

# CHAIRMAN'S REPORT

SPRING 2020



**RFCA**  
for Yorkshire and The Humber  
Reserve Forces' & Cadets' Association

[www.rfca-yorkshire.org.uk](http://www.rfca-yorkshire.org.uk)



Above: An air cadet enjoys abseiling on annual camp at Catterick Garrison.

Cover: Reservist from 4th Battalion The Yorkshire Regiment helping to tackle the floods that hit West Yorkshire.

## Supporting reserves and cadets throughout Yorkshire and the Humber

# Foreword

**During these challenging times, it is with good wishes and gratitude to all our staff and members that I present this, my final report to the Reserve Forces' and Cadets' Association for Yorkshire and The Humber.**

As I review my years as chairman, 2019/20 will stand out as one of considerable achievement and I am amazed by the sheer volume of what we accomplished. Whether it was the work we did repairing and improving our estate or the new relationships we forged among employers and the community, the year will go down as one in which we delivered whole-heartedly on our mission to support our cadet and reserve forces.

However, we are living through unprecedented events and the final weeks of 2019/20 saw the emergence of the COVID-19 pandemic, creating a real challenge for the RFCA's leadership. To their great credit, the executive and staff have developed and put in place robust contingencies to ensure they continue to deliver even in the most unforeseen of circumstances. Where possible, therefore, we were able to adapt to the new situation we all found ourselves in and embraced new ways of working, with all staff now routinely working from home and focussing on delivering our core outputs.

However, the impact of COVID-19 is likely to continue for some time and in March all but essential works were suspended across our estate and many of the community and employer engagement activities planned for the coming months were cancelled.

Innovation has not been snuffed out. Despite cadet units officially standing down on March 23, many quickly used technological solutions – bringing 'virtual' drill nights and other online activities to their cadets as a way of keeping their units going and supporting the morale of their young people. It is a testament to the resilience, commitment and good-heartedness of our cadet force adult volunteers that they rose to the challenges of these times so effectively. As many as 70 per cent of cadets attended their unit's virtual drill nights – a number that shows the extent to which the Cadet Experience continues to be valued by our young people in these difficult days.

But 2019/20 was about much more than our collective response to the pandemic and it is important we retain sight of what we achieved during the entirety of the year. Our successes included hundreds of repairs carried out to our estate, the renovation of Keighley Drill Hall and Harrogate Cadet Centre, the opening of Stokesley Cadet Centre and the start of a programme of new armouries across the region.

In addition, we saw numbers of cadets, cadet force adult volunteers and reservists grow. Our reservists stood up to serve their communities as part of the responses to major flooding in West Yorkshire and COVID-19. Our cadets mastered new skills, went to new places and won new qualifications and accolades – including 243 Duke of Edinburgh Awards.

We are living through changing times – not just as a country, but also as an RFCA. The long-awaited Tailored Review, also known as the Sullivan Report, was published in March. It was accepted by Ministers and, in response, we took the first, early steps towards developing a new way forward, in collaboration with the Ministry of Defence. Over the next two years, we will work to retain the strengths of the 13 RFCAs and to preserve the key place they hold in connecting the military and defence community with the nation and supporting the delivery of an outstanding Reserve and Cadet Experience.

Internally, our RFCA has changed and modernised. During the year, we introduced new human resources capabilities, acquired new IT equipment to ensure we can work with greater agility and acquired new skills such as graphic design and video production to enable us to develop projects in-house that before needed external expertise.

One small but important step forward was the conversion of the outdated kitchen in our headquarters in St George's Place into a practical and comfortable common area for staff. The new kitchen has enough seating for the whole team and the improvement has benefited staff morale.

As I come to the end of my tenure as chair of the RFCA, I would invite members and stakeholders to spend a few minutes reviewing what we achieved for our cadets and reservists in 2019/20.

I would like to say a final thank you to our President and all those who have contributed so generously to the work of the RFCA during my time as your chairman, and pass on my best wishes to my successor.



**Air Commodore Ian Stewart CBE DL**  
Chairman

RFCA for Yorkshire and The Humber

## Some key achievements in 2019/20

### We championed our cadets

Our role is to promote the Cadet Experience and support recruitment of cadets and cadet force adult volunteers.

- Cadet numbers increased by seven per cent
- Cadets achieved 243 Duke of Edinburgh Awards
- Numbers of cadet force adult volunteers increased by ten per cent.

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### We promoted the role of reservists

Our role is to support the Royal Navy, Army and Royal Air Force's efforts to recruit reservists and to promote the value of the reservists' role.

