 – Board meetings</p> <ul style="list-style-type: none"> • 1130 to 1300 hours – Trustees reserved business • 1300 to 1355 hours – Lunch • 1400 hours – Open board meeting 	
c.	December 2019 Board meetings, AGM and Dinner. To be confirmed pending the review of the future of the annual dinner and alternative formats/events.	
9.	AOB. There was no other business. The meeting closed at 1355 hours.	

⁴ <https://www.armedforcescovenant.gov.uk/get-involved/who-has-signed-the-covenant/>