NW RFCA

RESERVE FORCES' AND CADETS' ASSOCIATION FOR
THE NORTH WEST OF ENGLAND AND THE ISLE OF MAN









AGM 2026

Chair's Report

We champion Defence in the North West by supporting the Reserve and Cadet Forces through people, estates and funding

Contents

Section	Page
Introduction Lady Redmond MBE CStJ - President	1
Chair's Annual Statement Brigadier (Retired) Tom O'Brien CBE TD DL VR MA MSc MPhil DipPB	3
Cadets & Youth Lieutenant Colonel (Retired) Andy Downey - Deputy Chief Executive	6
Engagement Team Mr Geoff Nuzum - Head of Engagement	9
Altcar Training Camp Mr Carl Gardner - Commandant Altcar Training Camp	10
Estates Department Mr Lee Delaney - Head of Estates	11
Commercial Operations Mrs Carol McGowan - Head of Commercial Operations	12
Communications Mrs Sarah McEntee - Head of Communications/ Projects Officer	14
Finance Mrs Anne Chengo - Head of Finance	15

Introduction



Lady Redmond MBE CStJ - President

Commitment, collaboration and positive attitude.

As I conclude my first year as your President, I do so with a deep and well-founded sense of optimism despite the increasingly complex and uncertain global landscape in which we operate.

We are living through a period of significant geopolitical tension and rapid change, where the importance of Defence, resilience, and societal connection has never been more evident. Against this backdrop, the role of the Reserve Forces and Cadets, and the contribution of the RFCAs, has never been more relevant.

My confidence is rooted firmly in what I have seen first-hand; the exceptional commitment, professionalism and teamwork demonstrated by NW RFCA staff, Cadet Force Adult Volunteers, and Reservists across the region. Every day, you show a clear and shared understanding of why our work matters. Whether enabling Defence activity across the North West of England and the Isle of Man, or shaping the lives and aspirations of our cadets, your impact is real, enduring and deeply valued.

At a time when Defence is adapting to the direction set by the Strategic Defence Review, placing greater emphasis on integration, resilience, innovation and whole-force capability, you stand at the forefront of that effort. Your willingness to adapt, to innovate, and to go the extra mile, often in the face of significant constraints, is both impressive and essential.

Reflecting on the past year, I am struck by the breadth and scale of what has been achieved. Despite sustained financial pressures, and with further challenges undoubtedly ahead, the Association has not only delivered against its commitments but has continued to evolve. There is clear evidence that ambition has not diminished; rather, it has been sharpened through innovation and determination. Initiatives such as the highly successful Esports competition at Altcar, and the proactive steps taken by the North West Board to generate income through alternative uses of the estate, are strong examples of this mindset in action.

However, we must also be candid. Our Volunteer Estate remains a significant concern. Many of our Reserve Centres and Cadet Detachments are ageing, and in some cases deteriorating. This is not a challenge unique to our region, but it is one we feel acutely. It is to the immense credit of our Reservists and Cadets that they continue to deliver with such professionalism, resilience and pride, often in facilities that do not reflect the value of their contribution. As Defence seeks to balance outputs against constrained resources, we must continue to advocate strongly for the environments our people deserve.

I would also like to make special recognition of our volunteers. The RFCAs are, at their heart, volunteer-led organisations, and NW RFCA is strengthened immeasurably by the depth, expertise and commitment of its wider voluntary network. You are our connection into communities, our advocates, and a vital part of how we influence and support Defence outcomes. In an era where the connection between society and Defence must be consciously strengthened, your role as ambassadors is more important than ever.

As we look ahead, your continued engagement will be essential. The coming period will bring change, not least as we move towards becoming a Non-Departmental Public Body. This will require us to think differently, to collaborate even more closely, and to draw fully on our collective experience and insight. I encourage you to remain closely connected, to share your perspectives, and to help ensure we remain a well-informed and effective network.

One of the enduring highlights of the year remains our Military Awards. They are a powerful reminder of the extraordinary people within our community. I am grateful to those who take the time to nominate and recognise excellence. In an increasingly demanding environment, it is vital that we continue to celebrate achievement and acknowledge those who go above and beyond. Our volunteers, in particular, deserve nothing less.

Introduction

As I draw to a close, I remain immensely grateful for the support I have received from Vice-Presidents, the Board, members, Reservists, Cadet Force Adult Volunteers, cadets, and especially the staff at HQ Altcar. I am excited by the direction of travel, both nationally and within the region. The Chief Executive's vision for growth, influence and innovation, including work in emerging areas such as digital capability and drone development, positions us strongly for the future.

