

Annual Report and Accounts

2020-21



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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 and to the date of this Annual Report:

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)

Mr Ian RAND Chair of the Finance Committee (from November 2020 until February 2022)

Ms Susan JOHNSON OBE

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) Chair of the Finance Committee (from February 2022)

Air Commodore Malcolm WHITE OBE (from February 2021)

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 (updated February 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 TechVets in partnership with Technology Veterans Foundation Limited, a not-for-profit company designed to support veterans transition into careers in the tech and cyber industries. In 2021, TechVets continued to grow into a successful tech careers' programme to the Forces community. Further details can be found under Notes 12 and 13 to the financial statements.

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

Bates Wells: 10 Queen Street Place, London, EC4R 1BE

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 2020 – 2021

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 Limited) and covers the period 1 October 2020 to 30 September 2021. The Report has been prepared in accordance with RFEA's governing document, The Charities' Statement of Recommended Practice (FRS102), The Companies Act 2006, and applicable accounting

standards. The governing document is the RFEA's Articles of Association, updated in February 2018.

2. Corporate Structure

RFEA was established in 1885. It is registered as Charity Number 1061212 in England and Wales and Charity Number SC039262 in Scotland. RFEA Limited 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.



I have been provided with excellent support. I submitted my redrafted CV for my current job and within days I had an interview and was offered the role.

Leon, ex Army. Registered with RFEA in May 2021

RFEA | THE FORCES EMPLOYMENT CHARITY

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, Reservists 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 grants from Service charities and other Trusts, Foundations and organisations; 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.

We are enormously grateful for our funders 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 principal 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 has run initially for six years from 1 October 2015 and been extended by two years to October 2023 when it is expected that a new contract will commence.

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 the 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 clients. The majority have experience of working in the welfare to work and career advisory sectors; and many have also served 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, Veteran, Reservist and Spousal Clients. They are employed for their knowledge of business, recruitment and marketing. Many have also served in the Armed Forces. All have the Recruitment and Employment Confederation Certificate in Recruitment Practice.

10. Operations

Supporting transition

RFEA successfully delivers employment services to Right Management for the Career Transition Partnership (CTP) MoD resettlement contract.

Since the end of the Covid lockdowns, the employment markets have been highly buoyant for job seekers as employers face many skills shortages and struggle to attract staff. Our Employer Engagement Team continued to promote the key benefits of hiring ex-Forces personnel, generating a record number of vacancies and 3,602 new employers looking to recruit. Employment Fairs return in 2022 and will run alongside our successful virtual employment events.

Through excellent engagement with Armed Forces training establishments and units, the CTP Future Horizons Team delivered support to a record number of Early Service Leavers and additionally supported a further 227 vulnerable leavers. Dedicated Employment Advisors provide support at the point of need to all clients who have served less than four years to assist them into further education, training or employment.

The CTP Assist Team continued to provide bespoke support to Wounded, Injured and Sick clients. Specialist Employment Consultants work closely with the Personnel Recovery Units to ensure a joined-up approach with the Chain of Command. Each client receives personalised support to meet their individual needs.

Our CTP Support Team is critical to engaging with Service leavers post-discharge and enables delivery of greater support to those who need it most. The team has developed innovative solutions to improve how clients are notified of job opportunities prior to their departure from the Services. This improved engagement is via the online jobs board – CTP RightJob.

As an employer of Service leavers and veterans we have a strong relationship with RFEA's CTP Employer Engagement team, ensuring we can help with the transition to the world of field engineering. Mark Comerford, Resourcing Manager, Openreach

This year, our CTP teams:

CTP Employer Engagement Team generated **97,826** job vacancies for ex-Forces personnel – a 47% year on year increase

Hosted **78** online employment events attended by **2,784** clients

CTP Future Horizons supported **3,519** clients

CTP Support Team handled **27,427** calls and **16,599** emails with Service leavers and employers

CTP Employment Service Programmes:

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

Supporting veterans

RFEA's Ex-Forces Programme continues to offer all veterans and reservists life-long employment support and advice. We work throughout the UK: in England, Scotland, Wales and Northern Ireland as well as supporting veterans from overseas to re-enter the UK employment market.

We support veterans who have transitioned from the Armed Forces but face redundancy, a need to relocate, or a need to change employment because they have not found the right fit. Although veterans start to build up civilian work experience, their track record in their chosen industry sector is shorter and their experience of recruitment processes more limited than civilian competitors for jobs. We provide the continued support they need to live a fulfilling working life.

At the end of a second year of Covid impacting UK employment, unemployment and rates of economic inactivity remain higher than pre-Covid levels. Last year saw surges of demand for RFEA services, as many employers rolled out redundancy programmes early in 2021. In the autumn 2021, however the situation changed with rising job vacancies creating a job seekers market and increasing demand from employers generating new employment opportunities.

My advisor helped me reposition my skills and experience, so they made sense in civilian terms. With her coaching I was able to convey my passion for the role and I got the job!
Celine, now an Early Years Practitioner

This year:

Our veterans' advisors supported **4,210** clients

63% increased their aspiration and motivation

55% of Veterans' Programme clients were supported into jobs

Veterans' Employment Programmes:

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

Supporting those who need specialist help

Veterans further from employment need more intensive support to successfully access employment or another meaningful occupation such as volunteering.