- Every service saw increases in reservist numbers with overall numbers increasing by 285 or 12 per cent to 2,715
- Reservists from 4th Battalion The Yorkshire Regiment deployed to Afghanistan and supported flood relief efforts in West Yorkshire
- Reservists from across the region stood ready to support the COVID-19 response.

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### We secured the support of employers

Our role is to encourage employers to support our reservists, veterans and cadet force adult volunteers through the Armed Forces Covenant and the Employer Recognition Scheme.

- At 97, a record number of employers signed the Armed Forces Covenant
- City of York Council won a Gold Award in the Defence Employer Recognition Scheme (ERS)
- Eight employers in the region won Silver Awards under the ERS.

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### We provided the best places to work and train

Our role is to manage and maintain the 600-plus buildings that are home to our cadet and reserve units as well as to provide home adaptations for injured service people.

- 1,500 repairs were carried out with a 99 per cent satisfaction rate
- External restoration of Keighley Drill Hall was completed
- Strensall Cadet Training Centre's accommodation block and cadet hut were reroofed
- An upgrade of Air Cadet centres.

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### We won the hearts and minds of communities

Our role is to encourage support for reserves, cadets and the wider military community through our enduring relationships within local communities.

- Four Lord-Lieutenant's Awards Ceremonies were held
- A 'Beating the Retreat' reception was hosted at the Great Yorkshire Show with The Yorkshire Regiment
- BBC television coverage of reservists preparing to deploy to Afghanistan was secured
- BBC live broadcast from Harewood Barracks in Leeds for Reserves Day was achieved.

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## Financial overview

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# 1 Cadets

OUR ROLE

**Our role is to promote the Cadet Experience and support recruitment of cadets and cadet force adult volunteers.**

**Whether it was learning new skills, taking part in sports or practising drill, nearly 6,500 young people benefited from being a cadet in Yorkshire and the Humber last year.**

Our cadets sailed the high seas, abseiled off crags, attended camps in Northern Ireland, Gibraltar and within the UK mainland and went on trips as far afield as the United States and Hong Kong.

All this was possible because our units were committed to delivering the challenging yet safe activities that are at the heart of the Cadet Experience.

Yet while our cadets enjoyed a wealth of opportunity, new security regulations, introduced in 2019, meant their access to the rifles used for drill practice was removed. In addition, Regional Command has also required all Army Cadet Force (ACF) small arms to be centralised in armouries at company headquarters, again for security reasons, with the effect that mid-week shooting practice was impractical for most units. This situation is likely to continue until units have gun cabinets fitted with the right type of alarm systems. Installation of these alarms for the ACF is scheduled for 2020/21 and has already been completed for the Air Training Corps (ATC).

### CADET NUMBERS

Cadet numbers overall increased by 421 or seven per cent from 6,062 to 6,483 during 2019/20. However, while there were substantial increases in cadet numbers in Yorkshire (North and West) Army Cadet Force, the Sea Cadets and the school-based Combined Cadet Force (10, six and 20 per cent respectively), there were small dips elsewhere. Across all services, around one in three cadets

### 2. Percentage of female cadets by service at 31 December 2019

	Female cadets
Sea Cadets	38 per cent
Army Cadets (Yorkshire North and West)	32 per cent*
Army Cadets (Humberside and South Yorkshire)	36 per cent
Air Cadets (Central and East Yorkshire Wing)	27 per cent
Air Cadets (South and West Yorkshire Wing)	31 per cent
<b>Total</b>	<b>33 per cent</b>

\*Based on July 2019 figures

were girls, with the Sea Cadets, at 38 per cent, having a higher percentage of female cadets than any other service in the region.

### 1. Number of cadets, excluding probationary cadets, by service and year

	Dec 2017	Dec 2018	Dec 2019
Sea Cadets	575	805*	959*
Army Cadets (Yorkshire North and West)	1334*	1213*	1332*
Army Cadets (Humberside and South Yorkshire)	1181*	1099*	1090*
Air Cadets (Central and East Yorkshire Wing)	845	825	807
Air Cadets (South and West Yorkshire Wing)	950	987	934
<b>Total community cadets</b>	<b>4,885</b>	<b>4,929</b>	<b>5,122</b>
Combined Cadet Force	1130	1133	1361**
<b>Total cadets</b>	<b>6,015</b>	<b>6,062</b>	<b>6,483</b>

Based on figures submitted twice-yearly to the RFCA. \*Figures for the Army cadets taken from Westminster at 31 March 2018, 2019 and 2020 and the figures for the Sea Cadets submitted at 31 March of 2019 and 2020. \*\* The figure for Combined Cadet Force from Westminster at 31 March 2020.



