



**OFFICERS'**  
**ASSOCIATION**

# **ANNUAL REPORT**

## **2019-2020**



## THE OFFICERS' ASSOCIATION ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
30 SEPTEMBER 2020

# CONTENTS

Introduction by the Chairman of the Trustees	4
Overview by the Chief Executive Officer	6
<b>TRUSTEES' REPORT</b>	<b>8</b>
Employment	12
Grants and Welfare	30
<b>FINANCIAL REVIEW</b>	<b>40</b>
Financial Statements	46
Notes to the Financial Statements	49
Independent Auditor's Report to the Trustees	69
Charity Information	73

---

1919: Outside Mansion House. The first Armistice Day  
two-minute silence, leaving a legacy to remember  
those who sacrificed so much for their country.

Reproduced with kind permission from  
BabelColour@Stuart Humphries



# INTRODUCTION

## BY THE CHAIRMAN OF THE TRUSTEES



**Our ambition is to ensure  
our work continues for  
the next 100 years**

**For many of us, 2020 has been like no other year. The impact of Covid-19 has reached far and wide, and it appears that no quarter of our lives remains unaffected; education, the arts, business, the NHS and charities are all weathering this storm.**

Yet this disruption and uncertainty is nothing new. We are reminded of the history and aftermath of a previous pandemic: the Spanish Influenza that came quickly on the heels of the First World War and almost succeeded in decimating a whole generation. Many of its war-weary victims, having sacrificed so much, endured still more.

A further stark reminder of their sacrifice was the commemoration this year of the 1920 internment of the Tomb of the Unknown Warrior in Westminster Abbey. The pallbearers for that sombre coffin included Field Marshal Douglas Haig, Admiral of the Fleet Earl Beatty and Air Chief Marshal Sir Hugh Trenchard, the very men who had founded the Officers' Association just months earlier. They had witnessed officers arriving home to a near-bankrupt country, struggling to find work and excluded from government payments set aside for soldiers. Many former officers and their families were left destitute.

Since 1920, the OA has supported officers and their dependants in countless ways, and it has consistently addressed helping officers find employment, providing advice and, in cases of need, financial support.

Our ambition is to ensure our work continues for the next 100 years. An ambition that has not been undertaken lightly with the OA facing a funding shortfall. From 2024 onwards, the Royal British Legion (RBL) funding ends. This report explains some of the exciting new developments and income streams which have been created to maintain the OA's presence and resilience in the sector; it echoes those skills which the country sees in officers who have served - leadership, agility and professionalism.

We are united in working to safeguard the OA's status as a charity and in wanting to see a Grants and Welfare capability remain central to its purpose. At the same time, we must acknowledge that we cannot sustain the size and scale of our grant-giving operation and that it will reduce accordingly.

### **Employers have contributed generously to the OA's events programme**

Employers have contributed generously to the OA's events programme, which has continued to evolve and grow despite having to move online in March. Attendance at our virtual careers events has increased by allowing officer job seekers

to join no matter where they are deployed. We are planning more of these events next year and investing in new technology to maintain our reputation in this space.

### **The needs of officers and business are changing... for the OA to remain relevant and trusted, we must also adapt**

Our services support commissioned officers in Her Majesty's Armed Forces, serving or veteran, regular and reservist, as well as their dependants. While this has remained constant, the challenges they face have not, as evidenced by their work in the UK in fighting the pandemic. The needs of officers and business are changing. It follows that for the OA to remain relevant and trusted, we must also adapt. This year, we have taken great strides to make this happen.

I want to thank all OA staff, volunteers and fellow Trustees for their considerable efforts in finding practical solutions to new problems imposed on us by Covid-19 and external factors. Working together has enabled us to deliver the best of what the OA provides.

**Alex Spofforth**  
Chairman of the Trustees

# OVERVIEW

## BY THE CHIEF EXECUTIVE OFFICER



**We proudly champion officers' distinct abilities to meet the challenges of business and society**

**In an exceptional and challenging year, the OA stepped up to reach 5,916 officers and families. We provided career expertise, job opportunities and welfare support as officers strived to secure their place in civilian society. We were right beside them: guiding where needed, advising when asked, supporting where necessary. All made possible through the efforts of our staff, our enthusiastic volunteers, stakeholders and partnerships with employers.**

Seeing UK military personnel on home ground this year reminds us of the invaluable work they undertake to keep us safe. It also reminds employers of their core skills: leading and motivating teams, resilience under pressure and a determination to get the job done. We proudly champion officers' distinct abilities to meet the challenges of business and society. Never has this been more relevant than in these uncertain times.

As a charity, the OA is also adjusting to a new way of working: one without the guaranteed funding from our longstanding agreement with RBL. From 2024 this funding will cease in its entirety. It will require changes in the way we operate but as always, our aims are led by those we seek to support. OA Trustees have determined that a new strategy requiring the development of a secure income stream is critical. As I write, several innovative projects designed to help generate income are already underway.

We are transforming the way we work with employers; they want access to quality candidates to fill critical skill gaps to help their business to succeed and are reaping the benefits of officer talent. Launching a new digital recruitment platform early next year will enable employers to recruit swiftly and cost-effectively through us. We are building a business development team to help extend our reach. I am encouraged by the positive

interest received to date but aware of the work still required: raising our profile, growing our job seeker base and expanding our recruitment offering.

**We commissioned research into what officers would like from a future-forward OA, the results of which are now guiding how we shape our services**

For officer job seekers, we continue to provide professional careers advice coupled with access to relevant and sustainable career opportunities. We commissioned research into what officers would like from a future-forward OA, the results of which are now guiding how we shape our services.

From the research it is clear there is an appetite for a membership offering linking our employment services to an expanded portfolio of training, networking and job opportunities. We are also exploring ways to reach a wider audience. To be successful, we will need to match the benefits offered with membership contributions to ensure we build a model that is inclusive yet sustainable. Working more closely with officers, beneficiaries and volunteers should help us to achieve this whilst still meeting our charitable aims.

We also needed to address our cost base. In July, we moved out of London to serviced offices in Reading. Staff are now adopting flexible working practices, either working from home or in the office when safe. Upgrades to cloud-based software have ensured our work has continued uninterrupted despite the impact of Covid-19. Over the next five years, this relocation, combined

with changes to working practices, will save the OA both time and money.

From 1 August this year, we took the difficult decision to end grants to new beneficiaries and one-off grants to existing beneficiaries. We are committed to safeguarding the welfare of existing beneficiaries and will continue to pay grants and allowances to them. The Charity has ring-fenced reserves of £1.5 million with a further £1.5 million from the remaining RBL payments to meet what Trustees consider a priority: supporting the most vulnerable of our beneficiaries.

Our aim is to retain a welfare capability for at least the next three to four years. However, this ongoing support will be defined by need. To avoid duplication of services, we are also reviewing what is available to beneficiaries from other providers and how best to access it.

Welfare provision remains a vital element of what we offer and a cornerstone on which the OA was founded. Maintaining this provision for as long as we can is a driving force towards securing financial stability for the OA's future.