Our Specialist Vocational Advisors provide support over longer and more complex journeys into employment, including for veterans with physical and mental health issues and those who are long-term unemployed. Advisors spend time building trust and confidence and work with military charity and statutory partners to ensure that veterans receive help for other needs that may stop them from getting or keeping a job, such as mental health, debt issues or accommodation.

In 2021 RFEA continued to provide this support. The high level of job vacancies in the employment market in the second half of the year, particularly in healthcare, logistics, retail and hospitality, benefited veterans further from employment, with an increase in numbers able to re-enter the workforce from long-term unemployment.

I didn't know what I wanted to do and that can be quite daunting, but my advisor made me realise that doing something is better than doing nothing. Thanks to her guidance

and support, I gained qualifications that have led to my current job, helping people with their mental health issues. Lance, now a Peer Support Worker in the NHS

This year:

Our specialist advisors supported **329** clients

75% of clients improved their health and wellbeing

95% of SVA clients were supported into jobs

Specialist Programmes:

- Specialist Vocational Team
- Veterans' Support Team

Supporting families

Our support means that families in the Armed Forces community can increase their resilience for times of uncertainty that happen in most lives at one point or another.

Supporting military partners and spouses to establish and continue their careers limits the impact on family finances if one adult is unable to earn. Thanks to our help, a second wage provides the family with stability. With a spouse or partner working in a civilian role, military families establish stronger links to local communities beyond their armed forces colleagues and friends. These links are beneficial when the time comes for the serving member of the family to transition.

The Families Programme had an excellent year. Operating at three key military locations - Plymouth, Tidworth and Catterick - the programme exceeded expectations both in reach and engagement of military spouses and partners, and the number and strength of jobs RFEA has supported them into. We work collaboratively with Forces Families Jobs, and other initiatives supporting military spouses and partners, together providing a strong, joined-up journey of support.

My advisor made me realise there were places offering help that I never knew existed. She introduced me to the Royal British Legion for funding and now I'm taking a night class. I don't know how I could ever repay RFEA! Senorita, now working part-time while studying

This year:

Our Families Advisors supported **370** spouses, partners and widows

94% of clients improved their job search skills

78% of Families Programme clients were supported into jobs

Supporting veterans and Service leavers into tech and cyber roles

TechVets is RFEA's highly innovative programme supporting Service leavers and veterans to find work in the cyber and technology sectors. Cyber and tech continue to be significant areas of growth in the UK economy, with tech skills essential within most industry sectors.

Service leavers and veterans who have the aptitude must be able to understand this growth area and the opportunities it offers. They need to be able to move into cyber and tech specialist roles, as well as more general business roles in tech companies and jobs

requiring tech skills across all sectors. TechVets provides the vital link to be able to achieve this.

The programme benefits from a powerhouse of 30 strategic partnerships, together with a team of ex-Military and civilian experienced cyber and tech volunteers who support TechVets clients, working to guide them through the training and recruitment process. Clients have access to a web-based academy, 12 UK regional hubs and the TechVets' Discord community.

RFEA has been a solid rock for me since I contacted them. They recommended me to TechVets which has also helped me greatly as I get access to unlimited labs and resources. Daniel, now training for a career in cyber security

This year:

TechVets supported **3,084** serving military, service leavers and veterans

Each TechVets client received free training up to a value of **£25,000**

The average income of a successful TechVets client is over **£44,000** per annum

Supporting unemployed veterans in London

35% of veterans Forces for London clients supported were from BAME backgrounds

The need to support veterans in London deepened due to the impact of Covid on the capital's economy. London's jobs market was the worst hit in the UK, with the unemployment rate reaching 6.5% (ONS June 2021) in summer 2021 due to the impact of lockdown on the service sector. London also saw the largest percentage increase in unemployment figures anywhere in the UK.

The veterans we supported on this unique programme have diverse backgrounds. Clients include London-born veterans and those recruited into the UK Armed Forces from outside the UK who want to build their lives here following their service.

Our focus continues to be to support veterans to find work, overcoming any challenges from their military service, and from their ethnicity, which can be a barrier to finding work in the UK.

Veterans can face certain challenges when it comes to translating Military experience into skills relevant to the civilian world, so having the RFEA team behind you helps you know that you're not going it alone. Ernest, looking for work in finance

This year:

Our Forces for London advisors supported **106** clients

94% improved their workplace and social skills

60% of Forces for London clients were supported into jobs

Supporting female veterans

Launched in 2020, the Military Women Programme has increased the proportion of women applying to RFEA for advice and support, from 8% in 2019 to 10% in 2021. In 2021, the proportion of women in the UK armed forces was 11% (UK Defence Personnel Statistics).

The programme provides a dedicated source of advice and guidance based on a clear understanding of the issues faced by female veterans, through the civilian recruitment process and in work. A particular focus is promoting their unique skills and building

confidence to be able to access jobs that may be a higher management level or salary than female veterans themselves believe they can achieve.

We also provide career advice tailored for those military women who are parents of pre-school and school-age children, enabling them to develop their careers alongside their parenting responsibilities.