Hull teen Harvey Lee snapped his way to first place in the RFCA's Cadet Photography Competition. Aspiring engineer Harvey won the top prize for a photo he took of two of his friends from Humberside and South Yorkshire Army Cadet Force's B Company, based in Wenlock Barracks in Hull.



Three outstanding cadets were honoured by one of the country's oldest guilds, York's Merchant Adventurers.

### ADULT VOLUNTEERS

All units continued to give priority to recruiting adult volunteers and during the year overall numbers of adult volunteers increased 10 per cent from 1,211 to 1,339.

#### 3. Number of adult volunteers by service and year

	2017	2018	2019
Sea Cadets	225	257	268
Army Cadets (Yorkshire North and West)	205	193	239*
Army Cadets (Humberside and South Yorkshire)	231	218	235*
Air Cadets (Central and East Yorkshire Wing)	197	147	212
Air Cadets (South and West Yorkshire Wing)	334	340	311
<b>Total community adult volunteers</b>	<b>1,192</b>	<b>1,155</b>	<b>1,265</b>
Combined Cadet Force	55	56	74
<b>Total adult volunteers</b>	<b>1,247</b>	<b>1,211</b>	<b>1,339</b>

Current number of cadets to adult volunteers, by service, at 31 December 2019

However, the increase in numbers was not evenly spread across all of the organisations. Central and East Yorkshire Wing ATC and Yorkshire (North and West) ACF both saw particularly large increases in adult volunteers with numbers rising by 44 per cent and 24 per cent, respectively. However, numbers in some forces dipped.

This, combined with changing cadet numbers, meant 2019/20 saw large variations in the cadet to adult volunteer ratio across all organisations – ranging from three cadets for every adult volunteer in the South and West Yorkshire Wing of the Air Cadets to six cadets for every adult volunteer in Yorkshire (North and West) ACF. This variation explains why some organisations face bigger challenges than others when it comes to recruiting adult volunteers.

In contrast, at nearly one in three, the proportion of female adult volunteers was broadly similar across all organisations – with the Sea Cadets having the

#### 4. Current number of cadets to adult volunteers, by service, at 31 December 2019

	Number of cadets per adult volunteer
Sea Cadets	4
Army Cadets (Yorkshire North and West)	6
Army Cadets (Humberside and South Yorkshire)	5
Air Cadets (Central and East Yorkshire Wing)	4
Air Cadets (South and West Yorkshire Wing)	3
Combined Cadet Force	4

\*Based on July 2019 figures

highest percentage of female adult volunteers at 36 per cent and the Humberside and South Yorkshire ACF having the lowest percentage, at 30 per cent.

#### 5. Percentage of female cadet force adult volunteers by service at 31 December 2019

	Percentage of Female adult volunteers
Sea Cadets	36
Army Cadets (Yorkshire North and West)	36*
Army Cadets (Humberside and South Yorkshire)	30
Air Cadets (Central and East Yorkshire Wing)	32
Air Cadets (South and West Yorkshire Wing)	33
<b>Total</b>	<b>31 per cent</b>



To mark 40 years since females were first welcomed into the Army Cadets, Cadet Sergeant Major Emily Haigh talked movingly of how she overcame anxiety to reach one of the highest ranks in the ACF, inspired by female role models.



The RFCA and Yorkshire (North and West) ACF bade farewell to cadet executive officer, Major Steve Hawley, who retired from the cadet forces after ten years in March.

### MEASURING SUCCESS

The Cadet Experiences goes so much wider than the awards and qualifications young people achieve during their time with their units.

Cadets often talk about the confidence, friendships and interests they gain – all crucially important but difficult to measure. In addition, each service offers a distinct range of activities and priorities.

However, all forces offer Duke of Edinburgh Awards (DofE) and, from data submitted to the RFCA, cadets across all services achieved a total of 243 DofE Awards during 2019.

But rates of attainment differed widely between services. For example, nine in every 100 cadets

#### 6. Number of Duke of Edinburgh Awards by service during 2019

	Total Awards	Awards per 100 cadets
Sea Cadets	29	5
Army Cadets (Yorkshire North and West)	53*	4
Army Cadets (Humberside and South Yorkshire)	23	2
Air Cadets (Central and East Yorkshire Wing)	71	9
Air Cadets (South and West Yorkshire Wing)	67**	7

\* (only figures for first six months of the year submitted)  
\*\* (only figures for the final six months of the year submitted)

from Central and East Yorkshire Wing of the Air Cadets achieved a Bronze, Silver or Gold DofE Award, whereas other cadet forces were unable to reach this level of attainment.