**Many are depending on us to succeed and we will not let them down**

We have approximately four to five years to implement this new strategy and to get it right. Together, with Trustees, we are confident that we can deliver significant progress to help achieve this. Many are depending on us to succeed and we will not let them down.

**Lee Holloway**  
Chief Executive Officer

# TRUSTEES' REPORT

The Trustees present the annual report and audited financial statements for the year ended 30 September 2020. The Trustees have complied with section 17 of the Charities Act 2011 requirement for them to have regard to the public benefit guidance published by the Charity Commission.

## OUR CHARITABLE OBJECT AND ACTIVITIES FOR THE PUBLIC BENEFIT

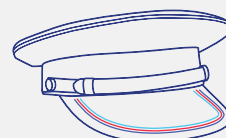
The Officers' Association (OA) is a registered charity, founded in 1920. We provide advice and financial help to relieve distress and hardship amongst those who have held a Commission in the Armed Forces, their families and dependants. We also support officers in their transition into civilian employment, thus meeting our purpose to aid, assist and promote the interests of all such persons.

## OUR VISION

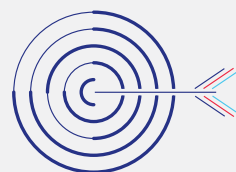
A secure and sustainable future for our officers and their families.

## OUR MISSION

To provide officers and their families with the support they need to thrive outside the Armed Forces.



**OUR VISION:**  
**A SECURE AND  
SUSTAINABLE  
FUTURE FOR OUR  
OFFICERS AND THEIR  
FAMILIES**



**OUR MISSION:**  
**TO PROVIDE OFFICERS  
AND THEIR FAMILIES WITH  
THE SUPPORT THEY NEED  
TO THRIVE OUTSIDE THE  
ARMED FORCES**



## STRUCTURE, GOVERNANCE AND MANAGEMENT

**Structure.** The OA was incorporated under Royal Charter on 30 June 1921 and registered as a charity (number 201321) with the Charity Commission on 17 April 1964. It is the parent charity of OA Advance Limited, whose financial statements have been consolidated in these financial statements.

**Governance.** Being governed by Royal Charter, the OA is not directly subject to the laws and codes of practice relating to the operation of companies. However, the Trustees have decided to combine the spirit of the Combined Code and those of its principles that can be applied to a charitable body during the year ended 30 September 2020 and in preparing this report and the financial statements. We are also fully committed to observing the Charity Governance Code of 2017 and implementing its principles in the way the Charity operates. The governing document is the Royal Charter dated 30 June 1921 as amended 2 August 1946, 17 September 1946, 26 February 1964, 16 July 1966, 17 September 1996, 17 May 2000 and 15 July 2015. The Presidents, Vice-Presidents and Trustees form the Council of the Association.

**Trustees.** The 12 Trustees of the OA who held office in 2019-20 are listed on page 74; eight have served as officers in HM Armed Forces. Trustees are selected through open recruitment and the OA's extensive network of contacts to match the diversity, experience and expertise required. A panel of Trustees interviews candidates to assess their suitability for the role.

The Governance Sub-Committee makes recommendations to the Executive Committee (the full Board of Trustees) which, after consideration, proposes potential Trustees for election at a meeting of the Council. New Trustees are directed before election to the Charity Commission guidance on the responsibilities of Trustees and subsequently attend an induction session at the OA. All Trustees are encouraged to attend training to remain up to date with the law and practices affecting the sector. Most Trustees sit on at least one sub-committee.



## MANAGEMENT: EXECUTIVE COMMITTEE

The Board of Trustees, called the 'Executive Committee', is the principal OA Committee which directs the policy, finance and operations of the Charity and meets quarterly. The OA senior management team reports to and receives direction from the Executive Committee. The Executive Committee has five sub-committees:

### **Finance, Investment and Audit Sub-Committee.**

The Finance, Investment and Audit Sub-Committee (FIASC) meets quarterly. It oversees the OA's finance processes and staff, scrutinises quarterly and annual figures and the draft budget and offers advice to the Executive Committee on all such matters, including investments, reserves and pensions.

**Grants and Welfare Sub-Committee.** The Grants and Welfare Sub-Committee meets quarterly. It directs Grants and Welfare policy and oversees decisions on complex and costly cases. Trustees also conduct spot checks on activities.

**Employment Sub-Committee.** The Employment Sub-Committee meets quarterly. It directs employment strategy and policy and oversees service delivery.

**Remuneration Sub-Committee.** The Remuneration Sub-Committee meets bi-annually. It considers and recommends, for FIASC review and Executive Committee approval, changes to remuneration and benefits of all staff.

**Governance Sub-Committee.** The Governance Sub-Committee meets bi-annually. It oversees all governance aspects of the Charity and reports to the Executive Committee, advising on the appropriate regulatory framework within which the Charity must operate.

## OUR SERVICES

As a Tri-Service charity working solely with the officer corps, we support former officers and their families, their widows/widowers and dependants by providing advice and financial help, where needed, to enable them to live independently and overcome financial challenges. We work with serving and former officers to help them achieve a sustainable and fulfilling career in civilian employment.

During the last financial year, we provided support and financial assistance to individuals, families and dependants through 927 Grants and Welfare cases and supported 4,989 serving and former Service personnel with Employment Services.

**"The OA has helped and still helps in ways I didn't think possible. Their knowledge of sectors and contacts should not be underestimated."**

Andy Brown  
Bursar and former Army officer



## COLLABORATION

Working collaboratively with other Service and civilian charities and our volunteer networks is central to the OA's ethos because it directly benefits those who require our support. Proactive engagement and joint casework often mean we can deliver a faster response in times of crisis and act as the single point of contact for complex case requirements. A list of those charities with which we work is provided on pages 75 and 76.

We work closely with OA Scotland, a separate charity that operates under Scottish jurisdiction, to ensure officers have access to all relevant services.

We are most grateful to all our volunteers who give up their time to help support former colleagues. Without their continued commitment we would be unable to offer the same level of support to both beneficiaries and job seekers.

## MEMBERSHIP

One potential income stream in development by the OA is that of membership. A specialist consultancy providing advice to membership associations was able to research the feasibility of membership with officers and explore potential benefits.



The research outcomes are positive:

- 74% of respondents indicated they are likely to pay for membership to access employment services.
- Career consultancy services are valued highly amongst officers.
- Potential members could act as a valuable resource for the OA with a membership network able to give officers the means of lending further support to fellow officers.

To successfully launch a paid-for membership service, we will need to increase awareness of the OA and its services to the whole officer audience. Work has begun to identify a membership offering able to deliver benefits officers are unlikely to receive from other providers in the marketplace.

Above all, a new membership programme and the benefits it offers will help the OA to remain accessible for all, allowing us to engage with individuals, whatever their requirements.

