

Annual Report and Accounts

2019-20



Contents

Governance and Management	4
Vice Patrons	4
Trustees of the Charity	5
Senior Management Team	5
Reference and Administrative Information.....	6
Trustees Report 2019 – 2020	7
1. Introduction	7
2. Corporate Structure	7
3. Our Mission Statement.....	7
4. Charitable Objectives.....	7
5. Public Benefit	8
6. Governance	8
7. Funding Our Charitable Work	9
Grant Funding	10
Contract Funding	10
8. Delivering our Charitable Services.....	10
9. Our People	10
10. Operations.....	11
Supporting transition.....	11
Supporting veterans	12
Supporting those who need specialist help.....	12
Supporting families.....	13
Supporting unemployed veterans in London	13
Supporting female veterans	14
Supporting veterans in the Criminal Justice System.....	14
Covid-19.....	15
11. Introduction to the Financial Review.....	15
12. Our Funds	15
13. Fundraising	16
14. Our Reserves	16
15. Investment Policy and Performance.....	16
16. Remuneration.....	16
17. Risk Management	17
18. Review of the Financial Position	17
19. Future Plans.....	18
20. Statement of Trustees’ and Directors’ Responsibilities.....	19
21. Small Company Provisions	20

22. Auditor	20
Independent Auditor's Report to the Trustees and Members of RFEA Limited	21
Opinion	21
Basis for opinion.....	21
Conclusions relating to going concern.....	21
Other information	21
Opinions on other matters prescribed by the Companies Act 2006	22
Matters on which we are required to report by exception	22
Responsibilities of trustees.....	22
Auditor's responsibilities for the audit of the financial statements	23
Use of our report.....	23
Statement of Financial Activities (including an income and expenditure account) for the years ended 30 September	25
Balance Sheet as at 30 September	26
Cash Flow Statement for the years ended 30 September.....	27
Notes to the Accounts for the year ended 30 September 2020	28
1 Accounting Policies	28
2 Judgements in applying accounting policies and key sources of estimation uncertainty	28
3 Income from Donations and Legacies.....	29
4 Income from Charitable Activities	29
5 Total Resources Expended	30
6 Net Incoming Resources	31
7 Staff Costs	32
8 Fixed Asset Investments	33
9 Tangible Fixed Assets.....	33
10 Debtors	33
11 Creditors.....	34
11a Deferred income.....	34
12 Funds.....	35
13 Trustees.....	37
14 Financial Commitments	38
15 Financial Instruments	38
Thank you.....	39
RFEA is supported by	39

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	(until February 2021)
Major General A RITCHIE CBE	(from February 2021)

Trustees

Dr Sarah BUNTING	Chair of the Nominations Committee (from February 2021)
Air Commodore Stuart BURDESS BEng CEng FRAeS	(until November 2019)
	Chair of the Finance Committee (until November 2019)
Major J D G MILL TD CA	(until August 2020)
	Chair of the Finance Committee (until August 2020)
Mr Ian RAND	Chair of the Finance Committee (from November 2020)
Commodore Tony JOHNS	(until July 2020)
Ms Susan JOHNSON OBE	(from February 2020)
Mr A McKAY FCMI FRAeS	(until November 2019)
	Chair of the Remunerations Committee (until November 2019)
Lieutenant Colonel R A 'Mac' McPHERSON MBE	
Air Vice Marshal John PONSONBY	Chair of the Remunerations Committee
Major General A RITCHIE CBE	Chair of the Nominations Committee (until February 2021)
Mr Ian WEBBER	(from August 2020)

Senior Management Team

Commodore Alistair HALLIDAY	Chief Executive and Company Secretary
Chloe MACKAY	Chief Operating Officer
Lorraine CADLE	Head of CTP Employment
Daniel BROOK	Head of Finance
Graham LILEY	Head of Business Support

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	03270369
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

Related Parties

In 2020 RFEA developed a partnership with TechVets, a not-for-profit entity designed to support veterans into the Tech and Cyber industries. This was initially a loose arrangement whereby RFEA provided some levels of support (such as payroll, expenses and HR) as the programme developed. Due to the programme's success, this is expected to mature in 2021 into the integration of TechVets as a full RFEA programme with associated governance. Further details can be found under Note 13 to the accounts.

Organisations and Memberships

RFEA is a key deliverer of Employment Support to 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, chairs the Cobseo Employment Cluster and Co-Chairs the Cobseo Criminal Justice Cluster.

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 2019 – 2020

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 2019 to 30 September 2020. 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.