### NEW COMBINED CADET FORCES

#### Schools joining the CCF in 2019/20:

- Bradford College
- Gateways School, Leeds
- Horsforth School, Leeds
- Outwood Grange, Wakefield
- Queensbury Academy, Bradford
- Wensleydale School, Leyburn
- Tong Leadership Academy, Bradford

After officially standing down as part of the COVID-19 response on 23 March, a large number of units across the region turned to technology to maintain activities – with 'virtual drill nights' soon becoming an established feature.

In Scarborough, the town's Royal Marine Cadets used their closed Facebook page to hold drill nights that saw activities such as history projects and cooking sessions.

The Air Cadets rolled out Microsoft Teams software to enable squadrons across the region to offer online courses that cadets could join 'live' or follow up later using online guides.

Attendance varied but some units reported that as many as 70 per cent of their cadets were participating. Others reported lower attendance but said it was growing every week.

Army cadets at East Hull Detachment wrote letters to residents at a local elderly people's home to help them through the 'lockdown' period, while detachment commander Kate Jackson, pictured top right, from Humberside and South Yorkshire ACF's D Company at Manor Top in Sheffield carried out a 'virtual promotion' of Cadet Corporal Alexander Newman to Cadet Sergeant, pictured bottom right.



# 2 Reserves

OUR ROLE

**Our role is to support the Royal Navy, Army and Royal Air Force's efforts to recruit reservists and to promote the value of the reservists' role.**

**The role of reservists at the heart of our communities and national life was never more evident than it was in 2019/20.**

With the arrival of the COVID-19 pandemic in the United Kingdom, the Ministry of Defence announced that our reserve forces would play a key part in the response.

The RFCA was tasked with liaising with employers in Yorkshire and the Humber to help them understand the potential implications of this for their organisations and any staff who also serve as reservists and to allay any concerns.

Our most forces-friendly employers – those that have won a Gold Award under the Defence Employer Recognition Scheme – received an early briefing about the planned role for reservists and the selection process for deployment.

### SUPPORTING RECRUITMENT

The deployment of reservists at a time of national emergency highlighted the importance of our role in promoting recruitment.

The RFCA tracks reservist numbers in the region on a Ministry of Defence database

and reports them to the Engagement Advisory Board.

During the year, every service saw increases in reservist numbers with overall numbers increasing by 285 or 12 per cent to 2,715. This was a positive result.

#### 7. Numbers of reservists by service and year

	March 2019	March 2020
Royal Navy	85	106
Army	2,191	2,416
Royal Air Force	154	193
<b>Total</b>	<b>2,430</b>	<b>2,715</b>

In its support for recruitment, the RFCA places a priority on highlighting the role of women in the reserves. Nevertheless, numbers of female reservists dipped slightly during the year so that they now make up only six per cent of the total.

#### 8. Percentage of female reservists by year

	Total number	Percentage
March 2019	159	7
March 2020	154	6



**More than 70 army reservists from 4th Battalion The Yorkshire Regiment (4YORKS) were mobilised to help with flood defences in West Yorkshire, with many hosted at Huddersfield's historic Army Reserve Centre, in February.**

Private Ellison Ainsworth of Corunna Company was among those lending his support in Hebden Bridge

where troops were involved in sandbagging local residents' doorways and providing a reassuring presence on the ground after the River Calder broke its banks.

Ellison, who works at emergency equipment manufacturers Redtronic, said: "Being a local lad it was great to help out and give a bit of reassurance to everyone."

**Reservists with 4YORKS deployed to Afghanistan during the year.**

The troops who are still in Afghanistan as part of Operation TORAL included an IT expert, a barman, two NHS workers and a cinema manager.



# Employer Engagement

**Our role is to encourage employers to support our reservists, veterans and cadet force adult volunteers through the Armed Forces Covenant and the Employer Recognition Scheme.**

**The RFCA's role in developing relationships with employers on behalf of the military was never more important than it was in 2019/20.**

In a year that saw the deployment of reservists from 4th Battalion The Yorkshire Regiment to Afghanistan and reservists from across the region as part of the COVID-19 response, the support of employers was crucial.

The RFCA underlined the value it places on working collaboratively with employers with the appointment as association member of Jason Denmark, managing director of one of the region's most forces-friendly private sector businesses, ITI Network Services in Sheffield. It also appointed Network Rail's Darin Gray as chair of the RFCA's engagement advisory board.

For the third year running, Yorkshire and the Humber saw record numbers of organisations pledge their support to the military by signing the Armed Forces Covenant.

**9. Number of employers signing the Armed Forces Covenant by year**

	Armed Forces Covenant
2019/20	97
2018/19	66
2017/18	38

The Covenant is a public commitment to treat reservists, cadet force adult volunteers, veterans and their spouses and families fairly and, during the year, 97 employers signed up. They ranged from small and medium-size businesses such as the Afghan Rug Shop in Hebden Bridge and Doncaster-based engineering training association DETA 2000 to large, pan-European firms such as Clipper Logistics which employs 9,000 staff and has its headquarters in Leeds.