# EMPLOYMENT

## ACHIEVEMENTS

This year 4,989 (5,353<sup>1</sup>) officer job seekers used OA Employment Services. There were 1,556 (1,911) new registrants for our services, a decrease of 19% on the previous year. Anecdotal evidence suggests that a significant proportion of transitioning officers extended their service during the latter half of the year due to uncertainty in the civilian jobs market.

Word-of-mouth referrals demonstrate the continued effectiveness and reputation of our employment support; over 41% of those engaging with us do so through personal recommendation. Job seeker feedback is consistently high with a 95% satisfaction rating. We offer lifelong support, with officers able to return for additional career guidance as they change roles throughout their civilian careers.

**We worked with over 80 organisations last year to recruit officer talent**

OA events allow officer job seekers the opportunity to explore potential career paths and gain insights into the job search journey, acting as a catalyst to map out future career aspirations. Covid-19 prevented us from running our full programme. To compensate, we adapted the existing programme to launch a revised programme online.

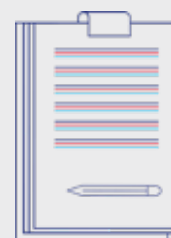
We continued to engage with employers across the country who increasingly recognise the value of recruiting military talent. We worked with over 80 organisations to source and provide high-quality job vacancies for officers. Companies we work with include Deloitte, Amazon, Metro Bank, PA Consulting, PCUBED, Network Rail, NFU Mutual, TeraCode and Highways England.

<sup>1</sup> Previous year's figures in brackets.



**4,989**

**OFFICER JOB  
SEEKERS USED  
OUR EMPLOYMENT  
SERVICES**



**THERE WERE**

**1,556**

**NEW REGISTRANTS  
FOR OUR SERVICES**



We provided support through:

- 519 (600) one-to-one career consultations and 379 (326) dedicated CV and LinkedIn reviews delivered face to face and then online from March.
- Access to 1,508 (1,482) job vacancies and work placements through the OA Jobs Board.
- A programme of 25 webinars, 11 seminars and 12 sector-based career workshops with employers and speakers sharing information and advice on career opportunities.
- Training workshops focused on maximising LinkedIn, the social media networking platform.
- Creating networking opportunities through our schedule of events to connect job seekers with officers who have successfully transitioned; their details are listed in the OA's Network Contact List.
- Adapting the planned May and September career forums to online events; over 300 officers took part from around the world.
- Exhibiting and participating in 17 externally run events aimed at engaging with employers, recruiters and wider stakeholders to develop job opportunities for officers.



# VIRTUAL EMPLOYMENT FORUM

Tuesday 1st September

Get focused on your civilian job search

**REGISTER NOW**



**OUR PROGRAMME OF EVENTS  
MOVED ONLINE FROM APRIL**

## OUR FOCUS THROUGH 2019 -20

Transitioning from military to civilian employment can present challenges to even the best-prepared officer job seeker. Providing access to quality career expertise remains a core priority for the OA to help overcome such challenges.

From feedback, we recognise that everyone's job search is different, with some job seekers requiring additional support from our consultants. This has led us to develop shorter, specialist appointments to focus on dedicated aspects of job hunting; we now offer 30-, 60- and 90-minute time slots covering one-to-one career advice, CV reviews and LinkedIn profile reviews plus support with job applications. Our personalised career services are geared towards the officer job seeker, allowing us to provide detailed tailored advice.

**“The OA is an excellent source of advice and guidance on all aspects of post-military careers. CV and interview coaching is particularly good and is free!”**

Patrick Logan, Colonel,  
Army Air Corps

The OA's Jobs Board has remained populated with jobs despite the downturn in new job vacancies as a result of Covid-19. The jobs board continues to be one of the most popular services we offer and maintains an average of 126 job vacancies each month.

To help increase the number of job vacancies, we work with employers through our small team of Employer Engagement Managers. Last year they reached over 80 companies: those employing veterans and those who have yet to recruit from the military talent pool. The team also follow-up with organisations who have signed the Armed Forces Covenant.

We aim to develop long-term partnerships with employers, inviting them to participate as speakers and subject-matter experts at OA events.

## Income Generation

Towards the end of the year, we shifted focus to identify income-generating opportunities. Donations are now requested from employers posting job vacancies onto the OA Jobs Board. We received a total of £54,000 in contributions from employers, 91% of which was provided in the form of venue, catering and employer participation in OA events. Commercial activities now in development include tailored and flexible recruitment packages, event sponsorship opportunities and outplacement support.

## EXPERT CAREER ADVICE

Access to experienced career consultants who understand the military, and the challenges of transition, provide the cornerstone of career support for officer job seekers.

Booking a career consultation is available to any serving or former officer who registers with the OA. Appointments are tailored to an individual's need, allowing us to offer guidance as required. We do not limit the number of appointments or time offered by consultants to job seekers given the complexities of job searching, and the length of time it can take.

As well as helping job seekers to understand and articulate their transferable skills, consultants will provide interview coaching, CV reviews, LinkedIn profile reviews and advice on covering letters and job applications. They outline the value of networking amongst personal networks or through the OA's Network Contact List.

Consultants work in tandem with employers, through our Employer Engagement Managers, to identify sector trends and job opportunities, as they are ideally placed to advise job seekers.



# DELIVERING EMPLOYMENT SERVICES

## 1. Support to Officer Job Seekers

The OA supports Service leavers and veterans through life by helping them secure long-term, sustainable employment.

### 1.1 Career Consultations, CV and LinkedIn Profile Reviews

Consultants provide careers advice as well as CV and LinkedIn reviews, and advise on covering letters, networking, salary expectations and job applications. A total of 519 one-to-one career consultations plus 379 (326) CV and LinkedIn profile reviews were undertaken.

This year, 68% of one-to-one career consultations were undertaken virtually. Adopting this flexible approach to delivering career expertise enables those officers still serving to access services, no matter where they are deployed and overcomes limitations to travel due to Covid-19 restrictions.

We aim to rigorously monitor the quality of our services. We increased the volume of feedback forms received following a consultation by 109%. The satisfaction rate remains high and demonstrated a marginal increase from 93% to 95%.

#### Looking ahead to 2021:

Career consultations are a vital resource for officers but to keep them up to date and relevant, we continue to refine and develop their format in response to feedback. To evaluate our effectiveness, we plan to increase this rate of feedback still further, seeking feedback from those undertaking shorter CV and LinkedIn consultations.

To remain job seeker led, career consultants will have access to the OA's new Recruitment Services Platform (RSP) to advise job seekers about the latest job vacancies and employer profiles. By adopting this agile approach to link job seekers with employer vacancies, we aim to place more candidates into civilian roles.



**519**

**ONE-TO-ONE  
CAREER  
CONSULTATIONS  
WERE DELIVERED IN  
2019-20**



**95%**

**WERE SATISFIED  
WITH THEIR CAREER  
CONSULTATION**

## HOW WE HELPED

# MARIA



**“The OA has been simply brilliant for me. The support I received was invaluable and I am really grateful for all the assistance they have given me. I hope I can pay it back.”**

Maria left the Army in 2018 after almost nine years as an officer in the Royal Engineers enjoying a varied career: undertaking roles in engineering, construction and armoured engineering work as well as working with military dogs. Maria's career saw her serve in Iraq, undertake training operations in Kenya, Canada and Europe, and provide engineering support to the 2012 Olympics.