My advisor made sure I met targets we'd set, whether it was CV writing or personal development. The support really helped me realise my potential and I ended up with two job offers. Alex, now an adventure training course designer

This year:

Our Military Women
advisor supported **159**
clients

76% of clients
increased their job
search skills

50% of Military Women
clients were supported into
jobs

Supporting veterans in the Criminal Justice System

We deliver support to veterans in the Criminal Justice System in partnership with 24 police forces, who identify veterans in custody and link them to us. We are hugely grateful for our continued partnerships with the police, enabling us to reach and engage veterans who otherwise lack support.

Project Nova provides support for veterans who have been arrested, are at risk of arrest, are in prison, or are supervised by probation services, enabling them to live more stable lives. Stability is key to enabling them to reduce their reoffending. The programme's work is life-changing and often life-saving.

Developments in 2021 saw us starting to work with Derbyshire Police; we now have a Project Nova Co-ordinator working across Derbyshire. Delivery of the HM Prison and Probation Service Veterans Hub began at Holme House Prison, and we delivered a Pilot Project for Veterans on Probation working in partnership with the Probation Service in London.

I felt so lost and like everything was down to me and that got me down, I felt like I had nowhere to turn. Project Nova's support made a big difference to me and my family, they have definitely helped us through some rough patches. Rachel, now a self-employed massage therapist

This year:

Our Project Nova
advisors supported
1,226 clients

86% of Project Nova
clients improved their
health and wellbeing

19% of Project Nova
clients were supported
into jobs

Criminal Justice Programmes:

- Project Nova
- NHS Regroup
- HMPPS Co-Financing Organisation and Prime Contractors
- Project Nova Support Team

Covid-19

It has been another extraordinary year. We started with a challenging employment market due to high unemployment and limited vacancies and ended with a record number of vacancies and skills shortages. While unemployment has been less than predicted post-furlough, there is much regional variation. Younger and older veterans, as well as women and wounded, injured and sick have found it more challenging to find work. The numbers in need and the complexity of their needs have risen as a result.

RFEA continued to operate as usual throughout the year. Our staff worked tirelessly to deliver full support to larger numbers of beneficiaries. Passion and commitment for the work, along with flexibility and adaptability to changed working practices, have been the hallmarks of the past year. Once again, 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 modest operating surplus to (a) ensure a small positive annual cash flow, (b) fund the modest 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 2020-2021 with an operating surplus, one-third of which has been designated as restricted. In addition, we utilised £190,000 of our designated improvement fund to develop the quality of our services and our outreach.

12. Our Funds

The total income for the year ended 30 September 2021 was £5,443,986 compared to £5,081,445 in the previous year. Expenditure was £5,102,349 compared to £4,785,958 in the previous year. As a result, net income before investment gains was £341,637, of which £112,263 was restricted and £192,783 was designated for future periods, leaving £36,591 in general funds. After taking into account the unrealised gain on investments of £416,422, the effect on the value of RFEA's funds was a net increase of £758,059.

At 30 September 2021, our CCLA managed investments stood at £2,999,453, of which approximately 50% was an unrealised gain. The year-end value marked an impressive performance given the uncertainty that existed at the start of the first lockdown in March 2020. By year-end, in addition to a return to unrealised gains, the CCLA-managed funds had performed better than certain international indices.

Our Funds at 30 September 2021 totalled £4,275,567 of which £340,311 was Restricted, £1,009,783 was Designated and £2,925,472 was General.

13. Fundraising

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

14. Our Reserves

The policy for reserves was reviewed by the Trustees in November 2021, where it was agreed that a reserve should be held 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 Right Management, under which contract RFEA currently derives the largest part of its operating income, including potential 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 examined the needs reflected above and concluded that the reserve should be £4,560,000, which is approximately 90% of expenditure in the year ended 30 September 2021, to ensure RFEA can continue to deliver services in accordance with its charitable objects. As at 30 September 2021 the total funds held were £4,275,567, including Restricted and Designated funds which are not available for general purposes. Our General Fund stood at £2,925,472, or 64% of the required reserve, of which approximately £1.5 million comprises unrealised gains on investments. The Trustees have agreed an objective of reaching the required level of reserves over the next three years, including 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 2021 was £2,999,453 compared with £2,583,031 at the end of the previous financial year; reflecting a 16% unrealised gain on investments in the year ended 30 September 2021.

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 has 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 CTP contract having been extended to 2023; it is further extendable to 2025; regular dialogue with the grant giving charities; and the holding funds in reserve to act as a buffer in case of a significant reduction of income.
 - Risks to RFEA's reputation and profile as a 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 and other funders, 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 RFEA 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:

- 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.
- 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.
- Build an innovative, world class working environment with sufficient, capable and motivated people with best practice processes and access to modern IT.

Key to the success of increasing numbers of beneficiaries supported are a number of new programmes which RFEA will be taking on in 2022. These include delivery of a new

programme in the EM3 Local Enterprise Partnership (LEP) area. This Department of Work and Pensions programme is funded by the European Social Fund and will provide enhanced employment support to veterans and spouses in this LEP area, complimenting the CTP and Ex Forces programmes, along with support for Service children. Similarly, RFEA has led on a pilot countering digital poverty amongst veterans called Project STRIDE which aims to provide equipment, training and mentoring to veterans in need of technical and IT support to help them improve their digital abilities and gain jobs and support online. The pilots are being trialled in NW and SW England with the aim to roll out nationwide in 2022.

