

Annual Report and Accounts 2018-19



RFEA LIMITED company number 03270369



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Governance and Management



Royal Patron: Her Majesty The Queen

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Vice Patrons

Air Chief Marshal Sir Andrew Pulford GCB CBE

Vice Admiral Sir Clive Johnstone KBE CB

Trustees of the Charity

The following persons were Trustees of the Charity and Directors under the Companies Act during the period under review:

Chair

Miss E G CASSIDY

Trustees

Dr Sarah BUNTING

Air Commodore Stuart BURDESS BEng CEng FRAeS Chair of the Finance Committee

Commodore Tony JOHNS

Mr A McKAY FCMI FRAeS Chair of the Remunerations Committee

Lieutenant Colonel R A 'Mac' McPHERSON MBE

Major J D G MILL TD CA

Air Vice Marshall John PONSONBY (from 21 May 2019)

Mr Ian RAND

Major General A RITCHIE CBE Chair of the Nominations Committee

Senior Management Team

Commodore Alistair Halliday

Chief Executive and Company Secretary
(from 14 January 2019)

Brigadier Stephen Gledhill

Chief Executive and Company Secretary
(until 5 February 2019)

Chloe Mackay

Chief Operating Officer

Lorraine Cadle

Head of CTP Employment
(from July 2019)

Adrian Peters

Head of CTP Employment
(until July 2019)

Reference and Administrative Information

Full name	RFEA – The Forces Employment Charity Limited (RFEA Limited)
Operating name	RFEA – The Forces Employment Charity
Nature of governing document	Articles of Association (re-published 2018)
How constituted	Company limited by guarantee, incorporated 29 October 1996
Company Registered Number	3270369
Charity Registration Number	1061212
Scottish Charity Registration	SC039262
Address of Head Office and Registered Office	First Floor Mountbarrow House, 12 Elizabeth Street, London SW1W 9RB
Telephone Number	020 7808 4184
Website	www.rfea.org.uk
Email	headoffice@rfea.org.uk

Associated Organisations

RFEA is closely linked with the three Services, the Ministry of Defence, the Department for Work and Pensions and Right Management in contributing to resettlement services for the Armed Forces. RFEA is a member of the Confederation of Service Charities (COBSEO) and Veterans' Scotland.

Solicitors

Sampson Coward: St Mary's Chambers, 51 New Street, Salisbury, SP1 2PH

Wilsons: Alexandra House, St Johns Street, Salisbury SP1 2SB

Auditor

Sayer Vincent LLP: Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Bankers

Messrs Coutts & Co: St Martin's Office, 440 Strand, London, WC1B 6QB

Investment Managers

CCLA Fund Managers Ltd: 85 Queen Victoria Street, London, EC4V 4ET

Trustees Report 2018 – 2019

1. Introduction

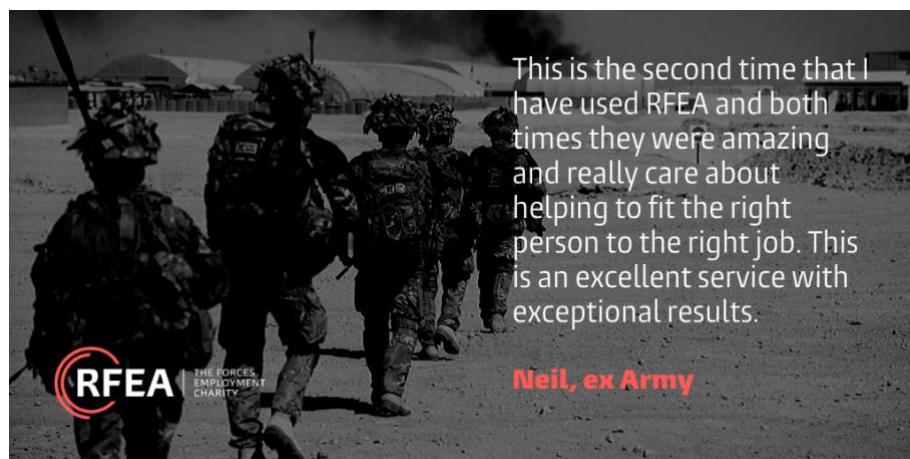
This Report is by the Trustees of RFEA – The Forces Employment Charity (RFEA) who are also the Directors of RFEA – The Forces Employment Charity Limited (RFEA Ltd) and covers the period 1 October 2018 to 30 September 2019. The Report has been prepared in accordance with our governing document, The Charities' Statement of Recommended Practice (102), The Companies Act 2006, and applicable accounting standards. The governing document is called RFEA's Articles of Association, updated and adopted in February 2018.

2. Corporate Structure

RFEA was first established in 1885. It is registered as Charity Number 1061212 in England and Wales and Charity Number SC039262 in Scotland. RFEA Ltd was incorporated as a company limited by guarantee, number 3270369, on 29 October 1996.

3. Our Mission Statement

To provide life-long, life-changing employability support, jobs and training opportunities to all Service Leavers, Reservists, Veterans and their Families, irrespective of circumstances, rank, length of service or reason for leaving.



4. Charitable Objectives

The charitable objectives of RFEA are:

- To assist those who are serving or who have served in the British Armed Forces and auxiliary services ("the Services") to make a successful transition to civilian life by helping them to find and prepare for employment, by providing or assisting with the provision of education and training, and by providing assistance, guidance, and access to suitable employment opportunities;
- To assist those who have served in the Services and are in financial need by helping them to find, secure and retain employment, in particular by helping them to overcome social and economic obstacles, or by providing or assisting in the provision of advice, training, skills and access to suitable employment opportunities, and, subject thereto;

- To assist those spouses, partners, and dependants of those who are serving or who have served in the Services who are in need by reason of financial hardship to find, secure and retain employment, in particular by helping them to overcome social and economic obstacles, or by providing or assisting in the provision of advice, training, skills and access to suitable employment opportunities.

5. Public Benefit

By successfully delivering its objects RFEA also meets the Charity Commission's two key principles of public benefit: first, that there must be identifiable benefit or benefits and second, there must be benefit to the public or a section of the public.

- As a Charity RFEA is able to offer free life-long employment case-working support and job-finding advice and guidance to Service Leavers and ex-Servicemen and women (regardless of length of service, circumstances of leaving, youth, age, ill-health, disability, race, ethnicity, faith, sexual orientation, financial hardship or other disadvantage), thus encouraging employers and recruiters to consider this talent pool and access it through the RFEA's no-cost recruitment service.
- By doing so RFEA successfully promotes the efficiency of the Armed Forces of the Crown, by promoting the qualities, competencies, qualifications and experience of Servicemen and women to the public. This directly improves public support.



6. Governance

RFEA has no members or guarantors other than the Trustees. The Board has a balanced composition of ex-Service senior officers and business executives. Trustees are selected in accordance with RFEA Trustee competency requirements, which includes previous experience at Board level in a charity or other organisation. All new Trustees receive extensive induction training and further training to remain up to date with statute and best practice affecting charities.