The number of new Covenant signings during the year was nearly 50 per cent higher than in 2018/19 and 150 per cent higher than in 2017/18 – a powerful testament to the backing employers in the region give to our military.



City of York Council leader, Coun Keith Aspden, left, with the authority's transport projects manager Gary Frost, who is a forces veteran.

**DEFENCE EMPLOYER RECOGNITION SCHEME**

The RFCA offers every employer signing the Covenant bespoke support to deepen its involvement with and understanding of the military by taking part in the Defence Employer Recognition Scheme (ERS).

During the year, it worked closely with a number of organisations to support their applications for both Gold and Silver Awards – the highest levels of attainment under the scheme.

City of York Council was successful in winning a coveted Gold Award and its representatives attended a prestigious presentation event in London to mark its win.

The region's eight Silver Award-winning employers were honoured at a special ceremony at Bradford City Hall hosted by the RFCA in November. In a mark of the significance placed on each organisations' achievements, the event was the only one in the ceremonial calendar attended by all four of the region's Lord-Lieutenants – Her Majesty's Lord-Lieutenant of North Yorkshire, South Yorkshire, West Yorkshire and the East Riding of Yorkshire.

**10. Number of ERS Silver and Gold Award Winners by year**

	Silver	Gold
2019	8	1
2018	12	3
2017	15*	1

\*Criteria for Silver Awards changed and became more challenging after 2017

**The Silver Award winners were:**

- Irwin Mitchell LLP
- North Lincolnshire Council
- Humberside Fire and Rescue Service
- Software Box Limited, York
- Mid Yorkshire Hospitals NHS Trust
- VICTVS, Leeds
- Bradford Teaching Hospitals NHS Trust
- Bradford District and Social Care NHS Trust.

**The RFCA showcased the benefits of being a forces-friendly employer by attending networking and community events, offering bespoke support to companies and by securing positive coverage across social and mainstream media.**

As part of its efforts to highlight the benefits of employing reservists, it secured front page coverage as well as four inside pages in the North and West Yorkshire Chamber of Commerce's Business magazine which is read by more than 4,000 business leaders in the region. The RFCA's head of engagement Phil Walton also took part in Radio Hallam's Business Hour to explain the benefits of employing reserves. In addition to its regular promotional work, the RFCA did a week-long social media campaign

that resulted in 200 people visiting the Government webpage where employers can sign up to the Covenant.

As part of its employer engagement role, the RFCA supported the UK INVICTUS Games Trials in Sheffield, hosting some of the region's key ERS Gold and Silver Award winners at the Opening Ceremony Evening. South Yorkshire Police chose the Invictus games week to sign the Covenant and the RFCA's social media promotion of the signing reached more than 11,000 people.

With the support of the Royal Navy, the RFCA also hosted a networking event for supportive employers and local business partnerships in the East Riding of Yorkshire on HMS Explorer.



Silver Award-winning employers at Bradford City Hall with all four HM Lord-Lieutenants.

**IMPACT OF COVID-19**

As a result of the COVID-19 pandemic, the deadline for applications for the 2020 Silver and Gold Awards was postponed to 21st May. However, by the end of the year, 14 employers had already expressed interest in applying for a Gold Award while 15 had expressed an interest in applying for a Silver Award.

**CADET APPRENTICESHIP PATHWAY**

During the year, the RFCA was able to support the launch in the region of the Cadet Apprenticeship Pathway which helps to link employers that have signed the Armed Forces Covenant with potential apprentices within cadet units.



**Our role is to manage and maintain the 600-plus buildings that are home to our cadet and reserve units as well as to provide home adaptations for injured service people.**

**The RFCA's estate proved its value as both a military and community asset during 2019/20.**

Scarborough Barracks in Doncaster became much-needed temporary quarters for 100 troops of the Light Dragoons – part of 4th Infantry Brigade – as they provided help and support in flood-hit South Yorkshire in November. In February, Huddersfield's historic Army Reserve Centre became the overnight quarters for reservists from 4YORKS as they joined the flood relief effort in West Yorkshire.

and reserve forces' buildings. In doing so, it followed the 'fix on fault' policy set by the Ministry of Defence. This inevitably meant that several major, renewal projects continued to be postponed – an approach that cannot be sustained indefinitely.

The association's Finance Advisory Board saw for themselves the scale of the work needed at Huddersfield's Army Reserve Centre in St Paul's Street home to Corunna Company, part of 4YORKS, The Band of The Yorkshire Regiment as well as Sea, Army and Air Cadets.