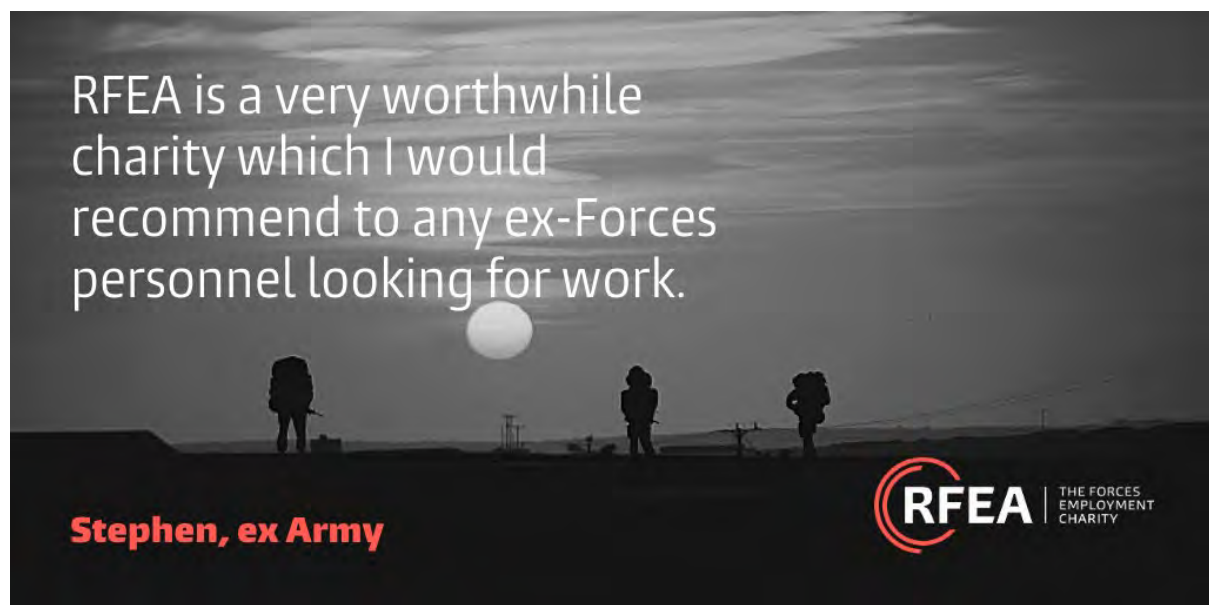
The Board has three Committees:

- 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 39.

We are enormously grateful for their continued support which enables us to deliver employment support and job-finding services to our 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 sub-contractor 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:

- CTP Employment Services
- Our Ex-Forces Employment Service for Veterans
- Our Specialist Services, including our Families Programme, Military Women and Forces for London
- Project Nova

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.

Adaptability remains our prime strength. Covid-19 required a shift to remote and virtual delivery across all teams, employment changed overnight and we developed innovative ways to engage clients.

When Employment Fairs were cancelled, the Employer Engagement Team created Virtual Employment Events to connect veterans and employers. These events have been extremely successful, with 90+ employers engaged with 896 candidates. Vacancies have reduced but our relationships have ensured that we are well placed to promote opportunities when hiring plans change.

The CTP Future Horizons Team successfully navigated the Covid-19 restrictions by developing a process for capturing all Early Service Leaver (ESL) registrations remotely, whilst at the same time supporting record numbers coming into the programme due to increased recruitment and numbers not reaching training requirements. Our Employment Advisors met the challenges with minimal disruption to ESL support.

The CTP Assist Team provides tailored support to wounded, injured and sick clients. There has been a rise in both the number of active Serving clients and the number of veteran clients returning for additional support in the Covid-19 era.

Our CTP Support Team is critical to our successful delivery. The tracking and evidencing of the Service leavers' outcomes allows us to deliver greater support to those who need it most. Investment in a new state-of-the-art telephony system has improved our resilience and customer experience considerably.

I've been given CV and job advice and pointed in the direction of jobs and job fairs specifically for ex-Forces. Ryan, Army

This year, our CTP Employer Engagement team:

Generated **65,800** job vacancies for ex-Forces personnel

Hosted 139 online live events allowing **3,847** clients to engage with companies

Future Horizons Team supported **3,525** clients – an increase of **19%** year on year.

The CTP Support Team handled **29,528** calls with Service leavers and employers.

CTP Employment Service Programmes:

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

Supporting veterans

Our Ex-Forces Programme supports all veterans and reservists who need help to find work once they have left the armed forces.

This has been an extraordinary year for employment. The lockdown from late March to the beginning of July saw recruitment stall and job opportunities in some sectors shrink away. The summer and autumn saw unemployment rise sharply. From July onwards, we had a surge of veterans signing up for our support as well as successful placements into work as some sectors, such as logistics and technology, grew strongly.

We are very grateful to our funders for enabling us to both maintain delivery and sustain our team of Regional Employment Advisors as they provide employment support within Scotland, Northern Ireland, Wales and every region of England. The team is busier than ever before, and we expect this to continue into 2021.

My advisors have been outstanding, helping me in so many ways that go far beyond the scope of what I was expecting. Hadley – Royal Marines

This year:

Our veterans' advisors supported **4,387** clients

57% of clients increased their aspiration and motivation

58% of unemployed veterans were supported into jobs

Veterans' Employment Programmes:

- RFEA Ex-Forces Programme
- Gurkha Support Programme
- Veterans' Support Team

Supporting those who need specialist help

We continued to provide specialist support to veterans who have more complex lives and are further from employment.

We have long understood that we are most effective when we can support these veterans face-to-face, building up our understanding of their lives and developing their trust and confidence. We work with other military charities to put specialist support in place, improving lives and enabling veterans to progress towards employment.

During this year, we have suspended face-to-face delivery during lockdowns but have done everything we can to sustain the first meeting face-to-face when it has been possible to do so. At the end of 2020, we concluded our partnerships delivering employment support via the team embedded within Help for Heroes and Walking With The Wounded. These partnerships lasted for six and seven years respectively and we are proud of our achievements over this time.

My advisor has no idea of the positive impact she has – knowing someone is there to support you makes a massive difference. Steve - Army

This year:

Our specialist advisors supported **384** clients

67% of clients improved their health and wellbeing

66% of unemployed veterans were supported into jobs

Specialist Programmes:

- Help for Heroes Career Advisors
- Specialist Vocational Team
- Walking With The Wounded Employment

Supporting families

Our Families Programme seeks to ensure that more military partners work, closing the gap between the armed forces community and civilian families.

Our successful Families Programme, supporting the partners of serving personnel and veterans, expanded in 2020 and we now have Families Employment Advisors in Plymouth, Tidworth and Catterick plus a part-time role in Scotland. We are expert at reaching partners and understanding their lives. Frequent moves, relatively isolated locations, employer reluctance and the complexities of building a normal career often mean that many military spouses and partners can face unique challenges getting back into work.