The Board has three Committees:

- a) The Finance Committee which has detailed responsibilities for budget development and oversight, commercial, audit and investments.
- b) The Nominations Committee which has responsibilities for succession planning and the selection of future Trustees and senior management appointments.
- c) The Remunerations Committee which is responsible for recommending the pay and remuneration of all the Charity's staff including senior management appointments.

Trustees are responsible for all policy decisions on the running and future direction of RFEA. Specifically, they are responsible for:

- Ensuring that the Charity has a vision, mission and strategic direction, and is focused on achieving these.
- The performance of the Charity and for its corporate behaviour.
- Ensuring that the Charity complies with all statutory and regulatory requirements.
- Acting as guardian of the Charity's assets, both tangible and intangible, taking due care over their security, deployment and proper application.
- Ensuring that the Charity's governance is of the highest possible standard.

The Board delegates responsibility for day to day management of the Charity's operations to the Chief Executive and Senior Management Team. They are responsible for delivering the Board directed charitable services in accordance with the agreed Budget. They provide detailed operational and budget reports to each Board Meeting.



7. Funding Our Charitable Work

The delivery of our charitable objects is funded in two ways: through donations from Service charities and other Trusts and Foundations; and through the delivery of contracted services including the MOD's Career Transition Partnership (CTP).

Grant Funding

RFEA receives funds from generous donations made by Service charities and other organisations. A full list of funders may be found on page 33. The list includes:

- ABF The Soldiers' Charity
- The Royal Navy and Royal Marines Charity
- Greenwich Hospital
- The Royal Air Force Benevolent Fund
- Walking with the Wounded
- The Royal British Legion
- Help for Heroes

-
- PoppyScotland
 - Call of Duty Endowment
 - The Armed Forces Covenant Trust
 - Greater London Authority

We are enormously grateful for their continued support which enable us to deliver employment support and job-finding services to our veteran clients.

Contract Funding

The MOD delivers resettlement support to Service Leavers through the CTP Contract. The contract was re-let in October 2015 with Right Management as the prime contractor. In a competitive commercial environment RFEA were selected as the principle subcontractor to Right Management to deliver the CTP's Employment Service. The current contract has been enhanced and now includes provision of specialist case-working support to Wounded, Injured and Sick through CTP Assist Programme and support for Early Service Leavers through the Future Horizons Programme. Both these programmes are delivered by RFEA. The CTP contract runs initially for six years from 1 October 2015 and is extendable out to ten years.

8. Delivering our Charitable Services

By combining our grant income with that from the CTP and other contracts to ensure maximum synergy and efficiencies, we are able to provide fully integrated employment and job-finding help to all our beneficiaries through the following programmes:

- Our Ex-Forces Employment Service for Veterans
- The CTP Employment Arm
- Project Nova
- Our Specialist Services

9. Our People

RFEA's operations are managed by a Chief Executive, Chief Operating Officer and Head of CTP Employment. They are supported by the Head of Business Support, Head of Finance and operational team managers.

Effectively delivering RFEA's Mission requires dedicated, motivated and highly trained staff of the highest quality. All our staff receive comprehensive induction training, continuation training, annual performance reviews and further support when required.

Our principal deliverers of job-finding advice and guidance are Employment Advisors, Specialist Employment Consultants and Client Advisors. They are employed for their knowledge and skill in providing tailored employment support to 'at risk' clients. The majority have experience of working in the welfare to work and career advisory sectors; and many have also served for several years in the Armed Forces. All are qualified or trained to a minimum of NVQ Level 4 in Advice and Guidance.

Our Key Account Managers and Employer Relationship Managers are responsible for working with Employers to generate job vacancies and other vocational opportunities which are suitable for our Service Leaver and Veteran Clients. They are employed for their knowledge of business, recruitment and marketing. Many have also served in one of the three Services. All have the Recruitment and Employment Confederation Certificate in Recruitment Practice.

10. Operations

Supporting transition

RFEA continues to provide effective employment services to Right Management within the Career Transition Partnership MoD resettlement contract.

Promoting the value of engaging with CTP to early Service leavers (ESLs) was a key success of our Future Horizons team. Our Employment Advisors worked with hard to reach clients, who have typically served less than four years. The team delivered support to a record 2,663 ESLs and assisted them through their transition from the Services.

Our CTP Assist team focused on meeting the needs of wounded, injured and sick Service leavers. Embedded in Personnel Recovery Units, our Specialist Employment Consultants ensure a joined-up approach with the Chain of Command. Each client receives bespoke support to meet their individual needs.

This year, our CTP Employer Engagement Team created 84,976 job opportunities across all sectors, from apprentice to executive level. They also developed 3,092 new contacts from new and existing companies, and provided access for them to RightJob, the exclusive ex-military jobs board. The team introduced clients and companies through presentations and ten outstanding CTP employment fairs.

Our Central Support Team is fundamental to the successful running of our CTP delivery. They develop innovative ways to increase our effectiveness in connecting with Service leavers during their resettlement journey. The team's tracking and evidencing of the Service leavers desired outcomes allows us to deliver greater support to those who need it most.

Without the RFEA's CTP Employer Engagement Team we would not have the ability to interact with service leavers on the countrywide basis and scale required to meet our expanding hiring needs. Gillian – Royal Navy, now Senior Programme Manager EMEA for Amazon's Global Military Program

This year, our CTP Employer Engagement team:

Generated 84,976 job vacancies for ex-Forces personnel	Hosted 78 online live chat events allowing 2,366 clients to engage with companies	And worked with 9,207 companies.
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The Central Support Team matched **24,369** clients to suitable job vacancies.

CTP Employment Service Programmes:

- CTP Future Horizons
- CTP Assist
- CTP Employer Engagement Team
- Central Support Team

Supporting veterans

Our Ex-Forces Programme is there for all veterans and reservists who need help to find work once they have left the Armed Forces.

This means that later in life, if veterans face redundancy, underemployment, or difficulties fitting into a new work culture, we can help them. Serving in the Armed

Forces means shorter relevant industry experience and less understanding and practice at the recruitment process than the civilians veterans are competing with for jobs. Our programme provides an essential safety net beyond transition from the Armed Forces.

Our advice and guidance for veterans is underpinned by access to the jobs board, jobs fairs, events and tools provided to Service leavers as part of the Career Transition Partnership. We are grateful to the MoD for ensuring that this vital resource for veterans is embedded in the provision for transition.

Coming back to the UK without a job and with a family to provide for was very daunting. Thanks to RFEA's support I am now in a steady job which I very much enjoy. Lok – Gurkha

This year:

73% of clients improved their aspiration and motivation

68% of clients improved their job skills and experience

66% of clients improved the stability of their lives

Veterans' Employment Programmes:

- RFEA Ex-Forces Programme
- Ex-Gurkha Support Programme
- Central Support Team

Supporting those who need specialist help

We have a dedicated team delivering specialist support to veterans who face the most difficulties getting employment.

Veterans and reservists who ask for our support include those who are long-term unemployed or have physical or mental health issues that affect their ability to do work. Others are homeless and lack a stable place to live, many moving from one temporary arrangement to the next.

