

## **ANNUAL ASSOCIATION MEETING 25<sup>th</sup> MARCH 2017 – CHIEF EXECUTIVE'S REPORT**

### **HIGHER LEVEL CONTEXT**

- Defence Basing Strategy Announcements
  - Scottish bases affected
  - Knock on implications for Res and cadet units, particularly Rosyth and Stirling
  - Follow on work
- Army 2020 Refine
  - Significant reorg of regular army. Greater emphasis on AR for contingency at 180 days' notice.
  - Little impact on Army Reserves structures in Scotland
  - Disbandment and reorg of 106 Regt REME. Grangemouth to remain but role/size to be confirmed
- FR 20
  - Closure of Peterhead
  - Retention of Kirkcaldy
  - Manning Targets situation
- MOD Financial Situation and implications
- RFCA 2020
  - Future structures agreed. Designed to better deliver cores outputs of Estate, Engagement and Cadets & Youth, supported by Finance and Business administration.
  - In order to comply within next 2 years, some RFCAs incl HRFCA will need small redundancy programme.
  - Funding of redundancy still tbc. If not forthcoming, change will be by natural wastage over much longer period.
  - If funded, will need to go through full TU consultation. Don't expect any announcements until mid to late summer.
  - Can't go into detail at this stage other than to say the three outstations in Inverness, Aberdeen and Dumbarton will be retained.
- Estate Management
  - Use of NDR in future?
  - NGEN replaced by Future Defence Infrastructure Strategy
    - Early scoping work to establish how effects RFCAs and how we will bid to retain reserve and cadet estate management role underway
    - REVIVE project progress and QMS
- Cadet Expansion Programme for Scotland agreed between MOD and Scottish Government.
  - Unlike solution in England and Wales, which is based on state schools setting up CCF contingents, in Scotland will be based around linking existing state schools with existing cadet force detachments (SCC, ACF, ATC) with some of the cadet curriculum delivered in school as timetabled activity and the remainder in the evenings, at weekends or on annual camp, leading to Scottish Vocational Qualifications. Will cover in more detail later.
  - Education Scotland and 51Bde co-chairing the Linked Detachment Management Group.
- New Queen's Cadet Force Commission to be introduced from 1 April 2017. RFCA role in administering aspects of it under discussion.

### **RESERVE AND CADET ESTATE**

- Now in 6<sup>th</sup> year without adequate funding for routine preventative maintenance and good housekeeping of the reserve and cadet estate. Having completed a number of betterment projects in 2014 and 2015 the overall condition of the reserve estate is not too bad, with some notable exceptions to this, such as Bruce House, Dunfermline.
- Army reserve betterment money dried up last year with only Cupar ARC receiving a small grant for ????
- There has been no betterment allocation to the ACF over the last 6 years, whilst the ACO were able to set aside some money last FY for ??? ATC properties. Consequently, the cadet estate is in a much worse condition.
- More worryingly, last year our reactive maintenance budget, the money we are given to deal with unforeseen problems, was cut by 25% of what we actually spent the previous year.
- Unsurprisingly, by Christmas we were down to our last £5000 and I wrote to all COs and Commandants to warn them what would happen when the money ran out, as it had in some other RFCA areas.
- Fortunately, RFCA NI received a significant utilities rebate which was shared around the other 12 Associations and has kept us going for the last 3 months of the financial year.
- But that hides another problem, which is that we are only now considering repairing 'critical' category faults or breakdowns (those that affect operations, security, wind and watertight or health and safety) and all other types of unforeseen problems that might have been repaired in the past, are being added to the unfunded works list, which now stands at £????M.
- On the good news front, and there is some, we continue to use the rate rebate we claim back on cadet properties from the councils to reinvest in cadet new builds or re-builds. Having saved up over the last 2-3 years we generated sufficient funds to rebuild one of the accommodation blocks and the armoury at 1 Highlanders ACF cadet training centre at Dingwall. At £1.3M it was the largest use of rate rebate ever and I congratulate Randall Christie and his team for delivering the project on time and within budget.
- At the same time we have completed the rebuild of the ATC hut at Gairloch on the West Coast on behalf of the ACO. This was a good example of some of the challenges we face building in very isolated locations. Only a few contractors tendered for the work and the most reasonably priced one, who got the contract, went well over time, completing the work three months late just before Christmas.
- In the coming year your Board has decided to use the NDR to pay for half of the new Joint Cadet Centre at Arbroath, with ACO funding the other half, and to use the remainder to conduct essential preventative maintenance work on the 20 worst cadet facilities, which are listed here.
- With the critical shortage of funding across the defence estate showing no sign of abating, I see that subsidising the reactive and preventative maintenance budgets will become ever more important as we try to keep the cadet estate in an acceptable condition. However, this will mean that the new build and re-build programme will be much more restricted in coming years.
- Some FR20 related projects are in the DIO programme and the Estates team have recently completed the assessment study for the rebuild of Bruce House, Dunfermline and will shortly be taking it to Initial Gate.
- Similarly, we have completed the planning application and rough order costings to relocate the RNR and RMR detachments in Dundee from Strathmore Avenue into a new facility within Oliver Barracks.