While the RFCA carried out temporary repairs to mend three separate leaks in the building's expansive roof during the year, it also bid for funds so it can carry out more comprehensive works.

**The building projects completed during the year were:**

- A £300,000 project to renovate the outside and structure of Keighley Cadet Centre, including roof works, new purlins and work on external brickwork.
- A £200,000 scheme to re-roof Strensall Cadet Training Centre's accommodation block and cadet hut.
- A £100,000 project to upgrade Air Cadet centres across the region, including upgraded alarm systems for weapon storage cabinets at 10 centres as well as nearly 70 smaller works that included improved carpark lighting, new sockets and folding partition walls.
- A £90,000 Bastion armoury module each at Westward Ho Army Reserve Centre in Grimsby, Harewood Army Reserve Centre in Leeds, and Minden House in Pontefract.
- A scheme to convert an old range into four storage rooms at Worsley Barracks in York.
- Refurbished shower blocks at Huddersfield Army Reserve Centre, Wakefield Army Reserve Centre and Worsley Barracks in York.
- Three £40,000 roof replacement schemes at Mirfield, Huddersfield and Hillsborough Cadet Centres.

However, the age of much of the RFCA's estate meant upkeep continued to be a challenge.

During the year, the RFCA carried out more than 1,500 separate repairs at a cost of £550,000 to cadet

- The £9,000 refurbishment of a modular building for the Medical Squadron at Yeomanry Barracks in York, and
- The sale of part of Duncombe Barracks in York and the resulting work to enclave the part of the site used by the Army and Air Cadets.

**Schemes under way during the year that are still on-going:**

- A £300,000 upgrade of Harrogate Cadet Centre
- A £250,000 scheme to convert Wolfe Armoury in Beverley into a joint cadet centre.
- A £40,000 project to remove asbestos and create a glass frontage at Manor Top Army Reserve Centre in Sheffield.
- New Bastion armouries at nine sites across the region.
- A £90,000 boiler replacement programme at Driffild Cadet Training Centre, Danum Road Army Reserve Centre, Doncaster and Strensall Cadet Training Centre.

**Key projects for 2020/2021 include:**

- £250,000 scheme to create new classrooms and offices at Harrogate Cadet Centre.
- Seven Bastion armouries at a further seven sites across the region.

**Harrogate's historic drill hall was lost to military use for a generation – but will soon see the return of parades when it opens its doors to cadets again.**

The iconic property in Strawberry Dale was built in 1894 and carries the crest of the now disbanded Duke of Wellington's Regiment.

While its adjoining buildings have been home to both Harrogate Detachment of Yorkshire (North and West) Army Cadet Force and 58 (Harrogate) Squadron Air Cadets for years, the drill hall itself had served as a garage and then a furniture warehouse and had always been out of bounds to cadets.

However, all that will change when builders finish work on the first phase of a refurbishment project that will see the Drill Hall restored to its original purpose, under a project managed and funded by the Reserve Forces' and Cadets' Association (RFCA) for Yorkshire and The Humber, in partnership with the Air Cadets.

**Home adaptations for wounded soldiers**

The RFCA is responsible for carrying out adaptations to the homes of wounded and injured soldiers. During the period, the RFCA led seven projects ranging from a level access bathroom conversion to the full ground floor remodelling of a property and extension.

**MAINTENANCE AND REPAIRS**

Four out of five repairs requested by units were carried out during the timescales promised by the RFCA during the year. In total, units made more than 1,840 requests for repairs and 1,500 met the criteria to be covered by funding to be carried out with the RFCA achieving a 99 per cent satisfaction rate. The estates team completed a comprehensive audit of all 5,000 items needing regular servicing in reserve and cadet buildings across the region to ensure servicing can be scheduled more efficiently and to support better financial planning.



Pictured are members of the RFCA's finance advisory board when they visited Huddersfield Army Reserve Centre to scope the extent of the work needed at the property.



RFCA surveyor Ian Thompson, left, with our property board chair Karen Webster, in Harrogate's drill hall.

**Our role is to encourage support for reserves, cadets and the wider military community through our enduring relationships within local communities.**

**The RFCA continued to promote support for the unique contribution made by our cadet and reserve forces within local communities.**

During a year that saw the deployment of reserves to flood relief efforts in West Yorkshire and to the COVID-19 response, the RFCA's role in broadening grassroots understanding of the role of reservists was more crucial than ever.

**COMMUNITY EVENTS**

As the military's permanent ambassador in the region, we continued to prioritise our work representing the cadets and reserves at major civic and community events.