To find employment, these veterans need more of our time and more face-to-face contact to build the trust and confidence they need. We stand with them as they embark on the often-lengthy journey into employment.

As part of this journey, we are able to put in place practical support for each area of their life where they need stability in order to progress into employment. We work with the network of military charities who arrange mental health interventions, rent deposit grants and debt advice, to name but a few.

My RFEA advisor is a brilliant sounding board – someone who really understands the challenges ex-Servicemen and women face. Mark – Royal Air Force

This year:

88% of Help for Heroes' Career Recovery clients improved their job skills and experience

87% of RAF Benevolent Fund WEP clients improved their job search skills

63% of ABF Bridging the Gap clients improved their aspiration and motivation

Specialist Programmes:

- Walking with the Wounded's Home Straight
- ABF Bridging the Gap
- Help for Heroes' Career Recovery
- RAF Benevolent Fund Wellbeing and Employment

Supporting families

In 60% of families in the UK, all working age adults are employed.¹ There is a very significant gap between this figure and the statistics for the Armed Forces Community.

Forty-nine per cent of Royal Navy spouses and partners are in work, as are 37% of Army spouses and partners.² We experience the difficulties this causes through our work with service leavers and veterans.

Families are vulnerable when the only working member is affected by redundancy or ill-health. It can result in difficulties paying bills, leading to common issues with debt and the risk of homelessness.

RFEA set up our Families Programme to change this. We know that it is not just about supporting the spouses and partners of unemployed veterans into work, but about reaching into the serving community so that spouses and partners are in work during their partner's service and continue to be employable. In turn, we are aiming for attitudes towards spouses and partners working to change so that in future Armed Forces Families will no longer face this disadvantage.

As a military spouse I am forever grateful for all the support that I have received. The work RFEA does changes lives. Miriama – Royal Marine spouse

14% of beneficiaries are men	40% of engaged clients achieved employment	Ages range from 19 to 65	57% of beneficiaries had been unemployed for six months or longer
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Supporting unemployed veterans in London

Our programme to deliver employment support to veterans living in London, working in partnership with The Mayor of London and the European Social Fund, is now in its second year.

Fifty-six per cent of veterans who have asked us for support in London, over the two years we have delivered the project, are from Black, Asian and Minority Ethnic (BAME) Backgrounds. BAME personnel accounted for 7.6% of the UK Regular Forces (10,950 personnel), at 1 October 2018.³ This would indicate that BAME veterans are struggling to find work in our capital.

¹ <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/workingandworklesshouseholds/julytoseptember2019>

² <https://www.centreforsocialjustice.org.uk/core/wp-content/uploads/2016/06/MILITARY-FAMILIES.pdf>

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/763676/1_October_2018_Biannual_Diversity_Statistics.pdf

We will continue to deliver our vital support to veterans in London now and in the future and develop the support we provide so that we can support veterans into the many employment opportunities available.

RFEA's Forces for London advisors really have gone above and beyond. I've received help in all sorts of ways, from applying for funding to work experience with the famous Chelsea Pensioners. Garvin – Army

56% of Forces for London clients are from a BAME background

21% of Forces for London clients are disabled

29% of Forces for London clients are long-term unemployed

Supporting veterans in the Criminal Justice System

This year has seen the life-changing and life-saving Project Nova, our partnership with Walking With The Wounded, continue to thrive and expand.

The Veterans supported by Project Nova are amongst the most vulnerable in our society. Our mission is very clear that we aim to support all in the Armed Forces Community, irrespective of circumstances. We know that getting a job reduces re-offending as working gives a purpose in life and an occupation. We are determined that our support reaches those who have committed criminal offences so that they are able to move forwards and change their lives.

Those we support who have been arrested, or who are at risk of arrest, are often extremely lonely. Their offending behaviour means that they have lost relationships and alone they cannot find the strength to change. Many find that our support is the first time someone has taken an interest in them for years and having us by their side means they are able move into a more stable lifestyle and successfully get jobs.

After leaving the Army I found it difficult to adjust to civilian life. Project Nova has been superb, liaising with the court and the NHS. I can't thank them enough. Terence - Army

81% of Project Nova clients improved their mental health and wellbeing

73% of Project Nova clients improved their relationships with friends and community

79% of Project Nova clients improved their anger management

Criminal Justice Programmes:

- Project Nova
- HMPPS Co-Financing Organisation
- Project Nova Support Team

Covid-19

RFEA is fortunate in that, since inception in 1885, it has continued to adapt and modernise, and its current business model lends itself to remote working. Investments had been made in laptops and mobile phones and these had been routinely issued to almost all RFEA employees who work from home, in pop-in centres close to our veteran clients or behind the wire such as in Plymouth, Catterick or Brize Norton. RFEA does not need to run expensive buildings or assets but has a lean back office function with digital HR, finance and expenses systems to enable it to prioritise all effort into delivery for our clients. So, Covid-19 and lockdown have not prevented us from delivering our usual support to veterans. While RFEA remains open and "business as usual", some adjustments have been made. The RFEA Support Centre in Birmingham was issued with

laptops and phones and, after a successful trial, all moved successfully to manage their call centre work from home. This was key as it maintained initial and follow up contact with clients and ensured we were still able to cope with our referrals. Face-to-face meetings with clients and non-essential travel were suspended, with all client meetings being conducted successfully by Skype or phone. But these did not affect service delivery. Routines were well embedded with a deep understanding of new internal communications tools (e.g. Teams, Workplace and Zoom). The numbers of referrals initially reduced and while in Future Horizons this was quite dramatic with the cessation of Army new entry training and delay of discharges, this picked up again. Demand from existing clients rose steadily along with rising numbers of mental health cases. Overall Covid-19 did not prevent RFEA from delivering its usual support to veterans in the short and medium term.

Going forward, as a direct result of Covid-19, there will be a significant surge in veterans' need for Employment Support. The latest OBR figures suggest that UK is now heading for 10% unemployment (against current figure of about 2%) and around a 50% reduction in companies offering jobs, so with the real prospect of a recession, this will make the post Covid employment world challenging for many veterans. There will be an anticipated increase in numbers of beneficiaries coming forward who need to find work and an increase in mental health issues. The employment area will change with some sectors hit hard (Hospitality, Accommodation, Food Services, Manufacturing) and a need to increase awareness of sectors which are less affected. RFEA is well placed to deal with these challenges and will retain the best elements of new ways of working in Covid-19 while moving forward. Funding will be more of a challenge in 2021 and RFEA will continue to focus on delivering its programmes effectively as well as making the compelling case for the future funding of this vital work.

11. Introduction to the Financial Review

By careful management of financial resources, together with operating efficiencies and salary restraint, RFEA aims to achieve a very modest operating surplus to (a) ensure a slightly positive annual cash flow, (b) fund the small levels of capital expenditure needed (mainly IT equipment) and (c) to add to our reserves which are currently below the desired level. RFEA has ended the financial year 2018-2019 with a modest surplus. In addition, designated fund expenditure to develop the quality of our services amounting to £54,600 was incurred, being funded by our reserves.