While RFEA has been successful in maintaining delivery of all its programmes despite the effect of Covid-19, there is increased drive towards greater collaboration and partnership in the sector. To this end, The Officers' Association (OA) and RFEA have announced their intention to combine their employment related work to create a single charity, with a new name, to provide exceptional career support to all Service leavers, veterans, reservists, and their families throughout the UK, whatever their circumstances, rank, length of service, or reasons for leaving. Non-binding Heads of Terms were signed by RFEA and OA in December 2021, facilitating further discussions which were announced in January 2022.

The primary driver for the combination is to create improved support to beneficiaries through a single source go-to place for employment support for every Service leaver, veteran, reservist spouse of any rank or rate, irrespective of circumstance or reason for leaving, throughout the UK.

20. Statement of Trustees' and Directors' Responsibilities

The Trustees (who are also Directors of RFEA Limited 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 auditor by RFEA's Trustees in February 2020.

Approved by the Trustees on 22 February 2022 and signed on their behalf by:

Major General Andrew Ritchie CBE
Chairman

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

We have audited the financial statements of RFEA Limited (the 'charitable company') for the year ended 30 September 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2021 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on RFEA Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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; and
- The trustees' annual 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 directors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

-
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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)

Date: 16 March 2022

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 2021	Unrestricted funds 2021	Total funds 2021	Restricted funds 2020	Unrestricted funds 2020	Total funds 2020
Notes					£	£	£
Incoming resources							
Income and endowments from:							
Donations and legacies	3	992,414	131,953	1,124,367	656,356	98,338	754,694
Charitable activities	4	650,184	3,669,261	4,319,445	697,199	3,628,577	4,325,776
Investments		-	174	174	-	975	975
Total incoming resources		1,642,598	3,801,388	5,443,986	1,353,555	3,727,890	5,081,445
Resources expended							
Charitable activities:							
Employment Support Programmes		1,530,335	3,382,412	4,912,747	1,158,779	3,508,912	4,667,691
Improvement Fund		-	189,602	189,602	-	118,267	118,267
Total resources expended	5	1,530,335	3,572,014	5,102,349	1,158,779	3,627,179	4,785,958
Net income before investment gains	6	112,263	229,374	341,637	194,776	100,711	295,487
Unrealised gain on revaluation of investments	8	-	416,422	416,422	-	167,003	167,003
Transfers between Funds		13,297	(13,297)	-	8,750	(8,750)	-
Net movement in funds		125,559	632,499	758,059	203,526	258,964	462,490
Fund balances brought forward		214,752	3,302,756	3,517,508	11,226	3,043,792	3,055,018
Fund balances carried forward	12	340,311	3,935,255	4,275,567	214,752	3,302,756	3,517,508

All recognised gains and losses for year ended 30 September 2021 are included above and derive from continuing activities.

Balance Sheet as at 30 September

		2021	2021	2020	2020
	Notes	£	£	£	£
Non-current Assets					
Investments	8		2,999,453		2,583,031
Tangible fixed assets	9		50,318		47,991
			<u>3,049,771</u>		<u>2,631,022</u>
Current Assets					
Debtors	10	469,585		246,665	
Cash at bank and in hand					
Current and Deposit Accounts		1,814,031		1,379,828	
		<u>2,283,616</u>		<u>1,626,493</u>	
Creditors					
Amounts falling due within one year	11	<u>1,057,820</u>		<u>740,007</u>	
Net current assets			1,225,796		886,486
Total assets			<u>4,275,567</u>		<u>3,517,508</u>
Represented by:					
General Fund		2,925,472		2,920,371	
Designated Fund		<u>1,009,783</u>		<u>382,385</u>	
Total unrestricted funds			3,935,255		3,302,756
Restricted funds			<u>340,311</u>		<u>214,752</u>
Total funds	12		<u>4,275,567</u>		<u>3,517,508</u>

The financial statements were approved by the Trustees (Directors) and authorised for issue on 22 February 2022 and are signed on their behalf by:

.....
Mr Ian Webber, Chairman Finance Committee

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

Cash Flow Statement for the years ended 30 September

	Notes	2021 £	2020 £
Cash flow from operating activities:			
Net cash provided by operating activities below		461,819	369,659
Cash flows from investing activities:			
Dividends and interest from investments		174	975
Purchase of property, plant and equipment	9	(27,791)	(30,378)
Net cash used in investing activities		(27,617)	(29,403)
Change in cash and cash equivalents in the year		434,202	340,256
Cash and cash equivalents at the beginning of the year		1,379,828	1,039,572
Cash and cash equivalents at the end of the year		1,814,031	1,379,828

Reconciliation of net income to net cash flow from operating activities

	Notes	2021 £	2020 £
Net income for the reporting period		758,059	462,490
Adjustments for:			
Depreciation charges	9	25,464	21,869
(Gains) on revaluation of investments	8	(416,422)	(167,003)
Dividends and interest from investments		(174)	(975)
(Increase) / decrease in debtors	10	(222,920)	54,301
Increase / (decrease) in creditors	11	317,813	(1,023)
Net cash provided by operating activities		461,819	369,659