The partners on our Programme have been empowered to successfully enter employment in a broad range of industries and roles. Many have returned to using skills and experience that they developed earlier in their lives, and it is great to observe how their ability to continue their career boosts their confidence and strengthens their individual identity.

I am so thankful to the invaluable support I had from my advisor. Nothing was ever too much trouble – she was worth her weight in gold. Danielle - military spouse

This year:

Our Families Advisors supported **247** spouses, partners and widows

83% of clients improved their job search skills

50% of clients improved their health and wellbeing

Supporting unemployed veterans in London

Our Forces For London Programme continues to enable us to develop our support for a diverse group of veterans.

Our Partnership with the Mayor of London continued in 2020 and as a result we have been able to continue our Programme within London. Over fifty percent of the veterans we support in London are from Black and Minority Ethnic backgrounds. It would appear that, for our clients, ethnicity remains a barrier to employment in our capital and we have changed our delivery to ensure that we give everyone on the Programme the best possible chance of successfully obtaining employment.

Our Forces for London advisors supported **105** clients

56% of Forces for London clients are BAME

59% of unemployed veterans were supported into jobs

Supporting female veterans

For the first time, our new Military Women Programme allows us to provide dedicated support for female veterans.

2020 saw the launch of our Military Women Programme. For the first time, we are providing specialist support to female veterans. The initiative comes as research reveals female veterans are more than twice as likely to be economically inactive (20% compared with 9% for male veterans)¹ and face more barriers to employment than men².

Our Military Women advisor supported **89** clients

77% of clients increased their job search skills

65% of clients increased their aspiration and motivation

Supporting veterans in the Criminal Justice System

We continue our commitment to reach and support veterans who are in the Criminal Justice System, improving lives and reducing re-offending.

Project Nova continued its life-changing and lifesaving delivery, supporting veterans in the Criminal Justice System in five regions of the UK. Discussions for delivery to Merseyside, Cambridgeshire and Northamptonshire were advanced before the first lockdown. This meant that we were able to extend our delivery to these new areas during summer 2020.

We are enormously grateful for the support that we receive from the police. Our work on Project Nova is reliant on those who work within police custody suites and beyond wanting to help the veterans who are arrested or come into contact with the police and are at risk of arrest.

Our work with Her Majesty's Prison and Probation Service has continued and, in many parts of the UK, we are now reaching veterans at every stage of the Criminal Justice System.

Project Nova is helping me get my life back on track and is always a call away when times are hard. Paul - Army

This year:

Our Project Nova advisors supported **1,623** clients

89% of Project Nova clients improved their health and wellbeing

79% of Project Nova clients improved their anger management

¹ <https://www.fim-trust.org/news/female-veterans-face-more-barriers-to-employment-than-male-veterans/>

² Women were more likely to cite lack of confidence (17% compared with 12%) and family commitments (10% versus 6%) as barriers to career progression than men. https://www.cipd.co.uk/Images/over-skilled-and-underused-investigating-the-untapped-potential-of-uk-skills_tcm18-48001.pdf

Criminal Justice Programmes:

- Project Nova
- NHS Regroup Pathfinder
- HMPPS Co-Financing Organisation
- Project Nova Support Team

Covid-19

Covid-19 made 2020 a challenging year for everyone. This has particularly been the case for our veterans and beneficiaries who, with the deepening economic downturn, are finding it increasingly challenging to find or keep work. As unemployment rises while vacancies reduce, we have seen a significant surge (35%) in veterans' need for employment support.

RFEA continued to operate as usual throughout the year, delivering full support to rising numbers of Service leavers and veterans in need. With a business model that lends itself to remote working, via laptops and mobiles, all of our staff have been able to work effectively in or out of lockdown. While we remained fully open and "business as usual", we have made some adjustments. Our RFEA Support Centre in Birmingham was issued with laptops and phones and after a successful trial managed all their call centre work from home. This was critical as it maintained initial and follow up contact with clients and managed referrals effectively. Face-to-face meetings with clients were suspended along with non-essential travel, but these are not affecting our service delivery. With no need to run expensive buildings or assets, RFEA has a lean back office function with digital HR, finance and expenses systems enabling prioritisation of all effort into delivery for our clients. In sum, Covid-19 has not prevented us from delivering our mission and providing full support to our clients.

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 2019-2020 with a healthy surplus, two-thirds of which is restricted. In addition, our charity allocated and spent £118k of our reserves as part of our designated improvement fund to develop the quality of our services and our outreach.

12. Our Funds

The total income for the year was £5,081,445 as compared to £4,519,421 in the previous year. Expenditure increased to £4,785,958 as compared to £4,585,026 in the previous year. This resulted in a net income of £295,487, of which £194,776 is restricted for future periods. This also marked a recovery of the previous two years' loss. After taking into account an in-year unrealised gain on investments of £167,003, the effect on the value of RFEA's funds was a net movement of £462,490.

At 30 September 2020, our CCLA investment fund stood at £2,583,031, of which 42%, £1m, was unrealised gain. This year-end performance marked an impressive recovery from the mid-year loss at the start of the first lockdown in March 2020, at which point we saw an unrealised loss of (£220,830). By year-end, in addition to a return to unrealised gains, the CCLA managed funds had performed considerably better than international indices and our Board was confident in CCLA's management of the funds.

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 2020 the total funds held were £3,517,508. After identifying restricted and designated funds, functional assets, and other commitments which are not available for general purposes, our Reserves stood at £2,872,380 or 83% of the required reserve of which over £1million comprised unrealised gains on investments. The Trustees agreed the aim of reaching the required level of reserves 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 period. 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 2020 was £2,583,031 compared with £2,416,028 at the end of the previous 2019 financial year; this reflects a 7% unrealised gain on investments by 30 September 2020.