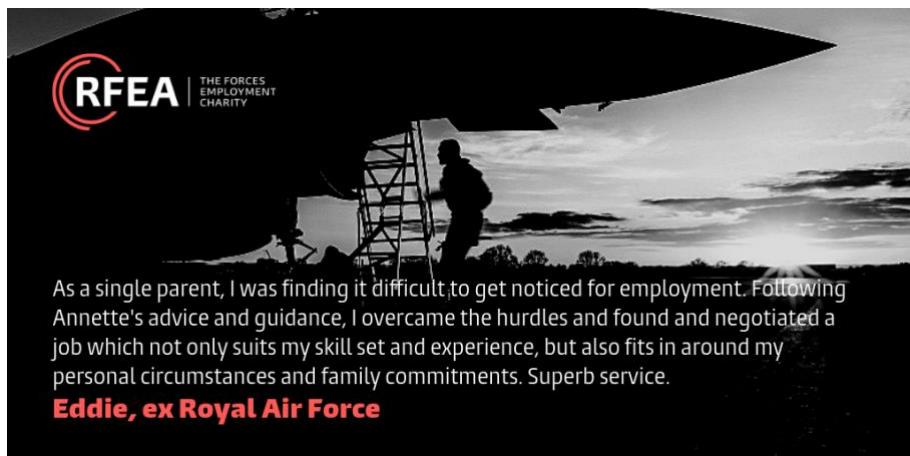
12. Our Funds

The total income for the year was £4,519,421 as compared to £4,159,113 in the previous year. Expenditure increased to £4,585,026 as compared to £4,367,708 in the previous year. This resulted in a net expenditure of (£65,605) down from the previous year's loss of (£208,595). After taking into account an in-year unrealised gain on investments of £219,112, the effect on the value of RFEA's funds was a net movement of £153,507.

At 30 September 2019, our CCLA investment fund stood at £2,416,028, but by 31st March 2020, with the country in lockdown, our CCLA fund had made an unrealised loss of (£220,830), reducing the fund to £2,195,198. Whilst the unrealised loss is largely attributed to the global economic impact of Covid-19, the fund as managed by CCLA has fared considerably better than its comparator indices.

13. Fundraising

RFEA programmes are funded from a range of public, private and third sector funders. RFEA does not engage in public fundraising but instead applies for grants, donations and contracts directly from charitable trusts, charities, companies and government sources, to fund our programmes.



14. Our Reserves

The policy for reserves as reviewed by Trustees in May 2018 is that a Reserve be held by RFEA to ensure continuity of services under our charitable purposes in the event of any or all of the following:

- a) An exceptional surge in resettlement demands or the employment needs of vulnerable veterans.
- b) The need to invest in improving and making more efficient our structure for providing services to Service Leavers and Veterans.
- c) The non-continuation of the contract with RM, from which contract RFEA currently derives the largest part of its operating income, including closure costs.
- d) Loss or significant reduction in charitable grant income.
- e) To meet planned capital expenditure to further the objectives of RFEA.

The Board analysed the needs reflected above and concluded that the reserve should be £3,447,000 to ensure RFEA can continue to deliver services in accordance with its charitable objects. As at 30 September 2019 the total funds held were £3,055,018. After identifying restricted and designated funds, functional assets and other commitments which are not available for general purposes, our Reserves stood at £2,443,000 or 71% of the required reserve. The Trustees agreed the aim of reaching the required level over the next three years through growth in Investments in order to safeguard RFEA's ongoing work.

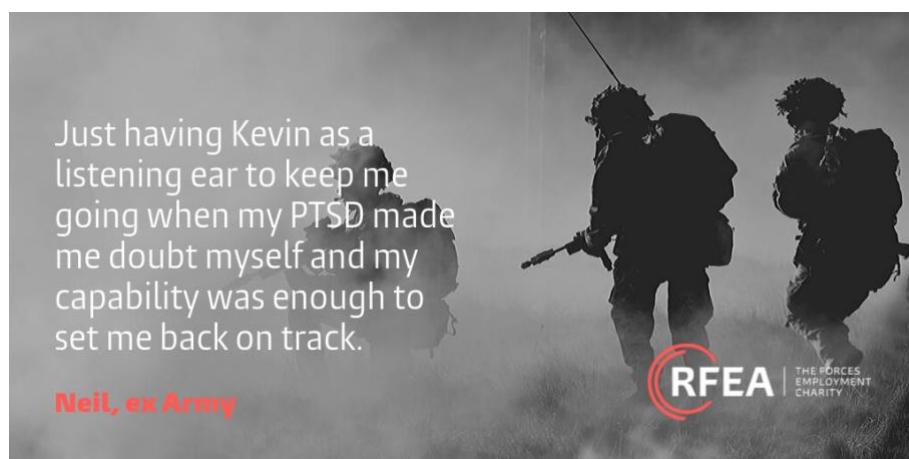
15. Investment Policy and Performance

The Trustees of RFEA have wide powers of investment governed by the Charities Act. RFEA has an investment policy that is approved by the Board, based on current market conditions and with a recommendation from the Finance Committee. Following a selection process at its November 2015 Meeting the Board agreed that our Investments should be transferred to CCLA Fund Managers Ltd, an FCA regulated firm of Fund

Managers. The investment assets are invested in the CCLA COIF Charities Investment Fund Accumulation Units. This large pooled fund is designed to enhance real value over a three to five-year time horizon. It adopts a moderate investment risk which means some volatility in asset values should be expected. The Fund's performance is measured against three specific benchmarks which have been agreed with CCLA. The value of investments on the 30 September 2019 was £2,416,028 compared with £2,196,916 at the end of the previous financial year; this reflects a 10% unrealised gain on investments by 30 September 2019.

16. Remuneration

Making effective decisions in relation to staff remuneration is considered central to the continued successful delivery of the Charity's overall aims. The Board's Remuneration Committee is responsible for evaluating and benchmarking salaries against the sector and wider comparators, to ensure the Charity attracts, rewards and retains appropriately skilled and motivated staff. The Committee also considers and submits to the Board of Trustees for approval, recommendations for any general annual salary increase, including changes to the remuneration of the Senior Management Team.



17. Risk Management

The Board has reviewed the major risks to which RFEA is exposed and established systems and procedures to manage them as follows:

- A failure of effective governance and operational management. This is mitigated by: Board competency, succession planning and training; the regular review of governance processes and statutory requirements; a rigorous evaluation of service delivery and quality assurance; and regular reviews of financial policies.
- The loss of major funding streams from the CTP and grants from the Service charities are the Charity's primary financial risk. These are mitigated by: the new CTP contract which runs to 2021 (extendable to 2025); regular dialogue with the grant giving charities; and the necessary funds held in reserve to act as a buffer in case of a significant reduction of income.
- Risks to RFEA's reputation and profile as the leading service employment charity. This risk is managed by a continuing focus on delivery of the highest quality employment services; careful relationship management with key stakeholders; together with an increased emphasis on communications and marketing.