I began this message with optimism, I conclude it with confidence. Confidence that, in a world that demands more from Defence, and more from all of us, this Association will continue to rise to the challenge. We will remain focused, disciplined and forward-looking, delivering for our customers while striving to exceed expectations.

Finally, I offer my sincere thanks to our outgoing Chair, Brigadier (Retired) Tom O'Brien CBE TD VR DL. His leadership, integrity and dedication have left a lasting mark on the Association. Through periods of challenge and change, his judgement, experience and calm authority have been invaluable. It has been a privilege to work alongside him, and I know we all wish him every success in the future.

And of course an extremely warm welcome to Colonel Phaedra McClean TD VR DL as incoming Chair. Phaedra is well known and greatly respected across the Defence community nationally and in this region specifically. I also know her experience will aid her contribution to steering the Association through the changes that lay ahead. We very much look forward to working with her.

My very best wishes to you all for the year ahead, and my sincere thanks for all that you do in support of NW RFCA.









Chair's Annual Statement

Brigadier (Retd) T N O'Brien CBE TD DL VR MA MSc MPhil DipPB

Strategic Context

We are operating in a period of heightened global uncertainty. The political landscape is more contested and less predictable, and it is this reality that is driving the pace and direction of change across Defence.

The origins of the RFCA lie in the Haldane reforms of the early twentieth century, which recognised the importance of linking Defence capability with civic society at a regional level. That principle remains as relevant today as it was then.

The Strategic Defence Review reflects that reality. It sets a clear direction towards a more integrated and more agile force, better connected to society and better prepared for the demands of an uncertain world. Alongside this, the proposed transition to a Non-Departmental Public Body (NDPB) represents a significant structural shift in how the RFCA is governed and how it supports Defence.

"The RFCA network provides Defence with reach, credibility and local connection that cannot easily be replicated through centralised structures alone."

This transition brings opportunity. Clearer accountability, stronger governance and more agile decision making all have merit. However, it must be handled with care. The strength of the RFCA lies in its regional voice, its volunteer ethos, and its ability to connect Defence with communities, employers and civic leadership. Those qualities are fundamental and must be preserved.

From Strategy to Delivery

The strategic direction is sensible. The emphasis on readiness, interoperability and specialist capability reflects the reality we now face. However, intent alone is not sufficient - delivery must be decisive.

"Strategy sets direction; delivery determines success."

Across the regions, there remains a gap between what is set out in policy and what is experienced on the ground. In too many areas, that gap is shaped by infrastructure, process, and the pace at which change is delivered.

The Reserve Forces

For the Reserve Forces, the shift is unmistakable. They are no longer a force held back for contingency. They are expected to contribute routinely, and to do so at pace and at scale.

That brings real opportunity, but it also raises expectations. Training must be predictable. Equipment must be available. The estate must support, not hinder. Above all, the support of employers must be sustained.

"Employer support remains fundamental and cannot be taken for granted."

In an increasingly demanding economic environment, maintaining employer confidence will require consistency, clarity and visible support from Defence.

The Strategic Reserve

A central outcome of the Strategic Defence Review is the renewed emphasis on the Strategic Reserve. This is not simply a pool of individuals held on the books. It is intended to provide depth, resilience and the ability to scale the force in response to national need.

At present, that intent is not yet fully realised. The concept is sound, but it requires clearer definition, proper resourcing and credible mobilisation arrangements. Without that, it risks remaining an aspiration; with it, it becomes a genuine strategic asset.

"Without clarity and resourcing, the Strategic Reserve risks remaining an aspiration rather than a capability."

The RFCA network also has the potential to play an important supporting role in this area. Its regional reach, established employer relationships, and understanding of local communities provide a valuable framework through which awareness, engagement and broader resilience arrangements could be strengthened. As this concept develops, that wider contribution should not be overlooked. This area now requires clearer ownership and greater urgency in delivery.

Chair's Annual Statement

Continuity and Experience

There is, for me, a sense of continuity in all of this. In my final year as Director Army Reserves, I was closely involved in shaping the FR2020 work to deliver the Reserve 2020 programme. That work set out many of the same ambitions: a more integrated force, properly resourced and recognised as an essential component of Defence capability.

It is encouraging to see that direction now being reinforced. The opportunity is there. Whether it is realised will depend, as ever, on sustained commitment, funding and clear intent from Government.

Cadet Forces

The Cadet Forces remain one of Defence's greatest strengths. Across the North West, they provide young people with structure, confidence and opportunity. The impact is visible and lasting. In many communities, it is also vital.

"The Cadet Forces deliver social value far beyond Defence alone."

The Cadet Forces continue to deliver social value far beyond Defence, particularly in confidence, aspiration, wellbeing and social mobility.