After the Army, she took up a role in a humanitarian aid organisation for two years as a disaster responder, leading deployments in



response to an earthquake, a tsunami, cyclones, flooding and bush fires. As an engineer and team leader, Maria developed her collaboration and leadership skills immeasurably.

On her return to the UK, Maria qualified as an Agile Project Manager and gained a Project Management Qualification (PMQ). She came to the OA for advice and guidance, in her own words, ‘hungry for a challenge’.

Throughout Maria's career, variety has been the key to holding her interest, given her innate ability to provide solutions to complex and demanding problems. Project management or consulting seemed a natural fit, and after a career consultation and attending an OA LinkedIn Workshop, Maria set about connecting with the OA's extensive support network of former officers across different industries.

This summer, Maria started working at MI-GSO | PCUBED as a Senior Consultant where she has a client-facing role for the central government, operating in response to Covid-19.





**“Great utility providing a handrail to guide Service leavers through the porridge of information.”**

**“I was reminded of the value of the OA’s support.”**

Employment Forum feedback

## 1.2 Employment Forums

We run career forums bringing together job seekers and employers to provide practical advice, career expertise and an opportunity to network informally. The forums take place in London and York, and attract over 300 attendees, enabling us to engage key speakers for each event.

The planned York Forum was cancelled due to Covid-19. We moved the event online and ran Virtual Employment Forums (VEFs) in May and September this year. As the format proved successful, we will continue to offer them.

### Looking ahead to 2021:

A full programme of events will take place next year, delivered online, and includes a spring VEF as well as participation in the virtual Security Cleared Expo. A new event aimed at highlighting job opportunities, and the employment challenges facing female Service leavers across all ranks, will run in March 2021.

We will be investing in new technology to improve the delivery of both live and virtual events.

### 1.3 Networking and the Network Contact List

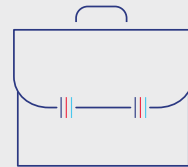
We recognise the importance of networking as a tool for job seekers and organise LinkedIn training to advise how best to use it.

We continue to engage with informal regional networking groups that organise social events around the country to meet former military colleagues (see page 78).

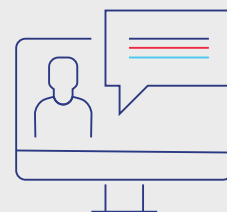
The OA Network Contact List provides registered officer job seekers with a ready-made peer group of mostly former officers, to offer peer support and contacts across civilian job sectors. Those on the list recognise the challenges faced by Service leavers and volunteer their time.

#### Looking ahead to 2021:

We value the Network Contact List as it puts officer job seekers in touch with those who already have a foothold in the civilian jobs market. Work has started on revising the list to ensure it is up to date and encourage new contacts to consider providing a mentoring role to those following in their footsteps.



**1,508**  
**JOB VACANCIES  
WERE POSTED  
ON THE OA  
JOBS BOARD**



**1,427**  
**REGISTERED FOR  
OUR WEBINAR  
PROGRAMME**

#### 1.4 The OA Jobs Board

We are earning a reputation as the jobs board for military-friendly employers seeking officer talent. Over 4,831 unique job seekers accessed the OA Jobs Board throughout the year with over 5,000 logins per month.

We post roles across all sectors, but some were affected by the impact of Covid-19. Aviation, for example, ceased recruiting at the start of the pandemic, and this affected job postings. Despite this drop, overall numbers of jobs posted increased to 1,508 (1,482).

Key sectors posting jobs included Defence, Transport/Infrastructure, Consultancy, Telecomms, NHS, Nuclear, IT, Healthcare, Customer Service, Energy and Food Production. The peak months for job postings were January, February and June with an average of 126 job vacancies each month.

The OA Jobs Board has a national audience with jobs located around UK; 38% of jobs posted in London and the South East, 17% in Scotland (most through OA Scotland), 42% in the remainder of the UK and 4% overseas.

#### Looking ahead to 2021:

The existing jobs board will be replaced in early 2021 as part of the RSP project. The project aims to provide the OA with the ability to deliver high-quality online recruitment services for its job seekers and employment partners, and generate data and income to improve its employment services and membership offering.

The new platform will provide a modern jobs board giving job seekers greatly improved jobs search, management and application functionality in its first phase. Employers will be able to post job vacancies and manage and monitor applications. The RSP will enable us to deliver the commercial services now being offered to employers.

We will seek new job opportunities through business development activity, industry contacts and LinkedIn to develop a viable and extensive range of opportunities. Employers posting job vacancies on the OA Jobs Board and not entering a commercial contract will be asked to donate to the OA.



**OFFICERS' ASSOCIATION**  
officersassociation.org.uk  
WHERE YOUR CIVILIAN FUTURE BEGINS

**NEW JOB  
IN  
CYBER & IT**

**KEY SECTORS  
POSTING JOBS  
INCLUDED  
TELECOMMS  
AND IT**

## FEEDBACK FROM

# tImNexus



“ One of the key capabilities of our company is empathy with our customers. Empathy helps to build trust and a recognition that we will be able to understand and solve our customers’ needs. Our company has been built by former serving military officers and our market is the defence sector. We value the skills and experience of ex-military people and they make up a significant percentage of our workforce. Without them we would not be where we are today. Not only that, as an Armed Forces Covenant signatory we want to help serving personnel and veterans through offering employment and sponsoring service activities.

Engaging with the Officers’ Association has given us access to Service leavers and the opportunity to share our experiences with those individuals about to transition to civilian life. ”

Tony Harris  
Commercial Director, tImNexus





### 1.5 Careers Pathway Workshops

Careers Pathway Workshops provide sector and role-specific information and advice to job seekers. Topics covered include project, operations and financial management, as well as LinkedIn, cyber and risk management. As we have adapted our events programme to online audiences, introducing the broader based VEFs and Military V Civilian Management workshops, many of these sector-specific subjects are now covered.

#### ▶ Looking ahead to 2021:

Careers Pathway Workshops provide opportunities for employers to showcase their companies/industries. We aim to run several workshops in the coming year once restrictions are lifted.

### 1.6 Webinars

Our webinars cover a range of subjects from job seeking skills to role types, and from market sectors to specific employers. They enable us to present more niche subjects such as opportunities in the rural sector and the use of drone technology. Webinars are delivered live and attendees can post questions throughout the event. A total of 1,427 people registered for our webinar programme throughout the year.

#### ▶ Looking ahead to 2021:

We aspire to deliver two informative webinars each month. Webinars are also offered to employers as part of a commercial package of services, allowing them to engage directly with job seekers to highlight job vacancies across their sectors.

## 2. Engagement with Employers

Our Employer Engagement team has continued a positive dialogue with employers both regionally and nationally. Due to Covid-19, global hiring has reduced in the short term, yet various sectors remain buoyant and continue to engage with the OA to meet their recruitment needs. Demand for skills continues in industry sectors such as IT, Cyber, Engineering, Telecomms, Pharma, Infrastructure and Logistics.