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:

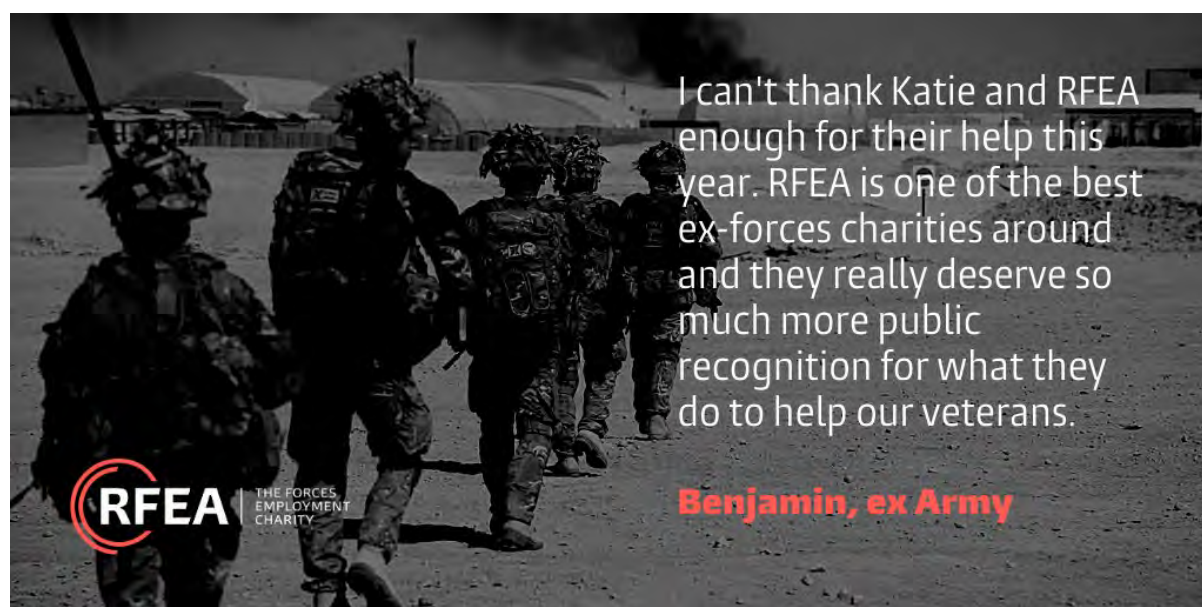
- A failure of effective governance and operational management. This is mitigated by: Board competency, succession planning and training; the regular review of governance processes and statutory requirements; a rigorous evaluation of service delivery and quality assurance; and regular reviews of financial 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 (and has been extended to 2023 and then further 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 extension of the CTP contract to 2023, including delivery of an enhanced range of services; development of additional programmes to support Veterans and their families; and the continued support of the

Service charities, RFEA continues to provide high quality employment help to Service leavers, Veterans and their partners as required by its charitable objectives.

The trustees consider that the charity is a going concern and that there are no material uncertainties to cast doubt on the organisation's ability to continue operating for the foreseeable future.



19. Future Plans

RFEA vision is: "A UK where all veterans and their partners lead fulfilling working lives". To achieve this, 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 increasing numbers and in particular strengthen the help we provide to vulnerable Veterans.
 - Further build on the success of Project Nova to provide early intervention support to Veterans involved with the Criminal Justice System expanding to additional regions of the country and while developing ReGroup Pathfinder, in cooperation with our charity partner Walking With The Wounded.
 - Expand our programmes for partners' employment and Military Women Programme for female veterans.
- c) Build an innovative, world class working environment with sufficient, capable and motivated people with best practice processes and access to modern IT.

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 26 February 2021 and signed on their behalf by:

.....
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 2020 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 2020 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, 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)

4 March 2021

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 years ended 30 September

		Restricted funds 2020	Unrestricted funds 2020	Total funds 2020	Restricted funds 2019	Unrestricted funds 2019	Total funds 2019
Notes		£	£	£	£	£	£
Incoming resources							
Income and endowments from:							
Donations and legacies	3	656,356	98,338	754,694	397,613	85,371	482,984
Investments		-	975	975	-	2,175	2,175
Charitable activities	4	697,199	3,628,577	4,325,776	454,539	3,579,723	4,034,262
Total incoming resources		1,353,555	3,727,890	5,081,445	852,152	3,667,269	4,519,421
Resources expended							
Charitable activities:							
Employment Support Programmes		1,158,779	3,508,912	4,667,691	872,074	3,658,280	4,530,354
Improvement Fund		-	118,267	118,267	-	54,672	54,672
Total resources expended	5	1,158,779	3,627,179	4,785,958	872,074	3,712,952	4,585,026
Net (expenditure) / income before investment gains	6	194,776	100,711	295,487	(19,922)	(45,683)	(65,605)
Unrealised gain on revaluation of investments	8	-	167,003	167,003	-	219,112	219,112
Transfers between Funds		8,750	(8,750)		6,629	(6,629)	-
Net movement in funds		203,526	258,964	462,490	(13,293)	166,800	153,507
Fund balances brought forward		11,226	3,043,792	3,055,018	24,519	2,876,992	2,901,511
Fund balances carried forward	12	214,752	3,302,756	3,517,508	11,226	3,043,792	3,055,018

All recognised gains and losses for year ended 30 September 2020 are included above and derive from continuing activities.

