



COMBINED CADET FORCE ASSOCIATION

Minutes of the Open Board Meeting Held on Tuesday 4th June 2019 at Holderness House, 51-61 Clifton Street, London, EC2A 4DW

		<u>Position/Representing</u>
Trustees:	AVM NDA Maddox	Chairman CCFA (Chairman)
	Lt Col M Hampshire CCF	Vice Chairman
	Miss JYW Hodgson	Honorary Treasurer
	Lt Col SJ McMenemy	Legal and Governance Adviser
	Mrs AM Martin	School Finance Adviser
	Cdr (CCF) RK Gordon RNR	Northern Ireland CCFs
	Wg Cdr MH Green CCF	South East England CCFs
	Lt Col MZ Hamid CCF	Lowlands of Scotland CCFs
	Lt Col S Law CCF	West Midlands CCFs
	Wg Cdr D Montgomery CCF	Highlands of Scotland CCFs
	Cdr (CCF) MP Ripley RNR	North West and Isle of Man CCFs
	Lt Cdr (CCF) G Poulet-Bowden RNR	West of England CCFs
	Maj EM Parker CCF	North of England CCFs
	Maj A Reynolds CCF	South East England & Cadet Expansion CCFs
	Maj J Bleakley CCF	East Anglia and Cadet Expansion CCFs
	Capt SA Davies CCF	Welsh CCFs
Co-opted members:	Mrs J Taylor	ASCL and NAHT
Secretariat:	Col (Retd) MNS Urquhart	Chief Executive (CE) (Secretary)
	Mr R Walton	Finance Director (FD)
In attendance:	Cdre J Fry RN	MOD RF&C Div, Head of Youth & Cadets
	Col SC Williams	Army Regional Command (RC), COS Cadets
	Col AT Lamb CCF	Army RC, Col Cdts CCF
	Lt Col P Crossman	Army RC, SO1 CCF & Plans Support
	Cdr G R MacDougall RN	RN CCF, Cadets & Youth Team Leader COMCORE
	Wg Cdr M Larwood-Hughes	RAF HQ Air Cadets
	Cdr (Retd) GR Bushell	Director Cadets & Youth CRFCA
Apologies	Lt Col M Godfrey CCF	East Anglia CCFs
	Lt Col C Thompson CCF	East Midlands CCFs
	Lt Col NJ Woodall CCF	London CCFs
	Maj MS Blackford CCF	Yorkshire and Humberside CCFs
	Mr M Mortimer	HMC and ISC

Item No	Subject	Action
1.	Welcomes and Introductions.	
2.	Minutes of previous meeting and matters arising. The minutes of the Open Board Meeting of 10 th December 2018 were distributed prior to the meeting. No comments had been received. The Chairman signed the minutes.	
2a.	AAR – Westminster (Item 4a). Lt Col Crossman reported that there is now a data bulk upload capability on Westminster. Trustees were grateful for the update but made the point that it is hard to make work because if there is one mistake on entering the data, trying to identify it can take longer than uploading the data of cadets individually.	
2b.	Review of SSI role (Item 4b). Trustees asked for an update on the review of the SSI role. Col Lamb and Lt Col Crossman responded. The landscape has changed (what is being asked now of SSIs, impact of CEP etc); the original proposition for an SSI is no longer fit for purpose. Previous recent reviews did not reach an end state. There is now the appetite for a review, adjusting goals where necessary. The results from the elective workshop at The Headteacher’s conference in 2019 have been taken into account. During the coming year views will be sought from across the CCF community through a survey, then considering possible and quite radical courses of action to adjust the way that SSIs are employed. Remuneration and the allocation of Volunteer Allowance (VA) days will be part of the review.	
3.	MOD report. The MOD Cadet Report was circulated prior to the meeting. Cdre Fry took the board through his brief. The new Secretary of State (Penny Mordaunt) will concentrate on a small number of important items rather than the much broader portfolio of her predecessor. The cadets portfolio has therefore passed back to Minister for Defence People and Veterans (Tobias Ellwood). The CEP focus remains achieving the 500 units by the target date of March 2020. Additionally the ground work is being done to achieve the previous Secretary of State’s ambition to grow the number of cadets in schools to 60,000 by 2024. Being kept in mind is the need to consolidate and sustain existing CCF units. The Department for Education had done a ‘deep dive’ to find out what differentiates a sustainable CCF unit in a school to one that was unsustainable, some of the results being publicised at the CCF Headteachers’ Conference on 28 th February 2019. A new Ofsted framework has been published. It separates attitudes and behaviour from personal development. The instructions are clear about evaluating the quality and intent of what a school provides outside of the academic syllabus and specifically mentions the cadet forces as one of the	