Employer Engagement Managers were able to promote the value of employing ex-military following the public support the Armed Forces gave to the NHS and care homes through delivering PPE, building the Nightingale hospitals, operating testing centres and assisting the Civil Service with planning during the pandemic.

The profile of UK military is translating into new enquiries from employers to recruit officer talent as they seek to gain access to resilient problem-solvers and strategic thinkers to fill their hiring gaps.

### 2.1 Employer Recruitment Activity

We assisted HMRC with the launch of their first senior-level internship programme and supported PCUBED (part of a UK Government framework agreement) by providing candidate CVs for project management and consulting roles focusing on Brexit and the national response to Covid-19. We have also been invited to participate in the Welsh Government's Employment Action Group, part of their response to the Veterans Scoping Exercise.

We supported the Boston Consulting Group Insight Day by reviewing and sifting CVs. All of the OA's shortlisted candidates were invited to interviews. In April we supported McKinsey with their Virtual Insight Event, uniquely promoted by the OA, and we managed the registrations process.

We also attended CTP Employment Fairs, presented at 'Step into Health' NHS events, attended regional networking events and managed the 'Cyber Networking' evening run in conjunction with The Leaders Club and Security Cleared Expo in London.

### 2.2 Abbey Wood DES

An introductory insight seminar was held at Abbey Wood and following positive feedback, an Interview Skills seminar was held in January, followed by career consultations. We are working with Abbey Wood DES (Defence Equipment and Support) to enable them to post job vacancies with us.

**“Employer engagement hasn’t really changed during lockdown. We are still here for employers. If anything, the support our military has offered in response to Covid-19 has provided a real example of their skills and how they relate to civilian employers.”**

Chris Scott  
OA Employer Engagement Manager  
and Veteran





Founder of Boden clothing, Johnnie Boden highlights the value of military skills to business at the OA's Careers Forum, December 2019

### 2.3 Online Engagement

Employer Engagement Managers continue to work with their clients remotely. There has been a noticeable change in tempo and messaging from finding employers and supporting veterans on a friendly basis - to speaking to employers on a commercial basis.

Initial conversations have been held with employers to keep them informed of OA strategy changes and introduce the new RSP. Employers have shown a genuine interest in how we plan to work with them in the future.

### 2.4 Research

Employers were encouraged to participate in the qualitative part of the Opinium research survey: 'Understanding the Future Employment Needs of the Officer Job Seeker'.

#### Looking ahead to 2021:

Whilst the first phase of the RSP project is focused on the needs of officer job seekers, subsequent phases in 2021 will enhance the OA's ability to recruit, manage and deliver commercial recruitment services to a wider range of employers.

We expect economic growth to recover in 2021 and demand for military training and competencies to increase. Our challenge is to continue to differentiate OA recruitment services from the competition, build our profile and grow our job seeker base to capitalise on a re-emerging recruitment market.

### 3. Collaboration and influence in the Wider Military Employment Area

#### 3.1 Veterans Work

We remain part of the leading Veterans Work consortium, a partnership working to support the business case for employing former Service personnel.

The focus this year brought stakeholders and the media together to discuss brand veteran, how UK plc can be more effective in hiring veterans, and the future of work. Hosted by Kate Silverton, panel experts discussed the topics as part of Veterans Work: The Debate.

#### Looking ahead to 2021:

The OA remains invested in Veterans Work and is working with Deloitte, and the Forces in Mind Trust (FiMT) to deliver further insights through a series of podcasts.

#### 3.2 Cobseo Employment Cluster

The OA remains an active member of the Cobseo Employment Cluster and contributes to best practice and the exchange of information on veteran recruitment. The cluster remains a voice and champion for the charity sector, speaking to government, commercial suppliers and the public.

#### Looking ahead to 2021:

The OA continues to promote its employment events to all members of the Employment Cluster.

**“The Officers’ Association helped me translate my experiences into a CV, but more crucially, I had a meeting with an OA Career Consultant who talked me through my own ‘life estimate’.**

**It was my OA careers expert who helped me realise that what I really wanted was a role in operations management. I can’t thank her enough for giving me that gentle nudge in the right direction!”**

Josh Vause  
Former Infantry officer, now Inbound  
Operations Manager at Amazon





## HOW WE WORKED WITH

# TERACODE



Sarah-Louise Penhall with former officers and new TeraCode hires Marcus Elliot-Square, Senior Director of Sales and Charlie Bell, Account Executive.

**“The OA knows where you are coming from, understands your philosophy and can convey this to the candidate, acting as an extension to your own human resources dept.”**

Sarah-Louise Penhall  
Director of Operations, TeraCode

TeraCode is an end-to-end, Internet of Things (IoT) solutions business. They provide customised technology to link devices, analyse data (using machine learning and AI) and create web and mobile applications, to deliver paradigm-shifting outcomes for their clients. Their business supports a growing customer base in the Americas and the UK and Europe.

TeraCode needed to hire a candidate able to adapt to the fast-paced environment of a tech company whilst negotiating the uncertainty generated by a Covid-19 economy.

Sarah-Louise Penhall, TeraCode's Director of Operations, turned to the Officers' Association to fulfil her hiring criteria. The OA selected several individuals from their candidate pool for Sarah-Louise to interview. So impressed was she by the quality of candidates put forward that a single vacancy turned swiftly into two hires.

Sarah-Louise explained, “I've interviewed hundreds of people in the past, and I have never been so consistently impressed with the standard and the quality of officer candidates from the OA.”

It was clear to TeraCode from the outset that the officer candidates presented had sufficient skills and attributes from their military training to adapt to the business capability and working environment at TeraCode.

### 3.3 Understanding Service Leavers Aged 50+: Their Challenges and Experiences in the Civilian Jobs Market

The first report to investigate the experiences and attitudes of Service leavers aged 50+ as they transition from military to civilian employment was published online in April this year. Funded by FiMT and undertaken by the Centre for Research into the Older Workforce (CROW) on behalf of the OA, the report lays bare the results of intensive interviews and workshops to deliver key recommendations.

It revealed examples of good practice undertaken by employers and the perspectives of managers who engaged with 50+ Service leavers in civilian employment.

The report calls for further cohesive thinking and actions between our Armed Forces, MOD and employers, but mainly, it adds to the momentum gathering pace of supporting the country's veterans into employment to help improve life chances.