The ambition to grow cadets through the 30 to 30 programme is both welcome and necessary. Expanding reach, improving diversity and increasing access are all the right objectives. There has been progress, particularly through the growth of school-based units. However, delivery remains constrained. Estate limitations, infrastructure challenges and the availability of adult volunteers all place real limits on pace.

The ambition is sound, but it must now be matched by sustained investment and practical support. If that happens, the impact will be significant - not only for Defence, but for society more broadly.



The Volunteer Estate

A persistent and material concern remains the condition of the Volunteer Estate. Despite consistent and constructive engagement through formal mechanisms, performance under current Hard Facilities Management (FDIS) arrangements has yet to reach the standard required.

"This position is not sustainable."

In parts, the estate continues to deteriorate. That has a direct effect on training, assurance and user confidence. This position is not sustainable, and a credible, properly funded recovery plan is now essential.

Innovation and Future Capability

At the same time, there are areas of genuine progress and innovation. Future capability will depend increasingly on technical skills, adaptability and access to emerging operational domains.

The development of new capabilities at Altcar, particularly in cyber and the establishment of a drone hub, reflects the direction of modern Defence.

"When aligned to emerging needs, the estate can attract new skills and strengthen the relevance of the Reserve and Cadet offer."

These initiatives demonstrate how the estate can support new skills, attract different audiences and strengthen the relevance of the Reserve and Cadet offer. They are encouraging and should be built upon. However, we must never forget the importance of manpower to the achievement of operational success.



Chair's Annual Statement

Defence and Society

That connection between Defence and society remains as important as ever. Through our Regional Engagement Teams and wider networks, we continue to build understanding and support for Defence across the North West.

That work is often quiet, but it is critical. It underpins relationships that Defence relies upon. Our engagement with civic leaders, local authorities, employers and community organisations remains one of the Association's enduring strengths.

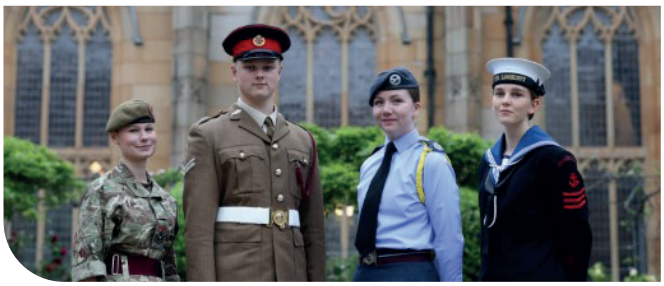
The Way Ahead

Defence is moving towards a more integrated and more responsive model, with greater reliance on the Reserve Forces, renewed emphasis on national resilience and continued investment in the Cadet experience.

The challenge ahead is not one of strategy, but of execution. Success will depend upon sustained investment, credible infrastructure, clear accountability and the ability to translate national ambition into practical delivery across the regions.

Periods of change place a premium on leadership, judgement and candour. Effective governance requires not only support for strategic direction, but also the confidence to challenge constructively and speak openly about the gap between ambition and delivery where necessary.

In that context, the role of the RFCA remains important. Its regional reach, civic relationships and understanding of local communities provide Defence with a level of connection and credibility that remains difficult to replicate through centralised structures alone.



The requirement now is to preserve those strengths while adapting to the demands of a changing Defence landscape. If that balance is achieved, the RFCA will remain well placed to continue supporting Defence capability, resilience and wider society in the years ahead.

Final Reflections

This is my final report as Chair of the North West RFCA. It has been a privilege to serve in this role during a period of significant change. I am proud of what the Association represents and what it continues to deliver.

My thanks go to the Board and Sub-Committees for their time, judgement and willingness to engage fully. They have provided both support and challenge in equal measure, and that balance has been important.

I also want to recognise our Adult Volunteers. They give their time freely and with commitment. They are the foundation of the cadet experience, and without them none of this would be possible.

Our Regional Engagement Teams continue to deliver real impact across employers, communities and civic leadership. They are a strength of this Association, supported by a dedicated and professional staff whose contribution is consistent, reliable and often understated. They deserve recognition.

Finally, I would like to thank the wider membership of the North West RFCA. Your support, advocacy and commitment over my time in office have been invaluable. I wish you every success in the future.

The challenges ahead are clear. But the foundations are strong. The direction is well set; the priority now is delivery.

The Association is well placed to adapt and respond, and to continue delivering in support of Defence and the communities it serves.

I wish my successor every success as they take the Association forward.

Best wishes for the future.

