



RAF REGIMENT ASSOCIATION

ANNUAL BUSINESS PLAN - 2020

1. Mission

1.1. The RAF Regiment Association ("the Association") will seek to maximise the effectiveness and efficiency in the application of its resources to deliver the Association's objectives during 2020.

2. Association Activities 2020

2.1. The Association shall support, either by participation or representation, the following 'Activities' as described at para 71 of 'The Rules':

- The National Act of Remembrance at the Cenotaph.
- The National Festival of Remembrance at the Albert Hall.
- The Field of Remembrance at Westminster Abbey.
- The Battle of Britain Service at Westminster Abbey.
- The laying of a wreath on Remembrance Sunday at the RAF Regiment Memorial at St. Clement Dane's Church.

2.2. In addition, the Association shall support and sponsor the following significant events, as described at para 72 of 'The Rules':

- The annual Armed Forces Day Commemoration Service in the RAF Regiment Garden at the National Memorial Arboretum.
- The annual re-dedication service of the RAF Regiment Chapel, St Anne's Church Catterick.
- The annual RAF Regt Association Commemorative Service at HM Tower of London.
- The 2020 RAF Regt Association AGM in October 2020.
- The 75th anniversary of VE day (weekend of 8 – 10 May 2020).
- The 75th anniversary of VJ day (10th Aug 20).

3. Operating Context

3.1. The Association budget for 2020 will permit the on-going support of activities described above against a backdrop of the effort to maintain membership numbers and the difficulties in finding suitable candidates to fill emerging vacancies among National Officials. Both are legacy risks from previous business plans and remain significant risks to the continued existence of the Association in its current form. A

proposal for the NMC to investigate the most appropriate way to mitigate these risks was agreed by the 2018 AGM: i.e. becoming a virtual branch of the RAF Association (RAFA).

3.2. The Fall-back Plan working group subsequently delivered its draft plan to the April 2019 combined NMC/ NCC meeting. The meeting did not agree to the premise that a decision on becoming a virtual branch of RAFA was required in-year; however, it was agreed to amend the rules regarding qualification to allow full and Associate Members to be invited to stand as candidates for national roles. The combined meeting also endorsed further exploratory discussions with RAFA and requested a progress report and proposals for Fall-back planning at the 2019 AGM.

3.3. Membership.

a) Lapsed Members. The current work to review the membership records and directly contact apparently lapsed members has slowed the rate of loss of members seen over recent years, this work shall continue during 2020, under the auspices of the new Membership Secretary.

b) New Members. There is a legacy of under-performance in recruiting members, particularly among serving members of the Corps, in common with other veterans' organisations. During 2019, the Association made a limited investment in resources on an initiative to actively recruit serving and RAuxAF Regt members. It is proposed to keep this initiative under review during 2020 and assess whether or not to make resources available for recruiting on an on-going basis and, thereby, compete with RAFA to recruit serving personnel from the Corps.

c) The Association Network. A small pilot scheme has been run during 2019 to assess the feasibility of exploiting the Association network by the provision of coaching on how to obtain referrals when changing jobs. The proposal has been well received by those in the Corps considering a career change. The delivery aspects of the proposal will be developed during 2020 before considering whether or not to roll-out the offering.

3.3 National Officials

The risk of the Association being unable to properly fulfil its objectives due to the lack of candidates to fill emerging vacancies among National Officials in the NMC was highlighted in the previous business plan as critical, but action is in hand to mitigate this risk. A candidate for Vice Chairman has come forward, the current Secretary has agreed to extend his term and it is planned that the AGM endorses proposed amendments to the qualification rules and permit Associate Members to stand for consideration as National Officials. Additionally, a volunteer has come forward to fill the current vacancy of Membership Secretary, which should allow the Treasurer to return to the financial matters of the Association.

It is proposed to amend the rules regarding qualifications of candidates for National Officials. This proposal is intended to widen the potential pool of candidates by including both Associate and Full members. It is also proposed to seek an alternative to the NCC for the provision of an oversight function to reduce the management

burden on the Association, while also seeking to increase the potential number of trustees eligible to sit on the NMC as 'Members'.