-
- Risk to the Charity's reserves which are primarily held in our Investment Portfolio, with its value linked to stock market performance. This is mitigated by investing in a fund which has a moderate risk profile.

18. Review of the Financial Position

RFEA's financial position remains sound. With the renewal of the CTP contract, including delivery of an enhanced range of services; development of additional programmes to support Veterans; and the continued support of the Service charities, RFEA continues to provide high quality employment help to Service Leavers and Veterans as required by its charitable objectives.



19. Future Plans

The principal objectives for future years are to achieve our charitable aims by:

- a) Meeting the employment needs of Service Leavers by delivering in full the requirements of the CTP contract and where appropriate, further enhance the quality of the services we provide.
- b) Enhance the employment services we provide to Veterans by:
 - Further developing the reach and quality of our Ex-Forces Employment Service and in particular strengthen the help we provide to vulnerable Veterans.
 - In cooperation with our charity partner Walking With The Wounded, further expand Project Nova to provide early intervention support to Veterans involved with the criminal justice system in additional regions of the country.
 - Expand our programme for spouses and families and launch a new programme catering for female veterans.

20. Statement of Trustees' and Directors' Responsibilities

The Trustees (who are also Directors of RFEA Ltd for the purposes company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The Trustees are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of

the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles in the Charities 2015 SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions.



21. Small Company Provisions

38. This Report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

22. Auditor

Sayer Vincent LLP was appointed as our auditor by RFEA's Trustees at the February 2020 Board meeting.

Approved by the Trustees on 12 May 2020 and signed on their behalf by:



The image shows a handwritten signature in black ink, which appears to read "E G Cassidy". The signature is written over a horizontal dotted line.

Miss E G Cassidy

Chair

Independent Auditor's Report to the Trustees and Members of RFEA Limited

Opinion

We have audited the financial statements of RFEA Limited (the 'charitable company') for the year ended 30 September 2019 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent

otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....

Joanna Pittman (Senior statutory auditor)

19 May 2020

Date

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Statement of Financial Activities (including an income and expenditure account) for the year ended 30 September 2019

	Notes	Designated funds 2019	Restricted funds 2019	General funds 2019	Total funds 2019	Designated funds 2018	Restricted funds 2018	General funds 2018	Total funds 2018
		£	£	£	£	£	£	£	£
Incoming resources									
Income and endowments from:									
Donations and legacies	3	-	397,613	85,371	482,984	-	63,740	429,357	493,097
Investments	4	-	-	2,175	2,175	-	-	1,376	1,376
Charitable activities	5	-	454,539	3,579,723	4,034,262	-	314,386	3,350,254	3,664,640
Total incoming resources		-	852,152	3,667,269	4,519,421	-	378,126	3,780,987	4,159,113
 Resources expended									
Charitable activities:									
Employment support		-	-	2,641,942	2,641,942	-	-	2,984,390	2,984,390
Projects		-	872,074	1,016,338	1,888,412	-	374,344	964,298	1,338,642
Improvement Fund		54,672	-	-	54,672	44,676	-	-	44,676
Total resources expended	6	54,672	872,074	3,658,280	4,585,026	44,676	374,344	3,948,688	4,367,708
Net (expenditure) / income before investment gains		(54,672)	(19,922)	8,989	(65,605)	(44,676)	3,782	(167,701)	(208,595)
Unrealised gain on revaluation of investments	9	-	-	219,112	219,112	-	-	245,307	245,307
Transfers between Funds		-	6,629	(6,629)	-	-	10,326	(10,326)	-
Net movement in funds		(54,672)	(13,293)	221,472	153,507	(44,676)	14,108	67,280	36,712
Fund balances as at 1 October 2018		255,324	24,519	2,621,668	2,901,511	300,000	10,411	2,554,388	2,864,799
Fund balances carried forward at 30 September 2019	13	200,652	11,226	2,843,140	3,055,018	255,324	24,519	2,621,668	2,901,511

All recognised gains and losses for year ended 30 September 2019 are included above and derive from continuing activities.

Balance Sheet as at 30 September 2019

	Notes	2019	2019	2018	2018
		£	£	£	£
Fixed Assets					
Investments	9		2,416,028		2,196,916
IT	10		39,482		28,360
Current Assets					
Debtors	11	300,966		187,666	
Cash at bank and in hand					
Current and Deposit Accounts		<u>1,039,572</u>		<u>1,167,678</u>	
		<u>1,340,538</u>		<u>1,355,344</u>	
Current Liabilities					
Creditors - amounts falling due within one year	12	741,030		679,109	
Net current assets			<u>599,508</u>		<u>676,235</u>
Total assets less current liabilities			<u>3,055,018</u>		<u>2,901,511</u>
Represented by:					
General Fund		2,843,140		2,621,668	
Designated Fund		<u>200,652</u>		<u>255,324</u>	
Total unrestricted funds			<u>3,043,792</u>		<u>2,876,992</u>
Restricted funds			<u>11,226</u>		<u>24,519</u>
Net assets	13		<u>3,055,018</u>		<u>2,901,511</u>

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006 and with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements were approved by the Trustees (Directors) and authorised for issue on 12 May 2020 and are signed on their behalf by:

.....
MR JAMES MILL, CHAIRMAN FINANCE COMMITTEE

.....
COMMODORE D A HALLIDAY, CHIEF EXECUTIVE

Cash Flow Statement for the year ended 30 September 2019

	Notes	2019	2018
		£	£
Cash flow from operating activities:			
Net cash provided by (used in) operating activities below		(99,924)	(45,795)
Cash flows from investing activities:			
Dividends and interest from investments	4	2,175	1,376
Purchase of property, plant and equipment	10	(30,427)	(12,163)
Proceeds from sale of property, plant and equipment		70	-
Purchase of investments	9	-	-
Movement in cash awaiting investment		-	-
Net cash provided by (used in) investing activities		(28,182)	(10,787)
Change in cash and cash equivalents in the period		(128,106)	(56,582)
Cash and cash equivalents at the beginning of the period		1,167,678	1,224,260
Cash and cash equivalents at the end of the period		1,039,572	1,167,678

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Notes	2019	2018
		£	£
Net income/(expenditure) for the reporting period			
		153,613	36,712
Adjustments for:			
Depreciation charges	10	17,439	17,063
(Gains)/losses on sale of equipment		1,796	-
(Gains)/losses on revaluation of investments	9	(219,112)	(245,307)
Dividends and interest from investments		(2,175)	(1,376)
(Increase)/decrease in debtors	11	(113,300)	58,155
Increase/(decrease) in creditors	12	61,921	88,958
Net cash provided by (used in) operating activities		(99,924)	(45,795)

Notes to the Accounts for the year ended 30 September 2019

1 Accounting Policies

RFEA Limited is a company limited by guarantee not having a share capital. The company registered number is 3270369. The liability of members is limited to £1 each. The Company is a registered Charity. It is incorporated in England and Wales and the registered office is located at 1st Floor, Mountbarrow House, 12 Elizabeth Street, London SW1W 9RB.