Tom
Brigadier (Retd) T N O'Brien CBE TD DL VR MA MSc MPhil DipPB

Cadets and Youth

Lieutenant Colonel (Retired) Andy Downey - Deputy Chief Executive

In my report for 2025 growth was the headline topic. Reports commissioned by the MOD have clearly shown the benefit of Cadet Forces and an excellent example of the Ministry of Defence's corporate social responsibility, demonstrated in particular through the enhanced employability of cadets and CFAV's.

National Situation

The global picture is turbulent and uncertain. National defence and the MOD have a clear intent for an increase in national resilience. The MOD is seeking significant increases to current funding and awaits the Defence Investment Plan outcome. The big question remains how much will be allocated to cadets and cadet expansion. The value of cadets is well understood and the Government would like more young people to benefit from cadets. Strategic Defence Review described as 'The Plan for Change for Defence' set out their new ambitions.

Regional Situation

"NW RFCA champion Defence in the North West by supporting the Reserve and Cadet Forces through people, estates and funding". Cadets will see a clear correlation of people, estates and funding in 2026 and future years.

- **People:** Our cadet community is more collaborative, driven by the Joint Services Cadet Committee.
- **Estates:** Our cadet estate is now recognised as a Line of Development as part of a Whole-of-Cadets Approach by the MOD.
- **Funding:** Our resource is finite and tight, NW RFCA will continue to think outside of the box to generate funds for cadets - Regional Generated Income and NW Trust Funds directly contribute to cadet units.

Driving forward delivery NW RFCA will persistently support all cadets and adult volunteers in their vision of strengthening collaboration, sharing best practice and learning more effectively from all Cadet Forces colleagues.

Next Steps

NW RFCA will continue to deliver agreed support to all Cadet Forces expansion and growth plans and promote its own vision at Altcar Training Camp to modernise training and resilience facilities at the same time deliver its responsibilities set out in the Service Level Agreements set against each single Service (sS).

'Growth represents a significant challenge, with adult volunteer recruitment, retention and the provision of fit for purpose accommodation considered to be the principal impediments to achieving the targets set by the Strategic Defence Review'.





First Sea Lord Cadet Investiture

Cadets and Youth

Sea Cadets

An exceptionally proud period for the North West Area, marked by outstanding achievements and representation at the highest levels of the Sea Cadet Corps. A vast amount of events and activities have taken place since the last report.

We should include the national recognition for Lt Cdr(SCC) Fay Taylor RNR, Commanding Officer of SEFTON Unit, who was appointed MBE in the New Year's Honours List for her exceptional service. Fay is an integral part of activity delivery across the North West, not only as an outstanding CO but also as a key organiser of the National Trafalgar Parade and an active member of the National Sea Cadet Advisory Council. Her influence and commitment make a real difference both locally and nationally.

And; a moment of historic significance as the First Sea Lord Cadet Investiture took place in the iconic Great Cabin of HMS Victory. In the presence of the First Sea Lord, Leading Cadet Hadley of Accrington Unit was formally invested as the North West's First Sea Lord Cadet. He will be an excellent ambassador for the Area and an inspiring role model for cadets across the region.

The North West continues to demonstrate excellence, pride and teamwork – hallmarks of a vibrant and thriving Area.



Lt Cdr(SCC) Fay Taylor RNR



Army Cadets

All five counties have seen significant and remarkable events and activities taking place since the last report. Cadets and Adult Volunteers have enjoyed a cadet experience spanning the length of breath of the country and abroad. The NW ACF continues to thrive, going from strength to strength. A number of cadets and adults have been awarded with Certificates of National Praiseworthy Action.

Annual Camps achieved strong participation, high training standards, and consistently positive feedback from cadets and adult volunteers. These camps provided structured and progressive training opportunities, reinforcing personal development, teamwork, and resilience while maintaining a strong focus on safety and professionalism.

Several significant achievements and milestones have shown the benefit of cadets and we have seen some excellent examples of the impact and return on investment of our young people. This includes;

- The Lord-Lieutenant's Cadet Lance Corporal Blake from Cumbria Army Cadet Force having the honour of meeting His Majesty King Charles III, representing both the County and the Army Cadet Force at a nationally significant civic event.
- CFAV - Sgt O'Connor from Merseyside ACF completed a remarkable 220km ultramarathon across the rugged terrain of Navarra, raising vital funds for ACCT UK.
- Merseyside ACF Royal Irish Regiment detachment had the honour of parading with their parent regiment at Westminster Abbey in the presence of Her Majesty The Queen.



Cadets and Youth

Air Cadets

Delivered a broad and varied programme of training, development and engagement across the regional Wings. Activity levels remained consistently high, with strong representation across technical training, leadership development, first aid, shooting, DofE, and governance. A strong emphasis was seen on radio and Cyber training including robotics and STEM competitions.