Balance Sheet as at 30 September

		2020	2020	2019	2019
	Notes	£	£	£	£
Non-current Assets					
Investments	8		2,583,031		2,416,028
Tangible fixed assets	9		47,991		39,482
			<u>2,631,022</u>		<u>2,455,510</u>
Current Assets					
Debtors	10	246,665		300,966	
Cash at bank and in hand					
Current and Deposit Accounts			<u>1,379,828</u>		<u>1,039,572</u>
			1,626,493		1,340,538
Creditors					
Amounts falling due within one year	11		<u>740,007</u>		<u>741,030</u>
Net current assets			886,486		599,508
Total assets			<u>3,517,508</u>		<u>3,055,018</u>
Represented by:					
General Fund			2,920,371		2,843,140
Designated Fund			<u>382,385</u>		<u>200,652</u>
Total unrestricted funds			3,302,756		3,043,792
Restricted funds			<u>214,752</u>		<u>11,226</u>
Total funds	12		<u>3,517,508</u>		<u>3,055,018</u>

The financial statements were approved by the Trustees (Directors) and authorised for issue on 26 February 2021 and are signed on their behalf by:

.....
Mr Ian Rand, Chairman Finance Committee

.....
Commodore D A Halliday, Chief Executive

Cash Flow Statement for the years ended 30 September

	Notes	2020 £	2019 £
Cash flow from operating activities:			
<i>Net cash provided by (used in) operating activities below</i>		369,659	(99,924)
Cash flows from investing activities:			
Dividends and interest from investments		975	2,175
Purchase of property, plant and equipment	9	(30,378)	(30,427)
Proceeds from sale of property, plant and equipment		-	70
<i>Net cash used in investing activities</i>		(29,403)	(28,182)
Change in cash and cash equivalents in the year		340,256	(128,106)
Cash and cash equivalents at the beginning of the year		1,039,572	1,167,678
<i>Cash and cash equivalents at the end of the year</i>		1,379,828	1,039,572

Reconciliation of net income to net cash flow from operating activities

	Notes	2020 £	2019 £
<i>Net income for the reporting period</i>		462,490	153,507
Adjustments for:			
Depreciation charges	9	21,869	17,439
Losses on sale of equipment		-	1,796
(Gains) on revaluation of investments	8	(167,003)	(219,112)
Dividends and interest from investments		(975)	(2,175)
Decrease/(increase) in debtors	10	54,301	(113,300)
(Decrease)/increase in creditors	11	(1,023)	61,921
<i>Net cash provided by (used in) operating activities</i>		369,659	(99,924)

Notes to the Accounts for the year ended 30 September 2020

1 Accounting Policies

RFEA Limited is a company limited by guarantee not having a share capital. The company registered number is 03270369. 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), 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 in relation to the ability to continue operating for the foreseeable future, 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 entitlement, measurement and probability 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 5 to the accounts.

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 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.

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

viii 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.

ix 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

	Restricted 2020	Unrestricted 2020	Total 2020	Restricted 2019	Unrestricted 2019	Total 2019
	£	£	£	£	£	£
ABF The Soldiers' Charity	266,820	-	266,820	190,747	-	190,747
Royal Navy & Royal Marines' Charity	-	87,422	87,422	-	63,750	63,750
Royal Air Force Benevolent Fund	58,208	-	58,208	24,167	14,240	38,407
Call of Duty Endowment	277,536	-	277,536	108,646	-	108,646
Royal British Legion	53,792	-	53,792	44,053	-	44,053
Poppyscotland	-	-	-	30,000	-	30,000
	656,356	87,422	743,778	397,613	77,990	475,603
Donations from other sources	-	10,916	10,916	-	7,381	7,381
	656,356	89,338	754,694	397,613	85,371	482,984

4 Income from Charitable Activities

	Restricted 2020	Unrestricted 2020	Total 2020	Restricted 2019	Unrestricted 2019	Total 2019
	£	£	£	£	£	£
Career Transition Partnership	-	2,526,517	2,526,517	-	2,506,917	2,506,917
Advanced Personnel Management	-	174,636	174,636	-	115,927	115,927
QinetiQ Limited	-	2,000	2,000	-	-	-
University of Warwick	-	1,147	1,147	-	3,825	3,825
Activision Blizzard	-	10,000	10,000	-	-	-
X-Forces	-	4,800	4,800	-	4,800	4,800
Barclays After Programme	-	-	-	-	16,979	16,979
Shaw Trust & ChangeGrowLive	-	-	-	-	1,800	1,800
ABF (WIS)	98,540	-	98,540	159,179	-	159,179
RAF Wellbeing & Employment	-	49,120	49,120	-	44,235	44,235
Scottish Veterans Fund	25,782	-	25,782	30,060	-	30,060
Veterans Foundation	25,000	-	25,000	-	-	-
WWTW (Project Nova)	-	454,508	454,508	-	709,851	709,851
WWTW (Project Nova Regroup)	-	181,641	181,641	-	14,893	14,893
WWTW (Home Straight)	-	86,296	86,296	-	131,540	131,540
PCC Merseyside	-	60,840	60,840	-	-	-
PCC Northumbria	-	16,931	16,931	-	-	-
PCC South Yorkshire	16,930	-	16,930	-	-	-
Devon Partnership NHS Trust	-	62,500	62,500	-	-	-
Norfolk Community Foundation	20,000	-	20,000	-	-	-
RNRMC Greenwich Hospital	50,000	-	50,000	-	-	-
Armed Forces Covenant Fund	125,000	-	125,000	80,000	-	80,000
Greater London Authority	23,000	(12,359)	10,641	-	21,456	21,456
Lloyd's Patriotic Fund	75,000	10,000	85,000	36,000	-	36,000
GEO Returners' Fund	48,000	-	48,000	-	-	-
Help for Heroes (Career Advisors)	69,947	-	69,947	134,300	-	134,300
Technology Veterans Foundation	75,000	-	75,000	-	-	-
Ark Data Centres Limited	15,000	-	15,000	-	-	-
Royal British Legion	30,000	-	30,000	-	-	-
NYPCC	-	-	-	-	7,500	7,500
Drapers' Charitable Fund	-	-	-	15,000	-	15,000
	697,199	3,628,577	4,325,776	454,539	3,579,723	4,034,262