The Charity's principal activity is to provide life-long, life-changing employability support, jobs and training opportunities to all Service Leavers, Reservists, Veterans and their families, irrespective of circumstances, rank, length of service or reason for leaving.

i The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Charities Act 2011 and the Companies Act 2006. The company constitutes a public benefit entity as defined by FRS 102.

Having assessed the company's financial position and plans for the foreseeable future, the Trustees are satisfied that, as there are no material uncertainties, it remains appropriate to prepare the financial statements on a going concern basis.

The preparation of the financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Charitable Company's accounting policies (see note 2).

ii All incoming resources becoming available to the company are recognised in the Statement of Financial Activities when there is reasonable assurance of receipt. Grants given to finance activities over a specified period of time are recognised over that period.

iii Charitable Activities comprises all expenditure directly relating to the objects of the charity, specifically the costs of operating employment branches. Governance costs include compliance with constitutional and statutory requirements, including audit fees and Trustee costs.

Staff costs and overhead expenses are allocated to activities on the basis described in note 6 to the accounts. Raising funds comprise Investment Management Costs.

iv Investments are stated at mid-market value at the year end, with unrealised and realised gains or losses being shown separately in the Statement of Financial Activities.

v Tangible fixed assets above £500 are stated at cost less depreciation, which is provided in annual instalments over the estimated useful lives of the assets. The rates of depreciation applied to the assets are:

Computer equipment – 3 years straight line

vi Branch receipts and payments are included gross in the Statement of Financial Activities.

vii The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension costs charge represents the contribution payable under the scheme.

viii Rentals payable under operating leases are charged to the Statement of Financial Activities in the year in which they fall due.

ix Funds held by the charity are either:

Unrestricted general funds – these are funds that can be used in accordance with the charitable objects at the discretion of the Trustees.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.

x The charitable company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets and liabilities and disclosure of any contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustments in the next financial year.

3 Income from Donations and Legacies

	Designated 2019	Restricted 2019	General 2019	Total 2019	Designated 2018	Restricted 2018	General 2018	Total 2018
	£	£	£	£	£	£	£	£
Army	-	190,747	-	190,747	-	-	256,000	256,000
Royal Navy	-	-	63,750	63,750	-	-	59,875	59,875
Royal Air Force	-	24,167	14,420	38,407	-	-	56,345	56,345
Poppyscotland	-	30,000	-	30,000	-	-	25,000	25,000
Call of Duty Award	-	108,646	-	108,646	-	-	21,226	21,226
Royal British Legion	-	44,053	-	44,053	-	63,740	-	63,740
	-	397,613	77,990	475,603	-	63,740	418,446	482,186
Donations from other sources	-	-	7,381	7,381	-	-	10,911	10,911
	-	397,613	85,371	482,984	-	63,740	429,357	493,097

4 Income from Investments

	Designated 2019	Restricted 2019	General 2019	Total 2019	Designated 2018	Restricted 2018	General 2018	Total 2018
	£	£	£	£	£	£	£	£
Bank deposits	-	-	2,175	2,175	-	-	1,376	1,376
	-	-	2,175	2,175	-	-	1,376	1,376

5 Income from Charitable Activities

	Designated 2019	Restricted 2019	General 2019	Total 2019		Designated 2018	Restricted 2018	General 2018	Total 2018
	£	£	£	£		£	£	£	£
Career Transition Partnership	-	-	2,506,917	2,506,917		-	-	2,452,308	2,452,308
APM	-	-	115,927	115,927		-	-	-	-
Barclays After Programme	-	-	16,979	16,979		-	-	16,646	16,646
Shaw Trust & ChangeGrowLive	-	-	1,800	1,800		-	-	11,850	11,850
X-Forces	-	-	4,800	4,800		-	-	4,800	4,800
University of Warwick	-	-	3,825	3,825		-	-	-	-
ABF (WIS)	-	159,179	-	159,179		-	-	69,337	69,337
RAF Wellbeing & Employment	-	-	44,235	44,235		-	-	40,471	40,471
Greater London Authority	-	-	21,456	21,456		-	-	59,961	59,961
WWTW (Project Nova)	-	-	709,851	709,851		-	-	496,946	496,946
WWTW (Project Nova Regroup)	-	-	14,893	14,893		-	-	-	-
WWTW (Home Straight)	-	-	131,540	131,540		-	-	195,435	195,435
NYPCC	-	-	7,500	7,500		-	-	2,500	2,500
Help for Heroes (Career Advisors)	-	134,300	-	134,300		-	133,000	-	133,000
Lloyd's Patriotic Fund	-	36,000	-	36,000		-	12,000	-	12,000
Armed Forces Covenant Fund	-	80,000	-	80,000		-	40,000	-	40,000
Scottish Veterans Fund	-	30,060	-	30,060		-	32,723	-	32,723
Drapers' Charitable Fund	-	15,000	-	15,000		-	-	-	-
Help for Heroes (UNSWIS)	-	-	-	-		-	47,520	-	47,520
HLNY CRC	-	-	-	-		-	19,200	-	19,200
HMPPS	-	-	-	-		-	29,943	-	29,943
	-	454,539	3,579,723	4,034,262		-	314,386	3,350,254	3,664,640

6 Total Resources Expended 2019

		Basis of allocation	Improvement Fund	Restricted Projects	Unrestricted Projects	Employment Support	Governance	Total 2019	Total 2018
	Notes		£	£	£	£	£	£	£
Cost directly allocated to activities									
Staff costs and pensions	8	Direct	-	788,830	867,955	2,146,619	63,036	3,866,440	3,642,120
Property running costs		Direct	-	5,264	29,487	109,440	1,105	145,296	139,326
Travel and subsistence		Direct	408	43,092	76,754	90,673	-	210,927	223,183
Advertising and marketing		Usage	25,700	5,114	2,150	16,110	-	49,074	44,102
Training and development		Direct	20,921	4,953	7,742	32,961	-	66,577	60,186
Audit Fees		Direct	-	-	-	-	9,989	9,989	12,960
			47,029	847,253	984,088	2,395,803	74,130	4,348,303	4,121,877
Support costs allocated to activities									
Communications		Usage	-	6,939	6,302	69,984	-	83,225	77,085
Conferences & Meetings		Usage	-	4,513	3,716	23,545	1,396	33,170	36,322
Office Sundries		Usage	-	1,983	3,661	10,522	203	16,369	14,522
IT Equipment		Direct	7,643	5,783	10,800	30,697	-	54,923	47,460
Recruitment		Process	-	1,359	1,014	8,896	-	11,269	43,296
Legal & professional		Usage	-	1,425	5,026	9,329	1,319	17,099	9,241
General insurance		Premium	-	2,819	1,731	14,682	-	19,232	16,679
Bank Charges		Transactions	-	-	-	-	1,436	1,436	1,226
			7,643	24,821	32,250	167,655	4,354	236,723	245,831
Total Resources Expended									
			54,672	874,074	1,016,338	2,563,458	78,484	4,585,026	4,367,708