## CADETS AND YOUTH

- Details of CPT activity throughout summer and autumn with pictures and stats of who engaged throughout the prog.
- Programme concluded with ??? in late November, which coincided with the departure of the DCE Sarah Rawlings, who has moved south and is now working for Wiltshire ACF, and the completion of the CPT Leader's contract.
- No doubt that the initiative achieved what it set out to do, which was to raise the awareness of the cadet forces and cadet experience with selected target audiences.
- The training and mentoring of so many cadets and some adults has left a legacy capability for cadet organisations to use locally for their own purposes and, for a short time, will allow us to use the talent pool for any one off national level events that may arise.
- Last year I informed you that there was a plan from the Council of RFCAs to change the contract of the Permanent Support Staff of ACF battalions, who are RFCA employees. The driver for change was a lack of clarity as to when PSS were acting in their capacity as adult volunteers and when they were acting as RFCA employees, and discrepancies in the upper age limits for both roles. After a lengthy consultation period involving permanent staff and Army HQ, it has been decided to clarify these matters through changes in administrative rules and regulations, and through the introduction of the Queen's Cadet Force Commission, and not through a change of contract. This brings to an end an unwelcome period of uncertainty for many of our staff.
- Cadet Expansion Programme. After lunch, the cadet schools expansion officer for Scotland, Lt Col Alan Middleton will give you an update on where this pan UK government initiative has got to, so I will not steal his thunder. There continues to be unhelpfully inaccurate and confused press reporting on this initiative and it is hoped joint Scottish Government and MOD lines to take on this will overcome this.
- Cadet Piping continues to thrive and, in addition to a very successful concentration, march past in Dingwall, and performance at the Eden Court theatre in Inverness, the Tri-Service Pipes and Drums again produced an excellent performance for Her Majesty last August at Balmoral and at the ACFA Beating Retreat in Edinburgh in April. The association has assisted in equipping the newly re-formed Drums and Pipes of 2 HLDRS and re-equipping other ATC and ACF bands.
- We have also supported a number of cadet force adventure training expeditions, either through the provision of grants for equipment or by subsidising the overall costs, and subsidising a number of battlefield tours, particularly relevant as we pass through so many significant 100<sup>th</sup> anniversaries.
- The trial of air training corps Wing Support assistants, who are RFCA employees rather like the ACF PSS, will reach its conclusion later this year and is likely to confirm their utility in areas where there is no regular air force unit to provide administrative and logistic support. As part of this trial we also built a new ammunition bunker at Barry Buddon to house ATC and ACF ammunition.
- Lord Lt cadet timetable changes.

## ENGAGEMENT

- Employer Engagement area been more complicated in last 12 months due to a number of factors:
  - Greater direction of EE activity from London, reducing local flexibility
  - Growth in capacity of local Army EE team and assumption of some roles previously discharged by RFCAs.

- Change of covenants, merging corporate, community and ?? into Armed Forces.
- Development and expansion of ERS and associated bureaucracy.
- REEB loss of momentum / sense of purpose following multiple personality changes.
- All beginning to come back together, but taking time
- Key development in Army area with issue of 51 Bde Engagement Strategy and supplementary orders including EE and C&Y.
- Also changes in NRCSNI EE organisation increasing capacity.
- Some stats on what our team has achieved in the EE area in the last 12 months:
  - New accounts approached
  - Bronze awards self nominated
  - Silver awards made
  - Gold Awards made
  - Running totals of companies we are engaging with
- Media and Comms:
  - Rundown through updated publications, website and social media changes and highlights
- Community Engagement:
  - Key events organised or participated in
- Membership changes:
  - Numbers of membership changes
  - Use of associate membership to extend reach into other sections of community
  - Area meetings

## **FINANCE**

- Breakdown of annual income and expenditure as at 1 Mar.
- Extent to which operating budget was reduced from previous years:
  - GIA reduction
  - Estates reductions
- Welfare Grants – summary of amount distributed in FY16/17 by category.
- Staff Pay and rising number of grievances

## **FINAL THOUGHTS and CURRENT PRIORITIES**