5 Total Resources Expended

2020 resources expended:

			Basis of allocation	Designated Improvement Fund	Restricted Employment Support	General Employment Support	Governance	Total 2020	Total 2019
	Notes			£	£	£	£	£	£
Cost directly allocated to activities									
Staff costs	7	Direct		17,682	1,071,898	3,018,825	67,694	4,176,109	3,866,440
Property running costs		Direct		2,797	8,999	128,865	-	140,661	145,296
Travel and subsistence		Direct		-	19,428	93,920	-	113,348	210,927
Advertising and marketing		Usage		18,220	7,770	23,087	-	49,077	49,074
Training and development		Direct		20,560	10,198	14,355	-	45,113	66,577
Audit Fees		Direct		-	-	-	10,014	10,014	9,989
				59,269	1,118,293	3,279,052	77,708	4,534,322	4,348,303
Support costs allocated to activities									
Communications		Usage		-	12,710	65,377	-	78,087	83,225
Conferences & Meetings		Usage		2,628	1,576	3,887	635	8,726	33,170
Office Sundries		Usage		126	3,227	14,091	-	17,444	16,369
IT Equipment		Direct		51,684	15,961	44,629	-	112,274	54,923
Recruitment		Process		-	2,142	6,095	-	8,237	11,269
Legal & professional		Usage		4,560	680	1,287	1,196	7,723	17,099
General insurance		Premium		-	4,190	13,478	-	17,668	19,232
Bank Charges		Transactions		-	-	-	1,477	1,477	1,436
				58,998	40,486	148,844	3,308	251,636	236,723
Total Resources Expended				118,267	1,158,779	3,427,896	81,016	4,785,958	4,585,026

2019 resources expended:

			Basis of allocation	Designated Improvement Fund	Restricted Employment Support	General Employment Support	Governance	Total 2019	Total 2018
Notes				£	£	£	£	£	£
Cost directly allocated to activities									
Staff costs	7	Direct		-	788,830	3,014,574	63,036	3,866,440	3,642,120
Property running costs		Direct		-	5,264	138,927	1,105	145,296	139,326
Travel and subsistence		Direct		408	43,092	167,427	-	210,927	223,183
Advertising and marketing		Usage		25,700	5,114	18,260	-	49,074	44,102
Training and development		Direct		20,921	4,953	40,703	-	66,577	60,186
Audit Fees		Direct		-	-	-	9,989	9,989	12,960
				47,029	847,253	3,379,891	74,130	4,348,303	4,121,877
Support costs allocated to activities									
Communications		Usage		-	6,939	76,286	-	83,225	77,085
Conferences & Meetings		Usage		-	4,513	27,261	1,396	33,170	36,322
Office Sundries		Usage		-	1,983	14,183	203	16,369	14,522
IT Equipment		Direct		7,643	5,783	41,497	-	54,923	47,460
Recruitment		Process		-	1,359	9,910	-	11,269	43,296
Legal & professional		Usage		-	1,425	14,355	1,319	17,099	9,241
General insurance		Premium		-	2,819	16,413	-	19,232	16,679
Bank Charges		Transactions		-	-	-	1,436	1,436	1,226
				7,643	24,821	199,905	4,354	236,723	245,831
Total Resources Expended									
				54,672	872,074	3,579,796	78,484	4,585,026	4,367,708

6 Net Incoming Resources

	Total 2020	Total 2019
Stated after charging:	£	£
Land and Buildings	108,429	104,343
Equipment Hire	8,196	3,971
Depreciation	21,869	17,439
Auditors Remuneration	10,014	9,989

7 Staff Costs

	Total 2020	Total 2019
	£	£
Wages and salaries	3,623,194	3,364,414
Social security costs	342,314	316,056
Employer pension costs	130,522	111,942
Holiday accrual	55,161	(7,999)
Redundancy & termination costs	20,758	28,195
Bank Staff	4,160	53,832
	<u>4,176,109</u>	<u>3,866,440</u>

There were two redundancies/terminations in the year (2019: six).

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

	2020	2019
Employment Support		
Restricted	29	19
Unrestricted	84	90
Head Office staff	9	9
	<u>122</u>	<u>118</u>
Number of staff earning above £60,000	3	2
£60,000-£69,999	1	2
£70,000-£79,999	1	-
£80,000-£89,999	-	-
£90,000-£99,999	1	-

KMP

The key management personnel consist of the Chief Executive Officer, Chief Operating Officer, and Head of CTP Employment whose employee benefits totalled £273,851 (2019: £280,656).