Notes to the Financial Statements for the year ended 30 September 2021

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 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 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 2021	Unrestricted 2021	Total 2021	Restricted 2020	Unrestricted 2020	Total 2020
	£	£	£	£	£	£
ABF The Soldiers' Charity	267,750	-	267,750	266,820	-	266,820
Royal Navy & Royal Marines Charity	-	87,366	87,366	-	87,422	87,422
Royal Air Force Benevolent Fund	58,890	-	58,890	58,208	-	58,208
Call of Duty Endowment	609,236	-	609,236	277,536	-	277,536
Royal British Legion	31,538	-	31,538	53,792	-	53,792
Poppyscotland	25,000	-	25,000	-	-	-
Zendesk Neighbor Foundation	-	19,390	19,390	-	-	-
PA Consulting Services Limited	-	11,800	11,800	-	-	-
	992,414	118,556	1,110,970	656,356	87,422	743,778
Donations from other sources	-	13,397	13,397	-	10,916	10,916
	992,414	131,953	1,124,367	656,356	98,338	754,694

4 Income from Charitable Activities

	Restricted 2021	Unrestricted 2021	Total 2021	Restricted 2020	Unrestricted 2020	Total 2020
	£	£	£	£	£	£
Career Transition Partnership	-	2,447,113	2,447,113	-	2,526,517	2,526,517
Ingeus UK Ltd	-	181,832	181,832	-	174,636	174,636
Reed in Partnership	-	10,441	10,441	-	-	-
MoJ National Probation Service	-	29,167	29,167	-	-	-
NHS England	-	298,000	298,000	-	-	-
Devon Partnership NHS Trust	-	25,000	25,000	-	62,500	62,500
QinetiQ Limited	-	6,326	6,326	-	2,000	2,000
X-Forces	-	4,800	4,800	-	4,800	4,800
WWTW (Project Nova Regroup)	-	206,574	206,574	-	181,641	181,641
WWTW (Project Nova)	-	283,718	283,718	-	454,508	454,508
WWTW Grant (Project Nova)	-	119,464	119,464	-	-	-
WWTW (Home Straight)	-	-	-	-	86,296	86,296
University of Warwick	-	-	-	-	1,147	1,147
Activision Blizzard	-	-	-	-	10,000	10,000
ABF (WIS)	-	-	-	98,540	-	98,540
RAF Wellbeing & Employment	-	12,885	12,885	-	49,120	49,120
PCC Derbyshire	9,000	-	9,000	-	-	-
PCC Humberside	48,000	-	48,000	-	-	-
PCC Merseyside	-	-	-	-	60,840	60,840
PCC Northamptonshire	-	42,941	42,941	-	-	-
PCC Northumbria	-	-	-	-	16,931	16,931
PCC South Yorkshire	5,000	-	5,000	16,930	-	16,930
Norfolk Community Foundation	-	-	-	20,000	-	20,000
Suffolk Community Foundation	20,000	-	20,000	-	-	-
Charles Hayward Foundation	25,000	-	25,000	-	-	-
Drapers' Charitable Fund	15,000	-	15,000	-	-	-
RNRMC Greenwich Hospital	50,000	-	50,000	50,000	-	50,000
Armed Forces Covenant Fund	135,875	-	135,875	125,000	-	125,000
Scottish Veterans Fund	7,573	-	7,573	25,782	-	25,782
Veterans Foundation	20,000	-	20,000	25,000	-	25,000
Greater London Authority	52,000	-	52,000	23,000	(12,359)	10,641
The Fishmongers' Company's Charitable Trust	-	1,000	1,000	-	-	-
Lloyd's Patriotic Fund	100,000	-	100,000	75,000	10,000	85,000
Lloyds of London Corporation	100,000	-	100,000	-	-	-
GEO Returners' Fund	12,500	-	12,500	48,000	-	48,000
Veterans' Foundation	25,236	-	25,236	-	-	-
Ark Data Centres Limited	10,000	-	10,000	15,000	-	15,000
6point6 Limited	5,000	-	5,000	-	-	-
CFMS Services Limited	5,000	-	5,000	-	-	-
TechUK Limited	5,000	-	5,000	-	-	-
Royal British Legion	-	-	-	30,000	-	30,000
Technology Veterans Foundation	-	-	-	75,000	-	75,000
Help for Heroes (Career Advisors)	-	-	-	69,947	-	69,947
	650,184	3,669,261	4,319,445	697,199	3,628,577	4,325,776

5 Total Resources Expended

2021 resources expended:

		Designated Improvement Fund	Restricted Employment Support	General Employment Support	Governance	Total 2021	Total 2020
	Notes	£	£	£	£	£	£
Cost directly allocated to activities							
Staff costs	7	10,558	1,324,349	2,901,569	70,421	4,306,897	4,176,109
Property running costs		118	24,504	122,167	-	146,789	140,661
Travel and subsistence		180	11,779	40,236	-	52,195	113,348
Advertising and marketing		117,354	50,367	29,487	-	197,208	49,077
Training and development		40,008	14,828	7,456	-	62,292	45,113
Audit Fees		-	-	-	10,010	10,010	10,014
		168,218	1,425,827	3,100,915	80,431	4,775,391	4,534,322
Support costs allocated to activities							
Communications		-	22,115	60,975	-	83,090	78,087
Conferences & Meetings		-	1,827	33,764	1,516	37,107	8,726
Office Sundries		-	4,567	18,492	36	23,095	17,444
IT Equipment		15,838	71,323	42,658	-	129,819	112,274
Recruitment		-	128	9,131	-	9,259	8,237
Legal & professional		5,546	3,120	14,956	1,187	24,809	7,723
General insurance		-	1,428	16,932	-	18,360	17,668
Bank Charges		-	-	-	1,419	1,419	1,477
		21,384	104,508	196,908	4,158	326,958	251,636
Total Resources Expended		189,602	1,530,335	3,297,823	84,589	5,102,349	4,785,958

2020 resources expended:

		Designated Improvement Fund	Restricted Employment Support	General Employment Support	Governance	Total 2020
	Notes	£	£	£	£	£
Cost directly allocated to activities						
Staff costs	7	17,692	1,071,898	3,018,825	67,694	4,176,109
Property running costs		2,797	8,999	128,865	-	140,661
Travel and subsistence		-	19,428	93,920	-	113,348
Advertising and marketing		18,220	7,770	23,087	-	49,077
Training and development		20,560	10,198	14,355	-	45,113
Audit Fees		-	-	-	10,014	10,014
		59,269	1,118,293	3,279,052	77,708	4,534,322
Support costs allocated to activities						
Communications		-	12,710	65,377	-	78,087
Conferences & Meetings		2,628	1,576	3,887	635	8,726
Office Sundries		126	3,227	14,091	-	17,444
IT Equipment		51,684	15,961	44,629	-	112,274
Recruitment		-	2,142	6,095	-	8,237
Legal & professional		4,560	680	1,287	1,196	7,723
General insurance		-	4,190	13,478	-	17,668
Bank Charges		-	-	-	1,477	1,477
		58,998	40,486	148,844	3,308	251,636
Total Resources Expended		118,267	1,158,779	3,427,896	81,016	4,785,958

6 Net Incoming Resources

	Total 2021	Total 2020
	£	£
Stated after charging:		
Land and Buildings	114,083	108,429
Equipment Hire	17,784	8,196
Depreciation	25,464	21,869
Auditors Remuneration	10,010	10,014

7 Staff Costs

	Total 2021	Total 2020
	£	£
Wages and salaries	3,810,235	3,623,194
Social security costs	363,273	342,314
Employer pension costs	139,143	130,522
Holiday accrual	(16,934)	55,161
Redundancy & termination costs	8,300	20,758
Bank Staff	2,880	4,160
	<u>4,306,897</u>	<u>4,176,109</u>

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

	2021	2020
Employment Support		
Restricted	34	29
Unrestricted	83	84
Head Office staff	10	9
	<u>127</u>	<u>122</u>
Number of staff earning above £60,000	<u>4</u>	<u>3</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021	2020
£60,000-£69,999	2	1
£70,000-£79,999	1	1
£90,000-£99,999	-	1
£100,000 - £110,000	1	-

KMP

The key management personnel consist of the Chief Executive Officer, Chief Operating Officer, Head of CTP Employment and TechVets Programme Director. Total KMP remuneration in the year totalled £355,724 (2020: £273,851).

8 Fixed Asset Investments

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

	2021	2020
	£	£
Book Value at 30 September 2020	2,583,031	2,416,028
Net unrealised gains on revaluation	416,422	167,003
Market Value at 30 September 2021	2,999,453	2,583,031
Investments at market value	£	£
COIF Charities Inv Fund	2,999,453	2,583,031
	2,999,453	2,583,031
Investments at cost	£	£
At 30 September	1,500,000	1,500,000

9 Tangible Fixed Assets

	IT equipment
	£
Cost	
At 1 October 2020	160,735
Additions	27,791
At 30 September 2021	188,526
Depreciation	
At 1 October 2020	112,744
Charge	25,464
At 30 September 2021	138,208
NBV at 30 September 2021	50,318
NBV at 30 September 2020	47,991

10 Debtors

	2021	2020
	£	£
Prepayments	51,409	20,812
Debtors	409,486	223,728
Staff Loans	8,690	2,125
	469,585	246,665

11 Creditors

	Notes	2021	2020
		£	£
Deferred Income	11a	597,151	331,710
Creditors		44,821	22,550
Social Security		105,981	95,448
Pension		25,802	23,623
VAT		218,987	173,612
Accruals		65,078	93,064
		<u>1,057,820</u>	<u>740,007</u>