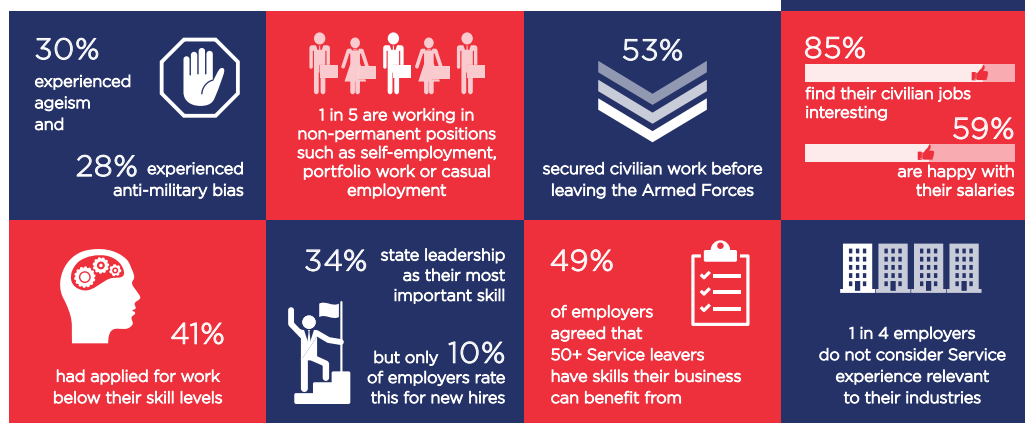
#### Looking ahead to 2021:

The OA will be running a series of follow-up events based on the recommendations of the report; the first event will be a 50+ virtual seminar in October.

## UNDERSTANDING SERVICE LEAVERS AGED 50+

Their challenges and experiences  
in the civilian jobs market.

### STUDY HIGHLIGHTS



A study undertaken by the Officers' Association (OA) and Centre for Research into the Older Workforce (CROW) and funded by Forces in Mind Trust (FiMT).

[www.over50serviceleavers.org.uk](http://www.over50serviceleavers.org.uk)



### 3.4 Opinion Research

The purpose of the Opinion research was to review and understand the journey serving officers undertake as they decide to leave military life for civilian employment and how their career needs evolve. It provided the OA with an insight into the value of its existing employment services.

Officers and employers want to see the quality bar raised on the OA Jobs Board to give job seekers and employers a much-improved user experience. Employers recognised that the OA often helped them fill more specialist roles but wanted the ability to track candidates and tell them more about their company. OA's new RSP will fulfil these functions for employers.

Employers also told us that they need the OA to stand out from the crowd when it comes to networking events and to create opportunities for employers to engage with future candidates. We are working to provide this through our popular VEFs and will continue to source quality

speakers, create networking opportunities and offer bespoke employer insight days.

#### Looking ahead to 2021:

The Opinion and Membership Matters research informs the RSP and the plans for creating OA membership, both of which will be implemented during 2021.

### 3.5 Pathfinder International Magazine/British Forces Broadcasting Service (BFBS)

To help grow our profile, the OA contributes monthly editorial copy to Pathfinder International, a magazine that provides career advice, jobs and information to those leaving military life. The magazine is distributed to 25,000 subscribers and a wider readership of 70,000.

We participate in radio interviews with BFBS Catterick to provide expert career and job advice with regular interviews that are broadcast across different time zones to reach a wider audience.



## HOW WE WORKED WITH

# UNIVERSITY HOSPITALS BIRMINGHAM



University Hospitals Birmingham (UHB) is one of the largest teaching hospitals in the country, with over 20,000 employees seeing over 2.2 million patients every year.

Recognising the need to recruit from a wider talent pool to reflect their community of patients, UHB developed a business case, setting out how they might achieve an inclusive workforce.

The Trust created a sector-leading, sustainable recruitment pathway designed to be repeated and replicated by other employers.

**Engaging & Educating:** With support from their HR/Recruitment team and Executive Management team, UHB developed a network of veterans and supporters. The network's lead Recruitment Manager attended an Officers' Association Military is Good for Business Workshop to explore further the practicalities of attracting and recruiting Service leavers and veterans.

**Participating:** Representatives from UHB frequently attended OA events, seminars and networking evenings; sharing sector knowledge and best practice and showcasing themselves as a potential employer. UHB also supported OA marketing initiatives, contributing to blog articles and posting job vacancies on the OA Jobs Board.

**Advocating:** UHB advocacy has raised the profile of Service leavers, developed greater understanding of the benefits of their employment and created opportunities for long-term work.

**Facilitating:** With the help of the OA, the Trust ran its first Military Insight Day. They highlighted the employment opportunities available, provided practical support for translating military skills and experiences, and helped delegates understand the NHS jobs application process.

**Results:** Over 70 Service leavers and veterans attended, with 12 short-listed for an interview and seven job offers.

**Providing Individual support:** To enhance their offering to Service leavers, UHB internal military champions also provided one-to-one mentoring and career guidance. Over 30 Service leavers have now attended bespoke coaching and mentoring sessions ahead of applying for appointments in Healthcare nationwide.

**Recruit:** The Trust successfully placed former officers into a selection of senior roles including Emergency Planner, Senior Business Change Manager, Operations Manager and General Manager.

**Develop & Enhance:** UHB was awarded Silver in the Defence Employer Recognition Scheme. They plan to host another Insight Day and offer further workplace attachment opportunities.

# GRANTS AND WELFARE

## ACHIEVEMENTS

### 1. Advice and Support

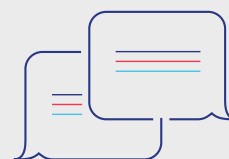
This year the Grants and Welfare team dealt with 927 (985) cases, 293 (379) of which were new.

We aim to support former officers and their families who find themselves facing difficulties and in need of help. Recognising that individual circumstances differ, our trained staff provide advice, practical help and financial support tailored to each situation.

Our volunteer Honorary Representatives (Hon Reps) support OA staff through contact with beneficiaries in their homes, with face-to-face visits. Since March 2020, contact with beneficiaries has continued via the telephone.

We provided advice and support through:

- Professional and experienced Grants and Welfare staff offering a confidential service.
- Meeting individual needs with a customised and sensitive approach.
- Close and timely contact with beneficiaries and Hon Reps, made possible using new technology.
- Highlighting information and guidance on available statutory benefits and services.
- Signposting and referrals to both Service and civilian charities to access additional funding.
- Reviewing our cases annually to ensure help is relevant and meets the current needs of beneficiaries.



**THE GRANTS AND  
WELFARE TEAM  
DEALT WITH  
927 CASES**



**THE TOTAL AMOUNT  
OF GRANTS PAID OUT  
IN 2019-20 WAS  
£1,266K**



## 2. Financial Help

Significant changes to the OA's funding arrangements, outlined in last year's annual report, have impacted the financial assistance we can offer. From 1 August 2020, we have ceased to pay one-off grants and grants to new cases. We continue to support existing beneficiaries with allowances.

The introduction of the new guidelines coincided with the team working from home and meant that new ways of working needed to be established to ensure the guidelines could be implemented.

We continue to provide case working support to former officers contacting us directly as we strive to address their concerns, assisting where we can. Communicating the changes to existing beneficiaries, Hon Reps and partner charities in a timely and transparent format has been at the forefront of our work.

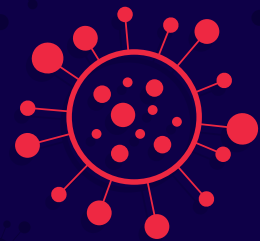
For new enquiries and cases, we still offer non-financial support. Grants and Welfare staff establish the paperwork for an individual, assess their needs and then work to source alternative funding.