Adventurous Training delivery continued with the Lowland Expedition Leader (LEL) Award (nationally recognised qualification), and First Aid and Shooting CPD ensured staff and cadets remained current in key safety critical areas.

Sports activity also featured strongly, with both a Sports Council meeting and the Inter Squadron Swimming competition helping set the tone for the 2026 sports programme. Aviation training was also represented through Blue ATP Deliverer training.

A number of community visits took place, including to local Fire and Police stations. Cadets also engaged in a Sports Leaders programme. Cadets continued to benefit from the following – Air rifle shooting, Band activities and Christmas themed activities were well received.

Inskip Cadet Activity Centre held a successful multi activity camp, STEM competitions, L144 shooting, Band practice activity, Method of instruction Trg, Fieldcraft weekend, Road Marching, RBL poppy collections, Silver DofE expeditions and Air Experience Flying.

Air Cadets continue to be brilliant, and to uphold its proud reputation for excellence. Success has been built on supporting one another, fostering inclusion, and living the Air Cadets core values of Respect, Integrity, Service and Excellence in everything we do. A full Air Cadet experience remains a benchmark of professionalism, teamwork, and community service within the Royal Air Force Cadets.









Engagement Team

Mr Geoff Nuzum - Head of Engagement

It's time to reflect on a year of exceptional growth and recognition across our region. Our team's dedication has translated into measurable success, significantly strengthening the bond between the Armed Forces and the civilian community in the North West.

Celebrating Excellence in Support

We have reached a major milestone in employer engagement, securing 32 new ERS Silver Awards and 22 new ERS Gold Awards. These figures represent a profound commitment from our regional partners to uphold the Armed Forces Covenant and advocate for military talent. Furthermore, we proudly delivered 200 Lord-Lieutenant and Lieutenant Governor Awards. These ceremonies remain a vital public platform to celebrate the dedicated service of our Reserve and Cadet Forces members who go above and beyond for their communities.

Forging Strategic Partnerships

Beyond accolades, we have focused on "ever closer engagement," forging deeper ties with industry, academia, and local businesses. These relationships are the engine of our future initiatives. By collaborating with regional leaders, we are diversifying our impact beyond the traditional membership into innovative and new connections to diversify our range of support to Defence in the North West.

Looking Ahead: The 2026 Vision

The groundwork laid this year will bear fruit in 2026 as we launch several pioneering projects. Our new partnerships are already active in developing Cadet Esports, a growing platform for digital literacy and teamwork, alongside robust STEM programmes designed to inspire the next generation of innovators.

We are building trust and creating a stronger, better-connected community that understands the true value of Defence in the North West.











Ever closer engagement

Altcar Training Camp

Mr Carl Gardner - Commandant

It has been another very busy year for the Altcar Training Camp with over 130,000 Tri-Service Regulars, Reserves and Cadet's Units using our facilities. On the Altcar Ranges alone, nearly a million rounds of small arms ammunition were fired and proves the point, in the Northwest, Altcar Training Camp, is the place to visit. In the summer, the strong tradition of hosting the annual Summer Cadet Camps continued with over 5,000 Cadets, Cadet Force Adult Volunteers and their Permanent Staff enjoying everything the estate has to offer. It was pleasing to see the cadets having a wonderful time with the amazing activities their staff had provided for them.

At the start of 2026, sadly we said goodbye to the Altcar Range Liaison Officer, Mr Gerry Allen. Gerry after 30 years' service to the Altcar Ranges handed over control to take a very well-deserved retirement and we wish him and his family the absolute best for the future. This saw Mr Lucas Farrel come in and take control of the ranges after a very impressive twenty-four years colour service with the Rifles. Gerry can retire in the knowledge that he has left Altcar Ranges in very safe and reliable hands.

Improvements are planned for the Altcar Estate and scooping work has begun on a possible Trim Trail around Altcar Training Camp with several fitness stationed planned to enhance the lived experience. The future forecast does not seem to be slowing down and the unit bids for 2026/27 have continued to fly in on what looks to be a remarkably busy period once more. The Altcar Staff welcome the continued busy time and rest assured, everything within our power will be done to support everyone who attends and visits Altcar Training Camp.













Estates Department

Mr Lee Delaney - Head of Estates

During the reporting year, the Estates Department has maintained a clear focus on targeted investment and sustainability across the Volunteer Estate, using Resource and Grant in Aid (RGI) funding to deliver tangible improvements to key assets. This approach has prioritised both immediate infrastructure resilience and longer-term estate optimisation.