- We delivered four Lord-Lieutenant Awards Ceremonies to recognise outstanding cadets, cadet force adult volunteers and reservists in North, South and West Yorkshire as well as in the East Riding of Yorkshire.
- In partnership with The Yorkshire Regiment, we hosted a 'Beating the Retreat' reception at the Great Yorkshire Show as well as delivering a continuous presence for cadets and reserves in the show's military village.
- We delivered an official opening event attended by Her Majesty's Lord-Lieutenant of North Yorkshire Johanna Ropner and other community leaders at Stokesley Cadet Centre.

**MEDIA PROFILE**

During the year, we promoted the role of reservists, particularly those from 4YORKS deployed to Afghanistan on Operation TORAL. We secured:

- An eight-minute piece of documentary coverage of their preparations on BBC Television's Inside Out Yorkshire and Lincolnshire programme in January.
- Media coverage which led to a feature in Soldier magazine of Hungarian-born Yorkshire reservist Greg Santo who became a British citizen so he could join The Yorkshire Regiment.

- A live, breakfast broadcast by BBC Radio Leeds from Harewood Barracks, reaching more than 100,000 people and featuring an NHS reservist preparing for deployment to Afghanistan.
- Coverage in a range of major regional titles including the Bradford Telegraph and Argus, the Rotherham Telegraph, the York Press and the Doncaster Free Press.

**SOCIAL MEDIA**

Social media plays a major role in the way the RFCA engages with the community, both within and beyond a military sphere.

During the year, we transformed our approach, reducing massively our output and focusing instead on producing high-quality, relevant content that can engage audiences and be used more than once. In September, we also launched on Instagram as a way of engaging with younger audiences, primarily cadets and younger reservists.

Over the year, our fan - and follower-base across all platforms grew from 3,700 at March 2019 to 4,600 at March 2020 – an increase of 24 per cent.

11. Social media fan - and follower-base by channel and year

	Followers/fans 2018/19	Followers/fans 2019/20
Facebook	1,400	1,600
Twitter *	1,800	2,000
Instagram		367
LinkedIn	514	633
<b>All channels</b>	<b>3,714</b>	<b>4,600</b>

Also during the year, the RFCA developed its in-house capability so that it can now do simple video production and graphic design using newly-acquired software.

These new capabilities showed a rapid return on investment with one in-house video about

East Yorkshire reservist Vanessa Thomas being viewed nearly 4,000 times – making it our highest performing video on our social media channels for the last three years.



12. Number of social media posts and engagements (shares, likes, comments or views) by channel and year

	Posts 2018/2019	Posts 2019/2020	Engagement 2018/19	Engagement 2019/2020
Facebook	395	243	3,900	5,500
Twitter*	672	271	3,000	3,000
Instagram	-	90	-	3,200
LinkedIn	40	42	128	552
<b>All channels</b>	<b>1,107</b>	<b>646</b>	<b>7,028</b>	<b>12,252</b>

Another social media post produced using new graphic design software highlighted ways cadets could protect themselves against COVID-19 and was the highest performing post the RFCA has ever had, reaching more than 11,000 people on Facebook



**COVID-19**

Communications were a key element of the RFCA's COVID-19 response.

Yorkshire and the Humber was among the first RFCAs to address the impact of the pandemic on cadet units in social media posts and produced a newsletter outlining the effect of COVID-19 on our operations within three days of the Prime Minister announcing the first period of confinement.

In the aftermath of the announcement, we focussed our social media on:

alone and being shared by cadet units as far afield as Cornwall and Wales. Overall, eight of the ten most successful social media posts of the last three years happened in 2019/20.

**OUR MEMBERSHIP**

Our carefully selected membership remained at the heart of efforts to serve as the military's permanent ambassador in the region.

**New members since April 2019**

- Coun James Barker, City of York Council
- Coun Kevin Foster, Richmondshire District Council
- Coun David Ireton, Craven District Council
- Coun Susan Graham, Ryedale District Council
- Coun Leanne Fudge, Hull City Council

**New associate members since April 2019**

- Colonel Charles Le Brun
- Jason Denmark – managing director, ITI Services, Sheffield
- Simon Mabb – chair of Central and East Yorkshire Wing

**Farewells**

The RFCA was sad to say farewell to two longstanding members:

- Hull City Council representative **Nadine Fudge** who died in July 2019 and was replaced by her daughter Leanne Fudge, and
- Squadron Leader **John Plant**, who died in July 2019.

Pictured above: COVID-19 social media post that was RFCA's highest-performing post ever.

- Explaining and promoting the role of reservists.
- Taking a community leadership role by posting content to support cadets through the confinement period (see COVID-19 posts above).
- Promoting the activities of units offering virtual drill nights and other online activities.
- Amplifying key national messages from the Ministry of Defence, the British Army and Defence Relationship Management.