## THE IMPACT OF COVID-19

Covid-19 has presented its challenges. The department moved to homeworking at short notice in March and established an 'office from home' capability to continue to provide support for beneficiaries. Working as an experienced and close-knit team has helped in developing new routines to overcome the limitations of not working together in the same office.

Adopting a flexible attitude has seen new workarounds implemented and small changes made to policies to help progress casework. New technology has allowed the sharing of documents so more than one person can work on a case if needed and all involved can stay updated. Virtual meeting software has allowed Hon Reps to still meet when face-to-face arrangements had to be cancelled.

The team is in regular contact with both beneficiaries and volunteers, making use of the telephone to maintain communication and provide a friendly voice. As a result, the overall impact of homeworking on beneficiaries is negligible.



## 2.1 Grants and Allowances

A total of £1,266K (£1,420K) was paid out in grants with 56% (54%) awarded in the form of regular payments during the year.

£1,006K (£1,028K) of the grants paid came directly from OA funds with the remainder provided through co-operation with other charities. Co-operation on individual cases amounted to £260K (£334K) this year. In addition, we paid a block grant of £20K to the Royal Commonwealth Ex-Services League (RCEL) to cover the administration of arranging the payments of our grants to our beneficiaries overseas.

### Number of Individuals Receiving Grants

580 (600) individuals received direct financial assistance from the OA. There are two main factors for this small reduction: there were fewer new cases approaching the OA for assistance during lockdown, and we stopped offering grants to new beneficiaries from 1 August 2020.

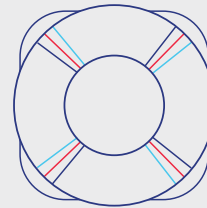
### Care Homes and Care at Home

31 (34) individuals were assisted with a grant towards top-up care home fees. We have supported a further 9 (7) people by assisting with the cost of receiving care at home.

## 2.2 Support Abroad

We offer support to officers and their families overseas through our volunteer network and with the continued help of partner charities.

We assisted 76 (91) people abroad with grants, with the largest number, 26 (33), in Zimbabwe. We are grateful to the RCEL, ZANE, RBL, SSAFA and Age in Spain for their part in facilitating this support.



**580**

**INDIVIDUALS  
RECEIVED DIRECT  
FINANCIAL  
ASSISTANCE**



**76**

**PEOPLE  
OVERSEAS  
WERE  
SUPPORTED**

## OUR FOCUS THROUGH 2019-20

### 1. Grants and Welfare Review

The reduction in funding, resulting from the cessation of the financial agreement with RBL, led to a widescale review of the OA's grants and welfare services. Ensuring our most vulnerable beneficiaries are provided for remains a priority for OA Trustees as does the provision of a professional case working capability. It is important that the OA remains a point of contact for officers, their families and dependants when help is needed.

The Charity's Trustees agreed upon a two-stage plan to help deliver a service within the scope of the reduced funding available.

**Stage One.** From 1 August 2020, grants are no longer open to new applicants and new one-off grants are not available to existing beneficiaries.

**Stage Two.** We will maintain support to existing beneficiaries in receipt of regular grants for as long as funding is available. Regular grants are defined as the Standard Allowance, Bills Grants and Care Home Top-Up Grants.

We will continue to complete casework and seek co-operation grants from other charities for our beneficiaries. Hon Reps are a vital part of our service delivery and they will maintain contact with the people we support.

We have been in discussions with our partner charities, who have shown their support in agreeing to assist as our capacity reduces for new cases.

### 2. Designated Hardship Fund

The OA has established a Designated Hardship Fund of £1.5M to provide future grant payments to existing beneficiaries. The fund will be topped up with 50% of the remaining annual RBL grants to make a total of £3M over the next three years. This fund will be used to support existing beneficiaries going forward.

### 3. Developing the Honorary Representative Network

Following the review of the Grants and Welfare Department, we recognised the need to keep our Hon Reps engaged and informed with the proposed changes to our service.

The process by which we communicate with our volunteer network has been made easier through the introduction of new technology. New software ensures documents are securely transmitted between Hon Reps and OA staff, safeguarding personal data in the process. Online meetings have replaced planned face-to-face regional briefing sessions using MS Teams software.



#### The Disabled Officers' Garden Homes

The OA is able to offer accommodation to disabled retired officers and their families in the Disabled Officers' Garden Homes at Leavesden near Watford.

The twelve bungalows on this tranquil two-acre estate are now managed and maintained by Haig Housing. The OA remains involved in the selection of occupants.

Please contact us if you would like more information: [info@officersassociation.org.uk](mailto:info@officersassociation.org.uk).

## DELIVERING GRANTS AND WELFARE SERVICES

### 1. Process

- We adopt a personalised approach to managing casework. Each beneficiary is assigned a Grants and Welfare Manager to provide a single continuous point of contact.
- Our team of trained Grants and Welfare Managers provide a reassuring voice at the end of a telephone when called on for advice and assistance.
- When assessing individual circumstances, we take a holistic view by focusing on six key areas: finances, housing, health, activities, social life and well-being. We use the points system on the Independence Star to understand where a person may need support to help address difficulties.
- From March 2020, the Grants and Welfare Department worked from home, adapting how they operated remotely to meet the challenges of lockdown; supporting documentation was waived in some cases to ensure beneficiaries relying on payments did not suffer undue hardships.
- The team recognised the need to provide reassurance during lockdown and offered increased contact through email and telephone support to vulnerable beneficiaries.



### Looking ahead to 2021:

- We will monitor our service delivery as a result of the constraints imposed by Covid-19, using technology to stay connected with beneficiaries.
- The Grants and Welfare team will review regular grant provision to existing beneficiaries in line with the reduced funding available (outlined in stage two above).



**OUR MANAGERS  
ADAPTED TO  
OPERATING  
REMOTELY FROM  
HOME**



## HOW WE HELPED

# JUNE



There were tough financial decisions to make but June has now gained financial independence.

June and her late husband Roger (retired major) were referred to the OA's Grants and Welfare team in 2007 in urgent need of help and support. Roger had suffered a stroke a few months after the couple married, changing their lives forever, with Roger needing full-time care and support from June in their home. The OA assisted with financial help and emotional support during this difficult time in their lives.

Sadly, Roger died in 2017. The Grants and Welfare Manager who initially supported the couple, helped June as she faced the challenges arising from the unexpected changes in her life. There were tough financial decisions to make but June has now gained financial independence. This year she downsized to a more manageable property and considered returning to work, eventually securing a part-time position teaching arts and crafts in a role that she loves.



## 2. Our Volunteers

The OA is grateful to our network of volunteer Hon Reps for their continued support in what has been an immensely challenging year. We would be unable to reach all beneficiaries without their time, energy and commitment.