	<p>high quality providers of that type of personal development.</p> <p>Chairman CCFA noted from the recently published statistics that CCF cadet numbers were declining. Cdre Fry responded that there was ongoing discussion between the MOD and Regional Command, but his understanding was that the decline was a result of data cleansing rather than actual decline. Col Williams commented about CCF army numbers, the concern being about legacy contingents rather than CEP contingents; Col Lamb will lead on an investigation to try to understand why this is happening.</p>	
4	Army report. The Army's Cadet Report was circulated prior to the meeting.	
4a.	<p><u>Shooting – storage of DP rifles.</u> Col Williams updated the board on how Regional Command is dealing with the consequences of the Home Office's decision in March 2019 to re-classify drill purpose (DP) rifles as Section 5 firearms, requiring them to be stored in alarmed armouries linked to the police. This had caught everybody by surprise. Centralising DP weapons into compliant armouries has put CTTs under great pressure. The difficulty this has caused for basic weapon training across all of the cadet forces is well understood. Regional Command staff now need time to deal with the second order consequences. This is a very big task and it is hoped that a post can be established for a project officer. Work needs to be done to work out where all compliant armouries are located, where ranges are located and where cadet units are located in order to try to work out a solution. Given that the Home Office's direction will not change, the syllabus too needs to be reviewed that takes into account where it seems weapons will be pooled, armouries shared etc, possibly on a tri-service basis. Movement of weapons and access to them will be major factors for consideration.</p> <p><u>DP rifles, weapon handling tests and the AAR.</u></p> <p>Contingent commander trustees were concerned that the Home Office direction had been issued just before the Annual Assurance Review (AAR) process began, thus their contingents will score the worst rating (Red) because they have been unable to meet the target for achieving weapon handling tests (WHTs).</p> <p>Regional Command acknowledged the concern, which had already been identified. The parameters for that element of the AAR will be reviewed. WHTs are important for obvious safety reasons and will be kept in the AAR, but thought is being given to allowing some staff to be exempt from WHTs and therefore the AAR statistics. Cadets must do the WHTs and have passed them before live firing, but the frequency of cadets doing WHTs will be reviewed. The AAR is anyway being reviewed because, Col Williams emphasised, it is not going to be a stick used to beat CCF contingents.</p>	
4b.	<u>Media and Communications.</u> Col Williams briefed the board on the steps to consolidate the media and communications function in Aldershot, the	

	<p>driving purpose being to improve communications to the cadet forces. Two posts had folded in the ACFA/CCFA office in London and two new incumbents had been recruited to work in Aldershot who will begin work later in the summer. Once implemented and established, his intent was that support to the cadet forces will be more professional and timely.</p> <p>CCF RN trustees asked about the future of <i>Connected</i> magazine, which they understood may be folding, and therefore magazine coverage for CCF RN cadet activity, noting that the Army and RAF have dedicated cadet magazines. Cdr MacDougall responded that he felt there was not a gap. The RN has a double page spread in <i>Navy News</i> which includes coverage of all three elements of the RN's cadet forces (SCC and RMC, CCF RN and CCF RM, and VCC, plus also the Sea Scouts). Discussions were ongoing with <i>Navy News</i> to try to change the title from Sea Cadets to a form of naval cadets' activity, as the current title is the result of a historical legacy agreement. Additionally the RM's <i>Globe and Laurel</i> readily accepts RM cadets' articles.</p>	
4c.	<p>Online Forecast of Events. Aimee Reynolds asked if it is possible to have a calendar of dates for national events published sufficiently early that they can be put into school timetables. Some recent events which would have been very popular had been published at too short notice.</p> <p>The Army had published a Cadet Briefing Note in January 2019 advertising major national events. Col Williams however took the point away for action.</p>	Regional Command
5.	<p>Royal Navy report. The RN's Cadet Report was circulated prior to the meeting. Cdr MacDougall took the board through his brief.</p>	
5a.	<p>Transformation. The transformation programme is now complete and its changes becoming 'business as usual'. The benefits delivered were described in Paragraph 4 of the report.</p>	
5b.	<p>HQ staff changes. Cdr Andy Parkinson is leaving to work for the RNLI and a new CO CCF (RN) is being recruited. Lt Cdr Jim Mosley has just joined as the new deputy commander.</p> <p>The Chairman asked Cdr MacDougall to take back the Board's thanks for Cdr Andy Parkinson's service to the CCF (RN).</p>	
5c.	<p>Temporary changes to RN FTRS contracts. The RN had just issued temporary instructions that all Full Time Reserve Service (FTRS) contracts, whether renewals or new contracts, will only be 12 months in length. Given that 65% of the CCF RN RM HQ is military FTRS personnel, it has a significant impact. It is also affecting the RN's community cadet forces. It is a significant risk, but it is too soon to see how current FTRS personnel will react.</p> <p>Trustees expressed concerns, making the point that the CCF relies heavily on well established relationships built up over time between the full time</p>	