11a Deferred income

	At 1 Oct 2020	Released into Year	Deferred out of Year	At 30 Sept 2021
	£	£	£	£
ABF The Soldiers' Charity	66,750	(66,750)	202,500	202,500
Royal Air Force Benevolent Fund	34,125	(34,125)	34,671	34,671
Royal British Legion	31,537	(31,537)	-	-
Call of Duty Endowment	129,298	(129,298)	159,980	159,980
NHS England	-	-	200,000	200,000
Charles Hayward Foundation	25,000	(25,000)	-	-
Suffolk Community Foundation	20,000	(20,000)	-	-
Lloyd's Patriotic Fund	25,000	(25,000)	-	-
	<u>331,710</u>	<u>(331,710)</u>	<u>597,151</u>	<u>597,151</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 September 2021	General	Restricted	Designated	Total
	£	£	£	£
Fixed Assets	3,049,771	-	-	3,049,771
Current Assets	933,521	340,311	1,009,783	2,283,616
Current Liabilities	(1,057,820)	-	-	(1,057,820)
	<u>2,925,472</u>	<u>340,311</u>	<u>1,009,783</u>	<u>4,275,567</u>
At 30 September 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)
	<u>2,920,371</u>	<u>214,752</u>	<u>382,385</u>	<u>3,517,508</u>

	At 30 Sept 2020	Incoming resources	Outgoing resources	Investment gain/loss	Transfers	At 30 Sept 2021
Restricted funds						
ABF The Soldiers' Charity	-	267,750	(266,040)	-	-	1,710
RAF Benevolent Fund	1,365	58,890	(60,167)	-	-	88
Call of Duty Endowment	24,771	609,236	(513,990)	-	-	120,017
Royal British Legion	-	31,538	(31,441)	-	-	97
Poppyscotland	-	25,000	(22,744)	-	-	2,256
Scottish Veterans Fund	-	7,573	(7,573)	-	-	-
Veterans' Foundation	7,010	20,000	(14,759)	-	-	12,251
Greater London Authority	20,305	52,000	(78,752)	-	6,447	-
Lloyd's Patriotic Fund	11,248	100,000	(110,584)	-	-	664
Lloyds of London Corporation	-	100,000	(50,867)	-	-	49,133
GEO Returners Fund	-	12,500	(12,500)	-	-	-
PCC Derbyshire	-	9,000	(7,674)	-	-	1,326
PCC Humberside	-	48,000	(48,945)	-	945	-
PCC South Yorkshire	-	5,000	(10,000)	-	5,000	-
Norfolk Community Foundation	16,667	-	(16,667)	-	-	-
Suffolk Community Foundation	-	20,000	(20,000)	-	-	-
Forward Trust	-	-	(855)	-	855	-
Charles Hayward Foundation	-	25,000	(25,000)	-	-	-
Drapers' Charitable Fund	-	15,000	(5,498)	-	-	9,502
RNRMC Greenwich Hospital	16,653	50,000	(54,002)	-	-	12,651
Armed Forces Covenant Fund						
Families & Homestrait	13,780	-	(13,830)	-	50	-
Sustaining Communities	-	47,500	-	-	-	47,500
Greater Manchester	3,333	-	(3,333)	-	-	-
South Yorkshire & Humberside	6,667	-	(6,667)	-	-	-
Positive Pathways	15,691	45,000	(35,043)	-	-	25,648
One Is Too Many	-	24,375	(12,679)	-	-	11,696
TechVets: Force for Change	-	19,000	(12,667)	-	-	6,333
Veterans' Foundation for TechVets	-	25,236	(12,736)	-	-	12,500
Ark Data Centres Limited	13,500	10,000	(23,500)	-	-	-
6point6 Limited	-	5,000	(5,000)	-	-	-
CFMS Services Limited	-	5,000	(5,000)	-	-	-
TechUK Limited	-	5,000	(5,000)	-	-	-
Royal British Legion – TV	30,000	-	(13,175)	-	-	16,825
Technology Veterans Foundation	23,647	-	(23,647)	-	-	-
FHP FIMT	10,115	-	-	-	-	10,115
	214,752	1,642,598	(1,530,335)	-	13,297	340,311
Unrestricted funds						
General Funds	2,920,371	3,801,388	(3,382,412)	416,422	(830,297)	2,925,472
Designated Funds	382,385	-	(189,602)	-	817,000	1,009,783
	3,302,756	3,801,388	(3,572,014)	416,422	(13,297)	3,935,255
Total funds	3,517,508	5,443,986	(5,102,349)	416,422	-	4,275,567

	At 30 Sept 2019	Incoming resources	Outgoing resources	Investment gain/loss	Transfers	At 30 Sept 2020
Restricted funds in 2020						
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.

Veterans Employment Programme

- **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 **RAF Benevolent Fund** provides employment support to RAF Veterans nationwide.
- **Call of Duty Endowment** contributes to our nationwide Ex-Forces and Military Women programmes.
- **The Royal British Legion** funds an employment advisor in Wales.
- **Poppyscotland** funds provide for veterans and their families with employment support within Scotland.
- **Scottish Veterans Fund** contributes towards the West Scotland Employment Advisor.
- **Veterans' Foundation** provides part-funding for the West Scotland Employment Advisor.
- **The Greater London Authority (GLA)** provides part-funding for our Forces for London programme.
- **Lloyd's Patriotic Fund & Lloyds of London** provide funds for our Veteran Families staff.
- **The Government Equalities Office's Returners' Fund** provides funding for two Families advisors.
- **Help for Heroes (H4H)** provided Career Advisors in Tidworth & Catterick until May 2020.