8 Fixed Asset Investments

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

	2020	2019
	£	£
Book Value at 30 September 2019	2,416,028	2,196,916
Net unrealised gains on revaluation	167,003	219,112
Market Value at 30 September 2020	2,583,031	2,416,028
Investments at market value	£	£
COIF Charities Inv Fund	2,583,031	2,416,028
	2,583,031	2,416,028
Investments at cost	£	£
At 30 September 2019	1,500,000	1,500,000
At 30 September 2020	1,500,000	1,500,000

9 Tangible Fixed Assets

	IT equipment
	£
Cost	
At 1 October 2019	130,357
Additions	30,378
At 30 September 2020	160,735
Depreciation	
At 1 October 2019	90,875
Charge	21,869
At 30 September 2020	112,744
NBV at 30 September 2020	47,991
NBV at 30 September 2019	39,482

10 Debtors

	2020	2019
	£	£
Prepayments	20,812	23,946
Debtors	223,728	267,524
Staff Loans	2,125	9,496
	246,665	300,966

11 Creditors

	Notes	2020	2019
		£	£
Deferred Income	11a	331,710	364,318
Creditors		22,550	64,639
Social Security		95,448	87,141
Pension		23,623	21,335
VAT		173,612	166,606
Accruals		93,064	36,991
		<u>740,007</u>	<u>741,030</u>

11a Deferred income

	At 1 Oct 2019	Released into Year	Deferred out of Year	At 30 Sept 2020
	£	£	£	£
ABF The Soldiers' Charity	200,070	(200,070)	66,750	66,750
ABF WIS	98,540	(98,540)	-	-
Royal Navy & Royal Marines Charity	31,875	(31,875)	-	-
Royal Air Force Benevolent Fund	33,833	(33,833)	34,125	34,125
Royal British Legion	-	-	31,537	31,537
Call of Duty Endowment	-	-	129,298	129,298
Charles Hayward Foundation	-	-	25,000	25,000
Suffolk Community Foundation	-	-	20,000	20,000
Lloyd's Patriotic Fund	-	-	25,000	25,000
	<u>364,318</u>	<u>(364,318)</u>	<u>331,710</u>	<u>331,710</u>

Deferred income arises from income received in advance of the period being funded and which is being performance measured by the funder.

12 Funds

	At 30 Sept 2019	Incoming resources	Outgoing resources	Investmen t gain/loss	Transfers	At 30 Sept 2020
Restricted funds						
Call of Duty Endowment	-	277,536	(252,765)	-	-	24,771
ABF The Soldiers' Charity	-	266,820	(267,162)	-	342	-
ABF-WIS 'Bridging the Gap'	-	98,540	(99,254)	-	714	-
Royal British Legion	-	53,792	(59,986)	-	6,194	-
RAF Benevolent Fund	604	58,208	(57,447)	-	-	1,365
Scottish Veterans Fund	-	25,782	(25,782)	-	-	-
Veterans Foundation	-	25,000	(17,990)	-	-	7,010
Sorted Consortium	-	-	(1,500)	-	1,500	-
Help for Heroes (CA)	507	69,947	(70,454)	-	-	-
Greater London Authority	-	23,000	(2,695)	-	-	20,305
GEO Returners Fund	-	48,000	(48,000)	-	-	-
Lloyd's Patriotic Fund	-	75,000	(63,752)	-	-	11,248
Armed Forces Covenant Fund	-	50,000	(36,220)	-	-	13,780
PCC South Yorkshire	-	16,930	(16,930)	-	-	-
Norfolk Community Foundation	-	20,000	(3,333)	-	-	16,667
Armed Forces Covenant Fund						
Greater Manchester	-	20,000	(16,667)	-	-	3,333
South Yorkshire & Humberside	-	20,000	(13,333)	-	-	6,667
Positive Pathways	-	35,000	(19,309)	-	-	15,691
RNRMC Greenwich Hospital	-	50,000	(33,347)	-	-	16,653
Technology Veterans Foundation	-	75,000	(51,353)	-	-	23,647
Ark Data Centres Limited	-	15,000	(1,500)	-	-	13,500
Royal British Legion – TV	-	30,000	-	-	-	30,000
FHP FIMT	10,115	-	-	-	-	10,115
	11,226	1,353,555	(1,158,779)	-	8,750	214,752
Unrestricted funds						
General Funds	2,843,140	3,727,890	(3,508,912)	167,003	(308,750)	2,920,371
Designated Funds	200,652	-	(118,267)	-	300,000	382,385
	3,043,792	3,727,890	(3,627,179)	167,003	(8,750)	3,302,756
Total funds						
	3,055,018	5,081,445	(4,785,958)	167,003	-	3,517,508

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

The restricted closing balances reflect differences in financial year-ends; we fully expect to spend these balances in accordance with the agreements with funders.

Ex-Forces Programme

- **Call of Duty Endowment** 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 Special Vocational Advisors in our 'Bridging the Gap' programme.
- **The Royal British Legion** funds an employment advisor in Wales.
- The **RAF Benevolent Fund** provides employment support to RAF Veterans nationwide.
- **Scottish Veterans Fund** contributes towards the West Scotland Employment Advisor.
- **Veterans Foundation** also provides part-funding for the West Scotland Employment Advisor.

Sorted

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.

Specialist Employment Programmes

- **Help For Heroes (H4H)** provided Career Advisors in Tidworth & Catterick until May 2020.
- **The Government Equalities Office's Returners' Fund** provides funding for two Families Advisors.

- **Lloyd's Patriotic Fund** provides funds for one Veteran Families support staff in Plymouth.
- **Armed Forces Covenant Fund** provided a Covid19 grant for our Homestright and Families programmes.
- **The Greater London Authority (GLA)** provides part-funding for our Forces for London programme.

Project Nova

- **PCC South Yorkshire** provided part-funding for a South Yorkshire Nova Coordinator.
- **Norfolk Community Foundation** provides part funding for a Project NOVA Co-ordinator in the East of England.
- **Suffolk Community Foundation** provides part funding for a Project Nova Co-ordinator in Suffolk.
- **Armed Forces Covenant Fund Trust - Greater Manchester** provides funds towards our Project Nova Co-ordinator in Greater Manchester.
- **Armed Forces Covenant Fund Trust - South Yorkshire & Humberside** provides funds towards our Project Nova Co-ordinator in South Yorkshire.
- **Armed Forces Covenant Fund Trust - Positive Pathways - Mental Health and Wellbeing Fund** provides funding for the Past and Present Project within Project Nova.