RGI investment has been applied at strategically important locations including Altcar Training Camp, Holcombe Moor Training Camp, Carlisle Castle, Workington Army Reserve Centre, and Wigan Army Reserve Centre. These works have addressed critical infrastructure requirements, improved heating and energy systems, and enhanced the overall condition and functionality of facilities. In particular, decarbonisation schemes at Workington and Carlisle Castle have contributed to reducing energy consumption and supporting Defence's wider net zero ambitions.

Sustainability has been embedded as a core principle in all investment decisions, with a focus on modern, efficient building systems and reducing whole-life costs. This ensures that improvements not only resolve current deficiencies but also deliver enduring value and operational efficiency across the estate.

It must be acknowledged that performance challenges within the FDIS contract have impacted delivery in certain areas. These issues are being actively managed through strengthened assurance and performance oversight, being actively managed by the estates team.

Looking ahead, the Association is developing a proposal to further invest in the Army Cadet Force estate during the next financial year. This will focus on enhancing the quality, safety, and sustainability of cadet facilities, ensuring they remain fit for purpose and capable of supporting future growth and activity.

Overall, the Department continues to drive a focused programme of investment, ensuring the estate is resilient, sustainable, and aligned to Defence needs.







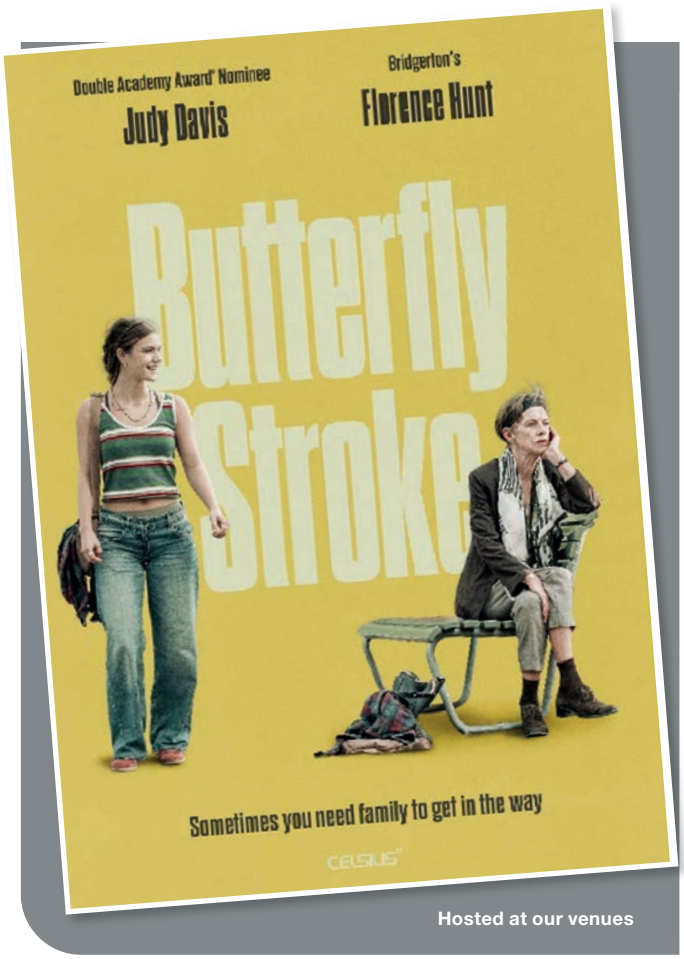
Commercial Operations

Mrs Carol McGowan - Head of Commercial Operations

Alternative Venues (AV) not only surpassed expectations – we delivered our strongest performance to date. The results demonstrate the value of the spaces available on the volunteer estate and highlights the ability of the AV team and the teams on site to respond to demand with agility.

Unfortunately we lost one of our long standing clients HMRC, they are trialling holding their training in Yorkshire. Transport for Greater Manchester extended their contract due to expire in January 2025 to October 2025.

July 2025 saw Haldane Barracks host the first of a number of TV productions, Mather Avenue and Altcar Training camp also played host to TV crews for a number of weeks through 2025/26.



Hosted at our venues

Finance

I am delighted to report the income generated by Alternative Venues in FY 2025/26 is £827,456.76 the breakdown is as follows:

- **Hirings - £688,445.38**
- **Mast - £111,091.45**
- **Altcar Ranges - £27,919.93**

The income generated solely from hirings increased by 19.7% from FY 2024/25 which is a massive achievement.

Summary

I am over the moon with the departments performance in 2025/26. The income generated this year is a clear reflection of the dedication within the AV team and the unwavering support from the teams at each site, it also highlights the collaborative working across departments. This collective effort has been central to our success and has set a benchmark for what we can achieve. Most importantly the income generated will go such a long way in helping to enhance the experiences of Reservists and Cadets in the North West.