# Financial overview

The RFCA's activities were funded by a mix of external funding and regionally generated income (RGI) with our overall income totalling £7.4 million during the year.

**Around £6.5 million of external funding came from:**

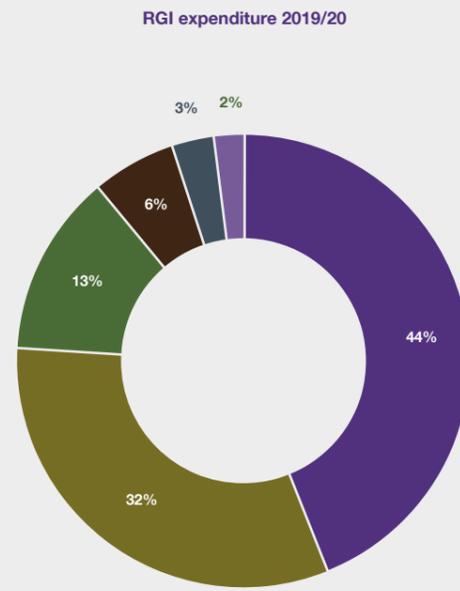
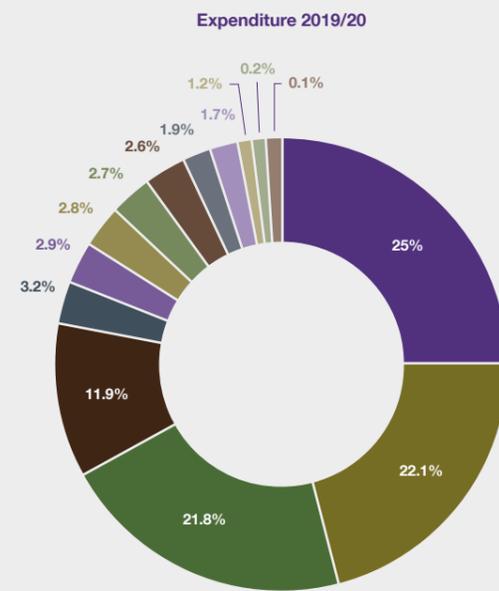
- The Ministry of Defence (MOD), for employer support
- Defence Infrastructure Organisation (DIO) for property and facilities management, and
- Individual services for reserve and cadet administration.

**Key projects attracting external funding included:**

- £750,000 from (DIO) to upgrade armouries across the region to make them compliant with new regulations.
- £148,000 (from DIO) to replace roller shutter doors cross the estate.
- £100,000 each from (DIO) towards upgrades at both Keighley Drill Hall and Harrogate Cadet Centre which were dual funded with RGI.

**REGIONALLY GENERATED INCOME**

Our RGI totalled £875,894 and was funded from RGI funds carried forward from 2018/19 and in-year income largely generated from business rates rebates and lettings revenue. RGI expenditure is approved by the Finance Advisory Board (FAB) in line with MOD priorities and local needs. Notable projects during the year were £179,600 towards the renovation of Keighley Drill Hall and £112,000 towards the renovation of Harrogate Cadet Centre. We spent £40,787 on special grants to support reserves and cadets to go on events such as battlefield tours and Remembrance Day commemorations. This year's surplus of RGI funds will contribute to funding the 2020/21 RGI programme as endorsed by the FAB.



Staff costs	£1,837,890
Estates	£1,626,417
DIO infrastructure	£1,602,915
Estate projects	£875,894
Vehicles	£237,407
ACF operating costs	£211,779
Isla projects	£203,758
Cadet support	£196,652
ATC support	£186,503
Admin/travel	£140,561
DRM support	£124,357
IT/comms	£87,038
Professional fees	£14,876
RAuxAF support	£5,587

Estates capital	£387,567
Estates refurbishment	£280,863
Estates enhancements	£118,218
Unit grants/Cadet Reviews	£56,209
Other inc HR expenses	£24,740
Public relations	£8,337

Below: Cadets from Yorkshire (North and West) ACF bouldering whilst on annual camp in Northern Ireland.

Back cover: Cadets from Humberside and South Yorkshire ACF in France to mark the 75th Anniversary of D-Day.



**Supporting reserves and cadets throughout Yorkshire and the Humber**



**Reserve Forces' & Cadets' Association  
for Yorkshire and The Humber  
20 St George's Place  
York, YO24 1DS**

Tel: 01904 623081 • Email: [yh-info@rfca.mod.uk](mailto:yh-info@rfca.mod.uk)

[www.rfca-yorkshire.org.uk](http://www.rfca-yorkshire.org.uk)