4. The Association's Strategic Pathway

4.1. **Short Term (in-year).** To deliver the mission while remaining an independent organisation, and also making preparations to avoid the Association being 'closed'.

4.2. **Medium Term (1-2 years).** To foster organic growth as an independent organisation over the medium term or continue to meet the Association's objectives while transitioning to an approved alternative form of organisation that continues to deliver benefits to Association members.

4.3. **Long Term (3 years and beyond).** To grow, while also meeting the Association's objectives in a sustainable manner.

5. Objectives for 2020

5.1. Strengthen the Association

- **Strategic Objective.** To encourage the widest participation at national, branch and individual levels to enhance the Association's work to deliver its objectives.
- **Annual Deliverables.**
 - a) Continue the campaign to recruit candidates for arising vacancies among National Officials.
 - b) Maintain discussions with RAFA, as part of Association Fall-back planning.
 - c) Encourage the increased participation of branch representatives at Association activities.
 - d) Review the Investment Policy by 1 Jan 20.
 - e) Review the Reserves Policy by 1 Jan 20.
 - f) Report on the work of the 'Fall-back Plan' working group at the 2020 AGM.
 - g) Develop the Association offering by exploiting the Association network for those considering career change.
 - h) Complete a trial recruitment campaign based on Association resources and deliver a report for the 2020 AGM.

5.2. Working Effectively

- **Strategic Objective.** To reduce the environmental impact of travel and reduce the costs associated with the routine business of the Association.
- **Annual Deliverables.**
 - a) At least 20% of Association subscriptions to be made by 'Standing Order' by the 2020 AGM.
 - b) At least 10% of Association membership to 'Gift Aid' their annual subscriptions by year end.

- c) Investigate the option to obtain tax relief on income from investments by year end.
- d) Encourage the wider use of 'generic' readily available IT, where appropriate, to host routine Association national business meetings.

5.3. Engagement

- **Strategic Objective.** To make more effective use of all appropriate communications channels between stakeholders.
 - **Annual Deliverables.**
 - a) Develop the Association's Communications Planning.
 - b) Review promotional activities with the Heritage Centre, by the 2020 AGM.

5.4. Structure and Resilience of the Association.

- **Strategic Objective.** To maintain the independence of the Association, while reflecting the view of the Association expressed at the 2019 AGM regarding any 'Fall-back' activities.
- **Annual Deliverables.**
 - a) Recognition by HMRC of the Association's charitable status.
 - b) Review the appointment of the Investment Fund Manager by 1 Jan 20.
 - c) Review the activities of the 'Fall-back Plan' working group, by 1 Feb 20.

6. Resources – Budget

- 6.1. It is proposed to increase the amount spent on 'charitable expenditure', by the 2020 AGM, over the 2018/19 figure, by not more than the in-year projected income from subscriptions and investments. In particular by providing financial support to those participating in the Association Activities at para 2.1 & 2.2 through a combination of :
 - Contributions to travel costs for Standard Bearers and one additional branch representative to attend events;
 - Grants to branches to defray the costs of providing refreshments; and
 - Grants to branches/organisations to support/further the delivery of the Association's objectives.
- An operating deficit of up to £5,000.00 by the date of the 2020 AGM is considered reasonable in delivering the Association's objectives. The, Treasurer is expected to balance any deficit from income by the date of the

2021 AGM.

The 2019/2020 budget is shown at Attachment 1.

7. Fall-back Planning

7.1. The NMC should review the activities of the Fall-back Plan working group against the context of the wishes of the Association membership expressed at the 2019 AGM. The working group should address and make recommendations on the practical alternatives that avoid the closure of the Association in the medium term. The Fall-back Plan should consider:

- Review the effects of amendments to Association Constitution and Rules to increase the pool of eligible individuals to become National Officials;
- Reconstituting the Association as a 'virtual branch' of RAFA; and
- Review alternative proposals to retain the existing structure of the Association without adversely affecting the delivery of benefits to members.

A handwritten signature in blue ink, appearing to read 'Kevin Ottaway', with a long horizontal line extending to the right.

Kevin Ottaway
Chairman NMC
30 December 2019

Attachment

1. 3yr Budget Forecast 2018-21 Rev 27 Jul 19 - dated 2 Aug 19.