Total Resources Expended 2018

	Notes	Basis of allocation	Improvement Fund	Restricted Projects	Unrestricted Projects	Employment Support	Governance	Total 2018	Total 2017
			£	£	£	£	£	£	£
Cost directly allocated to activities									
Staff costs and pensions	8	Direct	-	306,956	807,638	2,464,338	63,188	3,642,120	3,265,886
Property running costs		Direct	-	3,195	23,291	111,712	1,128	139,326	108,519
Travel and subsistence		Direct	877	16,559	76,450	128,297	1,000	223,183	213,770
Advertising and marketing		Usage	22,118	7,177	4,441	10,366	-	44,102	32,835
Training and development		Direct	18,383	3,008	9,804	28,991	-	60,186	76,211
Audit Fees		Direct	-	-	-	-	12,960	12,960	5,332
			41,378	336,895	921,624	2,743,704	78,276	4,121,877	3,702,553
Support costs allocated to activities									
Communications		Usage	-	7,315	12,474	57,296	-	77,085	77,166
Conferences & Meetings		Usage	3,298	2,245	7,407	22,314	1,058	36,322	43,635
Office Sundries		Usage	-	947	3,369	10,206	-	14,522	12,570
IT Equipment		Direct	-	22,387	5,442	19,631	-	47,460	58,843
Recruitment		Process	-	2,922	8,746	3,628	28,000	43,296	19,247
Legal & professional		Usage	-	582	1,867	6,112	680	9,241	5,352
General insurance		Premium	-	1,051	3,369	12,259	-	16,679	12,867
Bank Charges		Transactions	-	-	-	-	1,226	1,226	1,144
			3,298	37,449	42,674	131,446	30,964	245,831	230,824
Total Resources Expended			44,676	374,344	964,298	2,875,150	109,240	4,367,708	3,933,377

7 Net Incoming Resources

	Total 2019	Total 2018
Stated after charging:	£	£
Land and Buildings	104,343	103,912
Equipment Hire	3,971	3,952
Depreciation	17,439	17,063
Auditors Remuneration	9,989	12,960

8 Staff Costs

	Total 2019	Total 2018
	£	£
Wages and salaries	3,356,415	3,219,590
Social security costs	316,056	289,065
Pension costs	111,942	74,404
Redundancy & termination costs	28,195	7,767
Bank Staff	53,832	51,294
	3,866,440	3,642,120

There were 6 redundancies/terminations in the 2019 financial year (2018: 1).

The average monthly number of employees during the year was made up as follows:

	Designated 2019	Restricted 2019	General 2019	Total 2019	Designated 2018	Restricted 2018	General 2018	Total 2018
Employment Support	-	10	64	74	-	-	74	74
Head Office	-	-	9	9	-	-	9	9
Projects	-	9	26	35	-	7	26	33
	-	19	99	118	-	7	109	116
Number of staff earning above £60,000	-	-	2	2	-	-	3	3
£60,000-£70,000			2	2			1	1
£70,000-£80,000			-	-			1	1
£80,000-£90,000			-	-			1	1

KMP

The key management personnel consist of the Chief Executive Officer, Chief Operating Officer, and Head of CTP Employment whose employee benefits totalled £280,656 (2018: £260,891).

Due to the change in Chief Executive in 2019, 2 employees earned over £60,000 in the year (2018: 3 employees).

9 Fixed Asset Investments

The investments below are held in the "CCLA COIF Charities Investment Fund":

	2019	2018
	£	£
Book Value at 30 September 2018	2,196,916	1,951,609
Net unrealised gains on revaluation	219,112	245,307
Market Value at 30 September 2019	<u>2,416,028</u>	<u>2,196,196</u>
 Investments at market value	 £	 £
COIF Charities Inv Fund	2,416,028	2,196,916
	<u>2,416,028</u>	<u>2,196,916</u>
 Investments at cost	 £	 £
At 30 September 2018	1,500,000	1,500,000
At 30 September 2019	<u>1,500,000</u>	<u>1,500,000</u>

10 Tangible Fixed Assets

	Computer equipment	
	£	
Cost		
At 1 October 2018	116,690	
Additions	30,427	
Disposals	<u>(16,760)</u>	
At 30 September 2019	130,357	
 Depreciation		
At 1 October 2018	88,330	
Charge	17,439	
Disposals	<u>(14,894)</u>	
At 30 September 2019	90,875	
 NBV at 30 September 2019	<u>39,482</u>	
 NBV at 30 September 2018	<u>28,360</u>	

11 Debtors

	2019	2018
	£	£
Prepayments	23,946	21,699
Debtors	267,524	161,406
Staff Loans	9,496	4,391
Other Debtors	-	170
	300,966	187,666

12 Creditors

	Notes	2019	2018
		£	£
Deferred Income	12a	364,318	339,690
Creditors		64,639	46,587
Social Security		87,141	86,455
Pension		21,335	17,005
VAT		167,606	144,418
Accruals		36,991	44,954
		741,030	679,109

12a Deferred income

	ABF	ABF WIS	RNRM C	RAF	NYPCC	LLOYDS	Total
At 1 October 2018	123,857	126,333	31,875	14,125	7,500	36,000	339,690
Released during the year	(123,857)	(126,333)	(31,875)	(14,125)	(7,500)	(36,000)	(339,690)
Deferred in the year	200,070	98,540	31,875	33,833	-	-	364,318
At 30 September 2019	200,070	98,540	31,875	33,833	-	-	364,318

ABF, ABF WIS, RNRM C, RAF, NYPCC and Lloyd's Patriotic Fund relate to income received early due to a different financial year ends.

13 Funds

	At 30 Sept 2018	Incoming resources	Outgoing resources	Investment gain/loss	Transfers	At 30 Sept 2019
Restricted funds						
FHP FIMT	10,115	-	-	-	-	10,115
Call of Duty	-	108,646	(108,646)	-	-	-
ABF The Soldiers' Charity	-	190,747	(190,747)	-	-	-
ABF-WIS 'Bridging the Gap'	-	159,179	(159,179)	-	-	-
Help for Heroes (CA)	-	134,300	(133,793)	-	-	507
Help for Heroes (UNSWIS)	2,598	-	(3,051)	-	453	-
Royal British Legion	-	44,053	(47,369)	-	3,316	-
RAF Benevolent Fund	-	24,167	(23,563)	-	-	604
Poppyscotland	-	30,000	(31,020)	-	1,020	-
Lloyd's Patriotic Fund	11,806	36,000	(48,003)	-	197	-
Armed Forces Covenant Fund	-	80,000	(80,102)	-	102	-
Scottish Veterans Fund	-	30,060	(30,091)	-	31	-
Drapers' Charitable Fund	-	15,000	(15,010)	-	10	-
Sorted Consortium	-	-	(1,500)	-	1,500	-
	24,519	852,152	(872,074)	-	6,629	11,226
Unrestricted funds						
General Funds	2,621,668	3,667,269	(3,658,280)	219,112	(6,629)	2,843,140
Designated Funds	255,324	-	(54,672)	-	-	200,652
	2,901,511	4,519,421	(4,585,026)	219,112	-	3,055,018

Transfers were entered when the charity overspent on a restricted fund. A transfer from the unrestricted fund was allocated.