	<p>staff in HQs/training teams and contingents. The RN's reputation is at risk if the consequence of this measure is either gapped posts or a succession of short term incumbents in fulltime posts. Cdr MacDougall acknowledged the risk, but pointed out that it is affecting not just the cadet forces but the whole of the RN. The instruction was only issued within the past week so it was too soon to make a measured assessment of the impact.</p>	
<p>5d.</p>	<p><u>VA allocation for CCF RN.</u></p> <p>Trustees raised concerns about the CCF RN allocation of VA days and the regulations for claiming it. An example quoted was that one training weekend using recall staff could consume a RN Section's entire annual VA allocation, the problem being worse for smaller sections. This then creates a disparity when compared to the CCF Army and RAF sections. Cdr McDougall responded that the VA allocation was driven by the funding available and reminded trustees that in the last year before transformation took place the RN picked up a £99,000 bill for unauthorised un-programmed volunteer allowance claimed by naval CFAVs. In tight times it is necessary to demonstrate productivity and efficiency. The new allocation processes are a financial control measure that enables the RN to regulate its ability to deliver the naval cadet programme. He appreciated that there is a tri-service CCF context, but the CCF RN budget comes from the single service RN budget. The mechanism that has been introduced allows the CCF RN training programme to be delivered.</p> <p><u>Payment for attending courses.</u> Ideas which had been discussed and will be discussed again include CFAVs attending courses from which they gain national governing body (NGB) qualifications, e.g. dinghy sailing and powerboating, but without claiming VA during the course, allowing more money to be put back into the field day volunteer allowance. (There are individuals who have attended such courses, gained the NGB qualifications and who have then left the CCF and used the qualifications to earn income outside the CCF.)</p> <p><u>Initial Officer's Course.</u> Trustees asked for clarification about whether attendance on the initial officers' course is paid or unpaid. Cdr MacDougall responded that currently attendance is paid, but that there a number of options for consideration: attendance is unpaid but after qualification CFAVs are then eligible for VA; attend the course unpaid, give a six month return of service and then reimbursed for the 5 days on the course; not paid at all.</p> <p><u>Voice of the Customer Working Group (VoC WG) meetings.</u> HQ CCF RN is about to initiate VoC WG meetings with representatives of the CCF RN RM to discuss these matters. A small group of representative regional CCF RN officers have been identified to attend the meeting, their role being to communicate with their CCF RN RM colleagues within their regions and then bring their views and aspirations to the meeting. This was news to the trustees who asked for the names and contact details of the chosen representatives. [Afternote: The names and the VoC WG's terms of reference were forwarded to contingent commander trustees after the</p>	