Communications

2025–2026 marked a clear shift in how we champion Defence in the North West. Communications has been firmly established as a core business function, underpinning how we support the Reserve and Cadet Forces through people, estates and funding, and how we connect that work to the communities we serve.

At the centre of this progress is the Communications Handrail; an approachable, practical framework that positions communications as a central gold thread running through the organisation. It provides clarity, shared direction and reinforces that effective communication is everyone's responsibility.

Our public presence has grown significantly over the year. Social media reach and engagement have increased year on year, allowing us to move beyond our established audiences and strengthen visibility within the wider community. This growth reflects purposeful, values led storytelling that highlights real impact rather than output alone.

Commercial Operations

We have strengthened two way relationships with Reserve and Cadet units, improving the flow of information and supporting their communications capability through practical guidance, advice and creative support. Alongside this, we have worked closely with Employer Recognition Scheme businesses to help amplify their Defence engagement and shared stories.

Most notably, we have delivered a suite of high quality, impactful films for social media and corporate use. These include our core corporate film, the 2025 Cadet Esports Competition, STEM activity at Liverpool John Moores University, tri service Cadet Summer Camps and a sustainability showcase. Commissioned work with partners including Cheshire Constabulary and the Police and Crime Commissioner further demonstrates the reach and credibility of this work, which has been recognised across the wider RFCA network.

As we look ahead, communications is embedded at the heart of decision making, ensuring the profile of Reservists and Cadets continues to grow and Defence has a confident, modern voice across the North West.



SHOOT HERE

MILITARY LOCATIONS IN THE NORTH WEST







Hollyoaks

The City is Ours - Series 2

TV productions hosted at our venues





The Split Up



Quay Street Production Tip Toe

Communications

Mrs Sarah McEntee - Head of Communications/Projects Officer

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Finance

Mrs Anne Chengo - Head of Finance

The Association began the financial year 25/26 with a budget allocation of £8.2m. In addition to this the Association had receipts in advance of £387.7k to fund various projects.

The budget increased by £988k during the year to reflect new projects and priorities, the funding available for the year totalled £9.6m (excluding RGI). In year allocations included £337k for revenue projects, £66.8k on vehicles, £278k for capital projects, and £54.6k for grounds maintenance. The Receipts In Advance carried forward into FY 26/27 amount to £319.8k.

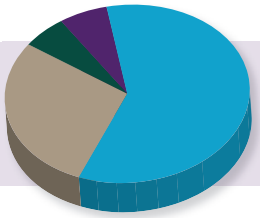
The Association's accounts represent income from 11 distinct funding streams. The consolidated accounts for FY 25/26 have been audited the Association has received final confirmation of the audit. The Financial Return and Audit Findings report were finalised on 28th April however sign off cannot take place until a statement of Going Concern is issued by Council. The Balance Sheet and Income and Expenditure reports are included at page 16.

The pie charts below illustrate both the summary of income and how this has been allocated to our outputs with 13% earmarked for Estates Management and 35% allocated to infrastructure (primarily rents and rates).

In addition to the funding provided, NWRFCA has generated £1.02m of income. £688.4k was generated primarily through the work of the Alternative Venues (AV) team. The AV team have worked tirelessly to sustain the level of income. Examples of how the funding is used are outlined below:

Turning to our Trusts, they have been able to support units with grant contributions and in 2025/26 the value of grants awarded is shown below. The Trusts meet annually in December with a second round of reserve allocations in January, applications are welcome from all eligible units as shown in the eligibility chart on the association's website.

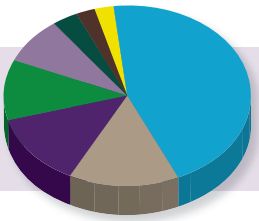
Regionally Generated Income - Distribution



Refunds to units for use of facilities for hiring to 3rd parties	£293,159
Business Development and Alternative Venues costs	£140,115
Grants	£29,874
AV hiring costs	£31,353



Trust grants awarded in 2025/26



Stretford Road Trust	£9,000
Macclesfield Drill Hall Trust	£12,868
NW Army Cadet Force Trust Fund	£38,272
Congleton Drill Hall Trust	£7,850
Yorkshire Street Trust	£2,008
Sir Alan Jones	£11,363
Crosby Road	£3,156
Soldiers Trust	£1,850
Total	**£86,367**

Finance

The North West of England and the Isle of Man Reserve Forces' and Cadets' Association Financial Return for the Year Ended 31 March 2026