Early Service Leavers

The Forces In Mind Trust fund FHP FIMT is in relation to the Future Horizons Programme to provide transitional support to +/- 1000 ESLs from Catterick Garrison.

TechVets

TechVets is a charitable programme for veterans and service leavers who wish to work in cyber security and other technology careers. It is run in conjunction with the Technology Veterans Foundation, a not-for-profit company limited by guarantee.

- **Ark Data Centre** has donated to TechVets running costs.
- **The Royal British Legion's** donation is in support of TechVets' communications and marketing.

Designated Funds

The charity has two designated funds:

- a designated Service Improvement Fund of £82k to invest in enhanced IT, staff training, and marketing to improve the charity's outreach to veterans and service leavers, and
- a £300k designated Covid Emergency Fund to contribute to the continuation of our charitable activities during 2021.

	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
	2,876,992	3,667,269	(3,712,952)	219,112	(6,629)	3,043,792
	2,901,511	4,519,421	(4,585,026)	219,112	-	3,055,018

- 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.

At 30 Sept 2020	General	Restricted	Designated	Total
	£	£	£	£
Fixed Assets	2,631,022	-	-	2,631,022
Current Assets	1,029,356	214,752	382,385	1,626,493
Current Liabilities	(740,007)	-	-	(740,007)
	2,920,371	214,752	382,385	3,517,508

At 30 Sept 2019	General	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

13 Trustees

Trustees received no remunerations (2019: nil).

Out of pocket expenses amounting to £6356 (2019: £1,396) were reimbursed to five Trustees for travel and meeting expenses (2019: five Trustees).

There were no donations from Trustees or other transactions with Trustees in the year.

The Charity transacted with one related party in 2020 (2019: nil).

The Chief Executive of Technology Veterans Foundation is an employee of RFEA. The Charity received £75,000 in donations from Technology Veterans Foundation which the Charity restricted. Of this, £51,353 was spent leaving £23,647 unspent by 30 September 2020.

14 Financial Commitments

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

	Restricted 2020	Unrestricted 2020	Total 2020	Restricted 2019	Unrestricted 2019	Total 2019
	£	£	£	£	£	£
Leases of land and buildings						
Amounts due within 1 year	-	97,453	97,453	-	97,453	97,453
Amounts due within 2-5 years	-	143,192	143,192	-	7,352	7,352
Amounts due over 5 years	-	-	-	-	-	-
Equipment leases						
Amounts due within 1 year	-	19,677	19,677	-	5,298	5,298
Amounts due within 2-5 years	-	40,777	40,777	-	13,006	13,006

The lease payments recognised as an expense in the year were £108,429 (2019: £104,343) for leases of Land and Buildings and £8,196 (2019: £3,971) for Equipment leases.

15 Financial Instruments

	2020	2019
	£	£
Financial assets measured at fair value	1,379,828	1,039,572
Financial assets measured at amortised cost	225,853	277,020

Financial assets measured at fair value comprise cash held at bank and in hand.

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

Financial liabilities measured at amortised cost	£408,297	£376,712
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Financial liabilities measured at amortised cost comprise creditors, social security, pension, VAT and accruals.

Thank you

In 2020, RFEA's 135th anniversary, our celebration turned to a campaign in tackling Covid's impact on employment.

With rising unemployment and an economic downturn making it increasingly difficult for our veterans, I am immensely proud of the way in which our committed and compassionate staff have risen to the challenge, never ceasing our delivery of full support to an ever-increasing number of beneficiaries.

We have supported over 19,000 Service Leavers, veterans and partners, whose needs have risen steadily as the effects of Covid have begun to bite. Our flagship pathway, CTP, has continued to produce stunning results, with record numbers in the Future Horizons programme for Early Service Leavers. Our veterans' employment programmes increased by 37%; our new Military Women programme supported almost 90 clients in its first six months; and the Families programme continued to expand its support to partners across the UK. Project Nova continues to provide life-changing and life-saving support and, with ReGroup, end-to-end support to veterans in the Criminal Justice System.

We have welcomed increased collaboration across the employment arena (especially in the Cobseo Employment Cluster) which has encouraged many innovative ideas and mutual support as we collectively tackle the "double whammy" of rising need and reduced funding.

Of course, none of this would be possible without the amazing support of our many partners who share our desire to help those in need into employment. We are honoured to be able to deliver this employment assistance and are immensely grateful and indebted to you all.

ALISTAIR HALLIDAY, CHIEF EXECUTIVE

RFEA is supported by

ABF The Soldiers' Charity

APM

Armed Forces Covenant Trust

Call of Duty Endowment

Charles Hayward Foundation

Career Transition Partnership

Devon NHS Trust

The Drapers' Company

European Social Fund

Government Equalities Office

Greenwich Hospital

Help for Heroes

Lloyd's Patriotic Fund

Mayor of London

Merseyside Police Commissioner

National Lottery Community Fund

NHS

Norfolk Community Foundation

Northumbria Police and Crime Commissioner

Poppyscotland

Royal Air Force Benevolent Fund

Royal British Legion

Royal Navy and Royal Marines Charity

Shaw Trust

South Yorkshire Violence Reduction Unit

Suffolk Community Foundation through Suffolk Police & Crime Commissioner's Fund

Veterans' Foundation

Veterans Scotland

Walking With The Wounded

X Forces



RFEA – The Forces Employment Charity

Mountbarrow House
12 Elizabeth Street
London SW1W 9RB

E info@rfea.org.uk
T 0121 262 3058

www.rfea.org.uk

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