- The restricted fund **FHP FIMT** is in relation to the Future Horizons Programme to provide transitional support to +/- 1000 ESLs from Catterick Garrison.
- Call of Duty** contributes to our nationwide Ex-Forces and Military Women programmes.
- ABF The Soldiers' Charity** provides Regional Employment Advisors in our nationwide Ex-Forces programme.
- ABF-WIS** provides 3 Special Vocational Advisors in our 'Bridging the Gap' programme.
- Help for Heroes** (H4H) provides Career Advisors in Tidworth, Catterick and Colchester (2017-2019) and an UNSWIS Employer Relationship Manager (up to October 2018).
- The **Royal British Legion** funds an employment advisor in Wales.
- The **RAF Benevolent Fund** provides employment support to RAF veterans nationwide.
- Poppyscotland** funds an employment advisor in Scotland.
- Lloyd's Patriotic Fund** provides funds for one Veteran Families support staff in Plymouth.
- Armed Forces Covenant Fund** provides for Employment Advisors in West Scotland and Yorkshire, as well as the Reading-based Gurkha employment advisor.
- Scottish Veterans Fund** also contributes towards the West Scotland Employment Advisor.
- Drapers' Charitable Fund** helps provide support to veterans in the criminal justice system.
- The **Sorted Consortium** consists of seven charities (RFEA, The Officers' Association, The Royal British Legion, The Poppy Factory, Officers' Association Scotland, Royal British Legion Industries and Poppyscotland) who have agreed to work together to improve the employability services provided to the Military community.
- The charity has a **designated Service Improvement Fund** to invest in enhanced IT, staff training, and marketing to improve the charity's outreach to veterans and service leavers.

13 Funds (continued)

	At 30 Sept 2017	Incoming resources	Outgoing resources	Investment gain/loss	Transfers	At 30 Sept 2018
Restricted funds						
FHP FIMT	10,115	-	-	-	-	10,115
Help for Heroes (CA)	-	133,000	(133,076)	-	76	-
Help for Heroes (UNSWIS)	-	47,520	(44,922)	-	-	2,598
Royal British Legion	-	63,740	(66,755)	-	3,015	-
HLNY CRC	296	19,200	(24,444)	-	4,948	-
Lloyd's Patriotic Fund	-	12,000	(194)	-		11,806
Armed Forces Covenant Fund	-	40,000	(40,000)	-	-	-
Scottish Veterans Fund	-	32,723	(33,510)	-	787	-
HMPPS	-	29,943	(29,943)	-	-	-
Sorted Consortium	-	-	(1,500)	-	1,500	-
	10,411	378,126	(374,344)	-	10,326	24,519
Unrestricted funds						
General Funds	2,554,388	3,780,987	(3,948,688)	245,307	(10,326)	2,621,668
Designated Funds	300,000	-	(44,676)	-	-	255,324
	2,864,799	4,159,113	(4,367,708)	245,307	-	2,901,511

Transfers were entered when the charity overspent on a restricted fund. A transfer from the unrestricted fund was allocated.

- The restricted fund **FHP FIMT** is in relation to the Future Horizons Programme to provide transitional support to +/- 1000 ESLs from Catterick Garrison.
- The **Help for Heroes** (H4H) restricted fund provides Career Advisors in Tidworth, Catterick and Colchester.
- The **Royal British Legion** funds two employment advisors
- The restricted **HLNY CRC** fund employs a part-time Nova Co-ordinator in North Yorkshire.
- Lloyd's Patriotic Fund** provides funds for one Veteran Families support staff in Plymouth.
- Armed Forces Covenant & Scottish Veterans Funds** provide a Regional Employment Advisor in West Scotland.
- Armed Forces Covenant Fund** also contributes towards the cost of a Nova Co-ordinator in South Yorkshire.
- HMPPS** contributes funds towards the creation of an Ex-offender Employer database.
- The **Sorted Consortium** consists of seven charities (RFEA, The Officers' Association, The Royal British Legion, The Poppy Factory, Officers' Association Scotland, Royal British Legion Industries and Poppyscotland) who have agreed to work together to improve the employability services provided to the Military community.

The charity has a **designated Service Improvement Fund** to invest in enhanced IT, staff training and marketing.

At 30 Sept 2019	Unrestricted	Restricted	Designated	Total
Fixed Assets	2,455,510	-	-	2,455,510
Current Assets	1,128,660	11,226	200,652	1,340,538
Current Liabilities	(741,030)	-	-	(741,030)
	2,843,140	11,226	200,652	3,055,018
At 30 Sept 2018	Unrestricted	Restricted	Designated	Total
Fixed Assets	2,225,276	-	-	2,225,276
Current Assets	1,075,501	24,519	255,324	1,355,344
Current Liabilities	(679,109)	-	-	(679,109)
	2,621,668	24,519	255,324	2,901,511

14 Trustees

Trustees received no remunerations (2018: nil).

Out of pocket expenses amounting to £1,396 (2018: £1,058) were reimbursed to 5 Trustees for travel and meeting expenses (2018: 4 Trustees).

15 Financial Commitments

The company has future minimum lease payments under non-cancellable operating leases, as follows:

	Designated 2019	Restricted 2019	General 2019	Total 2019	Designated 2018	Restricted 2018	General 2018	Total 2018
Leases of land and buildings								
Amounts due within 1 year	-	-	97,453	97,453	-	-	109,610	109,610
Amounts due within 2-5 years	-	-	7,352	7,352	-	-	44,426	44,426
Amounts due over 5 years	-	-	-	-	-	-	-	-
Equipment leases								
Amounts due within 1 year	-	-	5,298	5,298	-	-	3,952	3,952
Amounts due within 2-5 years	-	-	13,006	13,006	-	-	4,171	4,171

The lease payments recognised as an expense in the year were £104,343 (2018: £103,912) for leases of Land and Buildings and £3,971 (2018: £3,952) for Equipment leases.

16 Financial Instruments

	2019	2018
	£	£
Financial assets measured at fair value	1,039,572	1,167,678
Financial assets measured at amortised cost	277,020	165,967

Financial assets measured at fair value through I&E comprise cash held at bank and in hand.

Financial assets measured at amortised cost comprise trade debtors, staff loans and other debtors.

Financial liabilities measured at amortised cost	376,712	339,419
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Financial liabilities measured at amortised cost comprise trade creditors, other taxation and social security, pension and accruals

Thank you

Armed Forces Covenant Trust	Mayor of London
ABF The Soldiers' Charity	Poppyscotland
APM	Royal Air Force Benevolent Fund
Call of Duty Endowment	Royal British Legion
Career Transition Partnership	Royal Navy and Royal Marines Charity
The Drapers' Company	Shaw Trust
European Social Fund	Veterans' Foundation
Government Equalities Office	Veterans Scotland
Greenwich Hospital	Walking With The Wounded
Help for Heroes	X Forces
Lloyd's Patriotic Fund	



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