Income & Expenditure Account

	2026		2025	
	£	£	£	£
Income				
Funding via Council of RFCAs	9,370,155		11,660,267	
Funding received direct from funders	-		-	
Receipts generated by the RFCA	1,033,768		834,735	
Total income		10,403,923		12,495,002
Expenditure				
Estates Management				
Statutory & Mandatory	204		357,663	
Planned Maintenance	64,921		112,018	
Reactive Maintenance	81		677,925	
Incidental Work	-		47,609	
Life Cycle Replacement	-		-	
Condition Grade Improvement	1,042,374		274,285	
Injections / Projects RDEL and MNW	314,814		955,819	
Works in Aid of Disposal	-		-	
Prof Fees / Ext Assistance	308		4,138	
Sub total		1,422,702		2,429,457
Capital Expenditure				
Land & Buildings	-		-	
Purchase of Vehicles	-		-	
Assets in the Course of Construction	253,597		1,149,080	
Sub total		253,597		1,149,080
Staff Costs				
LE NI Civ Staff Pay	3,094,268		2,807,612	
UK NI Civ ERNIC	394,606		290,937	
LE Civ Ind Staff Pay	518,075		456,856	
UK Ind Civ ERNIC	64,378		42,905	
Non PCSPS Pens Payments	412,758		376,770	
Redundancy Payments	-		-	
Sub total		4,484,085		3,975,080

Finance

The North West of England and the Isle of Man Reserve Forces' and Cadets' Association Financial Return for the Year Ended 31 March 2026

Income & Expenditure Account - continued

	2026		2025	
	£	£	£	£
Infrastructure				
Heating Oil				
Gas	-		-	
Electricity	526,756		522,136	
Water & Sewage	200		-	
Estate & FMS Accom Stores	78,668		272,395	
Energy Cons & Env Chge	287,932		330,418	
Rates / NDR	1,837,016		1,766,364	
Sub-Letting Costs	318,862		285,580	
Rents / Leases / Alarms / Lettings	385,146		382,365	
Sub total		3,434,580		3,559,258
IT & Comms				
IT Minor Equipment HW / SW	21,844		50,516	
IT Maintenance Services & Contracts	2,038		3,548	
Line & Tel Rental	24,749		30,690	
Sub total		48,631		84,754
Transport & Movement				
Lease of Vehicles	-		-	
Vehicle Maint	74,647		72,076	
Fuel (Non Utilities)	13,588		6,434	
Depreciation	231,694		146,615	
Loss on Sale of Vehicles	1,751		25,670	
Sub total		321,680		250,795
Recruiting Support				
Employer Support (DRM)	52,840		44,874	
Recruiting Support	648		(994)	
Sub total		53,488		43,880

Finance

The North West of England and the Isle of Man Reserve Forces' and Cadets' Association Financial Return for the Year Ended 31 March 2026

Income & Expenditure Account - continued

	2026		2025	
	£	£	£	£
Grants				
North of England RFCA Payment	100,000		-	
ACF Travel & Consolidated Grants	197,415		301,484	
Payments to Welfare Association	-		6,139	
TA Establishment & Band Grant	29,874		37,392	
FAuxAF Admin & PR	-		-	
Sub total		327,289		345,015
Administration				
Office / General Administration	161,597		171,404	
Education / Training	7,093		5,921	
Professional Fees	23,987		10,821	
Legal Costs	7,218		2,770	
Insurance	5,044		4,958	
Travel & Subsistence	74,772		39,856	
Entertainment	-		-	
Sub total		279,711		235,730
HR Support				
HR & Recruiting - Civilian Assoc Staff	522		4,650	
Sub total		522		4,650
Total Expenditure		10,626,285		12,077,699
Excess income for the year		(222,362)		417,303







Finance

The North West of England and the Isle of Man Reserve Forces' and Cadets' Association Financial Return for the Year Ended 31 March 2026

Balance Sheet

	2026		2025	
	£	£	£	£
Non Current Assets				
Motor Vehicles	1,461,205		969,551	
		1,461,205		969,551
Current Assets				
Bank	3,179,047		3,865,059	
Petty Cash	600		600	
Sundry Debtors	190,128		138,379	
Prepayments & Accrued Income	61,472		174,810	
		3,431,247		4,178,848
Current Liabilities				
Sundry Creditors	341,893		209,389	
Accruals / Deferred Income	541,175		651,243	
Advance Receipts	319,794		394,166	
		1,202,862		1,254,798
Total Assets Less Total Liabilities		3,689,590		3,893,601
Financed By				
General Reserves	2,228,385		2,924,050	
Capital Reserves	1,461,205		969,551	
		3,689,590		3,893,601













NW RFCA

RESERVE FORCES' AND CADETS' ASSOCIATION FOR
THE NORTH WEST OF ENGLAND AND THE ISLE OF MAN









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NorthWestRFCA

North West Reserve Forces' and Cadets' Association

NWRFCA

ARMED FORCES
COVENANT