	<p>meeting. There was then concern expressed by email that there was not fair representation for the northern contingents which have less access to RN facilities compounded by travel restrictions. HQ CCF RN followed up making the point that the initial VoC WG is to establish the process to capture the views of the wider CCF RN RM audience, including the North. Once the VoC WG has decided the correct representation and best method for gathering in views, HQ CCF RN will communicate the information to all contingents.]</p> <p><u>Aligning budget years.</u> Trustees asked whether it was possible to align and synchronise the RN CCF budget year with the academic year. Cdr MacDougall responded that it had been considered, however COMCORE's budget, which includes three large naval training establishments, is set on the standard military financial year.</p> <p><u>Reconciling budget trend with expansion.</u> Given the financial control measures described and concerns about the availability of VA for CCF RN RM CFAVs, trustees asked whether the RN was still playing its part in the Cadet Expansion Programme (CEP). Cdr MacDougall responded that the RN is committed to the CEP 500 programme, but it is now a tight financial requirement. The RN signed up to the CEP along with the other services in 2015, whereas the financial control measures were recent. The CEP is a government initiative which amongst other things will enable social mobility and this will not be put at risk.</p>	
<p>6.</p>	<p>RAF report. The RAF's Report was circulated prior to the meeting. Wg Cdr Larwood-Hughes took the Board through his brief.</p> <p>There was an error in the first line of his report in that it should have stated '2017' instead of '2018, i.e. <i>CCF(RAF) cadet numbers have recovered, raising from circa 7,600 in 2017 to 8,300.</i></p> <p>The Board was updated on:</p> <ul style="list-style-type: none"> • Permanent staff recruiting. • Coaching courses will begin with TEST NCOs, the subsequent intent being to roll the programme out to adult volunteers. • Development of a Postgraduate Certificate in Leadership through the Warwick Business School at the University of Warwick. A taster day with 40 places was being run on 22nd June 2019. The offer had been sent to all cadet forces (MSSC, CCF, ACF and ATC) and 30 places had already been taken. Immediate feedback was positive. The first course is expected to start in December 2019 or early January 2020 depending on feedback from the Open Day, with the next module in Easter and the final module in September. <p>Trustees asked for an update on Bader/Westminster transformation. Wg Cdr Larwood-Hughes responded that it was progressing. As of 1st April 2019, the CCF RAF had moved to recording all activities on Westminster rather than Bader, also moving to the Army's Training Authority Form (TAF) rather than RAFAC's Form 1. It was too early to report more</p>	

	substantially.							
7.	<p>CRFCA report. Gary Bushell gave a verbal report.</p> <p>One of the RFCAs' biggest contributions to the CCF is in supporting the CEP by employing the SCEOs. The MOD RF&C Div team are looking to evolve the employment and role of SCEOs after the CEP March 2020 target date. Currently SCEOs work to recruit new contingents and guide them through the application process. Their future role will change to assisting contingents to grow and sustain themselves, additionally extending across to fully established contingents. This work is being done keeping the other 'moving parts' in mind, e.g. single service training teams, in order to ensure that all are working to a common aim, the SCEOs becoming part of a MOD 'field force'. Trustees commented that SCEOs have been very useful, in one case turning around a failing CEP CCF contingent.</p> <p>The Cadet Healthcheck Team has submitted its report to the Chief of Defence Personnel (CDP). A summary of the observations has been sent out by MOD RF&C Div.</p>							
8.	Dates of next meetings. Dates of next meetings were confirmed as:							
a.	<p>December 2019 Board meetings, AGM and Dinner. To be confirmed pending the review of the future of the annual dinner and alternative formats/events.</p> <p>[Afternote: Set for Saturday 7th December 2017. Provisional timings are:</p> <table border="1"> <tr> <td>11.00 – 13.30</td> <td>Trustees' Winter Board Meeting</td> </tr> <tr> <td>13.30 – 14.00</td> <td>Lunch break for trustees. External speakers for the AGM are welcome to join in.</td> </tr> <tr> <td>14.00 – 15.00</td> <td>CCFA AGM, to which MOD, RN, Army and RAF reps will be invited to provide updates and answer question.]</td> </tr> </table>	11.00 – 13.30	Trustees' Winter Board Meeting	13.30 – 14.00	Lunch break for trustees. External speakers for the AGM are welcome to join in.	14.00 – 15.00	CCFA AGM, to which MOD, RN, Army and RAF reps will be invited to provide updates and answer question.]	
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b.	Summer 2020. Provisionally 2 nd June 2020.							
9.	<p>AOB.</p> <p>Following the meeting Lt Col Steve Law was standing down as the representative contingent commander for the West Midlands region. The Chairman thanked him for his work as a CCFA trustee.</p> <p>The meeting closed at 3.30 p.m.</p>							