Project Nova

- **PCC Derbyshire** supports veterans within the criminal justice system within Derbyshire through Project Nova.
- **PCC Humberside** supports veterans within the criminal justice system in Humberside through 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.
- **Forward Trust** delivers support to veterans under the Personal Wellbeing Service commissioned by the Ministry of Justice to tackle reoffending among prison leavers and those on community orders in England and Wales.
- **Charles Hayward Foundation** supports veterans in the criminal justice system within Greater Manchester through the delivery of Project Nova.
- **Drapers' Charitable Fund** supports veterans within the criminal justice system across the UK through Project Nova.
- **RNRMC Greenwich Hospital** supports Royal Navy and Royal Marine veterans within the criminal justice system through Project Nova.

Armed Forces Covenant Fund Trust grants

- Provided a Covid19 grant for our Homestright and Families programmes.
- **Sustaining Communities** provides employment support to veterans within Scotland and Wales.
- **Greater Manchester** provides funds towards our Project Nova Co-ordinator in Greater Manchester.
- **South Yorkshire & Humberside** provides funds towards our Project Nova Co-ordinator in South Yorkshire.
- **Positive Pathways – Mental Health and Wellbeing Fund** provides funding for the Past and Present Project within Project Nova.
- **One Is Too Many** reaches and supports veterans who are at risk of suicide within the criminal justice sector.
- **Forces for Change** provides veterans with digital learning pathways for tech and cyber careers within TechVets.

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.

- **Veterans' Foundation** provided a grant to TechVets for veterans' employment impacted by the Covid-19 pandemic.
- **Ark Data Centres** donated to TechVets running costs.
- **The Royal British Legion's** donation is in support of TechVets' communications and marketing.
- **6point6, CFMS Services and TechUK** donated £5,000 each to our TechVets programme.

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.

Designated Funds

The charity has two designated funds totalling £1,009,783 as at 30 September 2021:

- a Service Improvement Fund of £509,783 (2020 - £382,385) to invest in the digitisation of services and enhanced outreach to our beneficiaries so that we are able to reach more Service leavers, veterans and families who need our support, and
- a £500,000 business development fund (2020 – nil) for the growth of the charity including the intended combination of the charity with the Officers' Association employment operations (see note 16).

13 Trustees

Trustees received no remunerations (2020: nil).

Out of pocket expenses amounting to £576 (2020: £635) were reimbursed to two Trustees for travel and meeting expenses (2020: five Trustees).

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

The Company had one related party transaction in 2021 (2020: one) in that the Chief Executive of Technology Veterans Foundation is an employee of RFEA. The charity received no donations from Technology Veterans Foundation in 2021 (2020: £75,000).

14 Financial Commitments

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

	2021	2020
	£	£
Leases of land and buildings		
Amounts due within 1 year	108,125	97,453
Amounts due within 2-5 years	112,942	143,192
Amounts due over 5 years	-	-
Equipment leases		
Amounts due within 1 year	19,438	19,677
Amounts due within 2-5 years	22,689	40,777

The lease payments recognised as an expense in the year were £114,083 (2020: £108,429) for leases of Land and Buildings and £17,784 (2020: £8,196) for Equipment leases.

15 Financial Instruments

	2021	2020
	£	£
Financial assets measured at fair value	1,814,031	1,379,828
Financial assets measured at amortised cost	418,176	225,853

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	£460,669	£408,297
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Financial liabilities measured at amortised cost comprise creditors, and amounts due for social security, pension, VAT and accruals.

16 Post-Balance Sheet

On 28 January 2022, the Company announced that it intended to combine its employment related work with that of The Officers' Association (OA) to create a single charity to provide exceptional career support to all Service leavers, veterans, reservists and their families throughout the UK, whatever their circumstances, rank, length of service or reason for leaving. Non-binding Heads of Terms were signed in December 2021, facilitating further discussions.

The new organisation will be based upon the RFEA legal entity, which will change its name to the Forces Employment Charity, reflecting the purpose and heritage of the two constituent organisations.

Thank you

2021 has been another exceptional year, with the constant challenge of a changing employment market and a backdrop of uncertainty. I am extremely proud of how our people have stepped up to the challenges and increased the number of beneficiaries we support.

In a busy twelve months, we supported 21,698 Service leavers, veterans and partners whose needs increased during the year. Our part in CTP continues to produce notable results, with a record number of Early Service Leavers benefitting from the Future Horizons programme. Our veterans' programmes, Families Employment and Military Women programmes continue to grow. The unique Project Nova expanded, both in numbers and geographic reach, as more organisations such as HM Probation Service realise the need for this life-changing and life-saving support. New initiatives include a pilot to support veterans out of digital poverty and developing a programme helping Afghans with a defence connection find work.

Once again, we have fully supported Cobseo and the drive towards greater collaboration across the sector, contributing to the Veterans' Strategy Action Plan.

None of this would have been possible without the amazing support of our partners, who share our desire to help those in need into employment. We are hugely thankful to you all and are honoured to deliver this vital assistance on your behalf.

ALISTAIR HALLIDAY, CHIEF EXECUTIVE



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