Hon Reps submitted 302 (305) case reports following either face-to-face visits or telephone calls. Some visits to beneficiaries were undertaken by qualified caseworkers from other charities in the sector. It makes sense for the beneficiary to maintain continuity of contact, more so if the referral came from another charity. For overseas support, the OA relies on the established network of charities overseas.

At the end of the financial year, we had 78 (99) Hon Reps. The numbers of volunteers have reduced; several retired for a variety of reasons; some reached the age of 80 (we must ask volunteers to stand down as we can no longer insure them); others stepped down due to the pressures imposed by Covid-19 and sadly, one valued Hon Rep died unexpectedly.

We have welcomed four new Hon Reps to the team.

Several regional volunteer meetings were held before lockdown in Exeter, Bournemouth and London, to allow volunteers to meet each other as well as OA staff. We had to cancel those meetings scheduled to take place after March 2020. To help

Hon Reps stay in touch, we arranged seven virtual meetings throughout July with 39 Hon Reps joining us online.

The meetings included updates from OA staff, followed by a general discussion and a safeguarding case study. Despite the challenges of lockdown, we were delighted to meet 66 of the Hon Reps and remain in regular contact with those we have yet to meet.



### Looking ahead to 2021:

We are committed to engaging with Hon Reps remotely and continue to review how best to use telephone interviews as a means of collating information as part of the annual reviews for our beneficiaries.

We are working with charities who also have trained caseworkers and will work collaboratively in the sector to ensure best practice is maintained.

## 3. Specialist Advice: Legal and Befriending Services

We offered our services to beneficiaries whose needs extended beyond that of financial support. We had partnerships in place with Law Express and Age UK to help those who required these sources of help.

## GENERAL DATA PROTECTION REGULATION (GDPR)

We take GDPR seriously given the large amounts of personal data we hold. We continuously review our compliance with GDPR guidelines on all aspects of the data we handle.

Data protection for the OA is now outsourced to a specialist data protection management company who can provide advice on all aspects of GDPR compliance. We do not hold data for longer than we need it or are legally required to keep. We have a rolling programme of deleting old data.



## OA HONORARY REPRESENTATIVE KEN ROBERTS TALKS

# VOLUNTEERING DURING COVID-19

“ I have been an OA Hon Rep for ten years now and used to meeting with individuals during face-to-face visits. Clearly, this has not been possible during the pandemic. Instead, Grants and Welfare co-ordinators contact both the beneficiary and Hon Reps directly to arrange a phone-based ‘visit’.

I have now undertaken two very different ‘visits.’ For one person it was necessary to complete the ‘visit’ with a couple of rest periods during the call. Another was so confident she simply asked me to have a cup of coffee to hand, and she would do the same, just as we would have done during a normal meeting. We completed our meeting in one ‘take’ and observed that a Zoom meeting might have been better!

What have I learnt? Patience and sensitivity are needed to help recognise how beneficiaries are coping, more so given the lack of non-verbal cues, such as body language, and not seeing their living conditions, which I find useful during the assessment process. However, it is a pleasure to be able to help ensure continuity of support for our beneficiaries. ”



**“Patience and sensitivity are needed to help recognise how beneficiaries are coping, more so give the lack of non-verbal cues...”**

## CO-OPERATION WITH OTHER CHARITIES

### 1. Grants

We work closely with other charities to help secure additional financial support and services to our beneficiaries:

- 23% of all grants paid out during the year came from funds provided by other charities.
- We received block grants of £37.5K this year. This has reduced from last year (£43K) with charities preferring to award on a case-by-case basis as a result of changes to their grant policies. We have distributed £32K.

### 2. Casework

We had 293 (379) new cases referred to us: 53% came via the Casework Management System (CMS), a computer-based system operated by SSAFA and shared by military Service charities to distribute applications for assistance.

The remaining 47% came from self-referrals or directly from other charities. Most cases were from SSAFA, with a significant proportion from the Royal Air Forces Association (RAFA), with smaller numbers of applicants from RBL and RCEL.

CMS2 is a project developed to update the original CMS. The go-live date of December 2019 was postponed allowing further improvements to be made. The proposed new release date is March 2021.

### 3. Casework Transformation Project

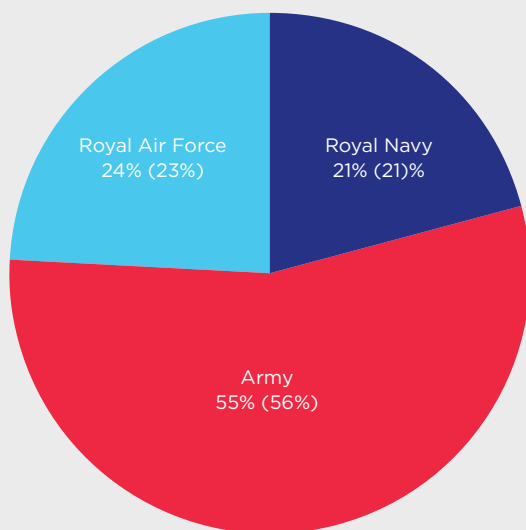
At the beginning of this year, the leading Service charities, including the OA came together to consider transforming the way casework is delivered across the sector. We are committed to contributing to the project which aims to deliver increased efficiencies in service delivery and are delighted to participate as a stakeholder to help drive a more collaborative approach.

## ANALYSIS OF SUPPORT

There is a slight change to the ratio of support provided to the three Services, with a minor percentage decrease for the British Army and an increase in Royal Air Forces beneficiaries. The Royal Navy percentage remains the same as last year.

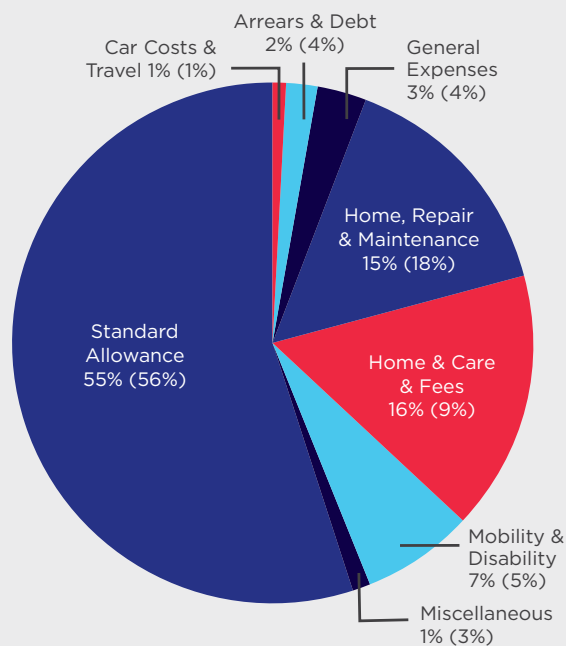
- **Types of Grant Provided.** Most of the OA grants provided took the form of a regular standard allowance: 55% this year compared to 56% last year.
- **Demographic Profile by Age.** The numbers of people supported this year has dropped across all age boundaries. The greatest percentage drop came from those aged 90+.

## BENEFICIARIES BY SERVICE

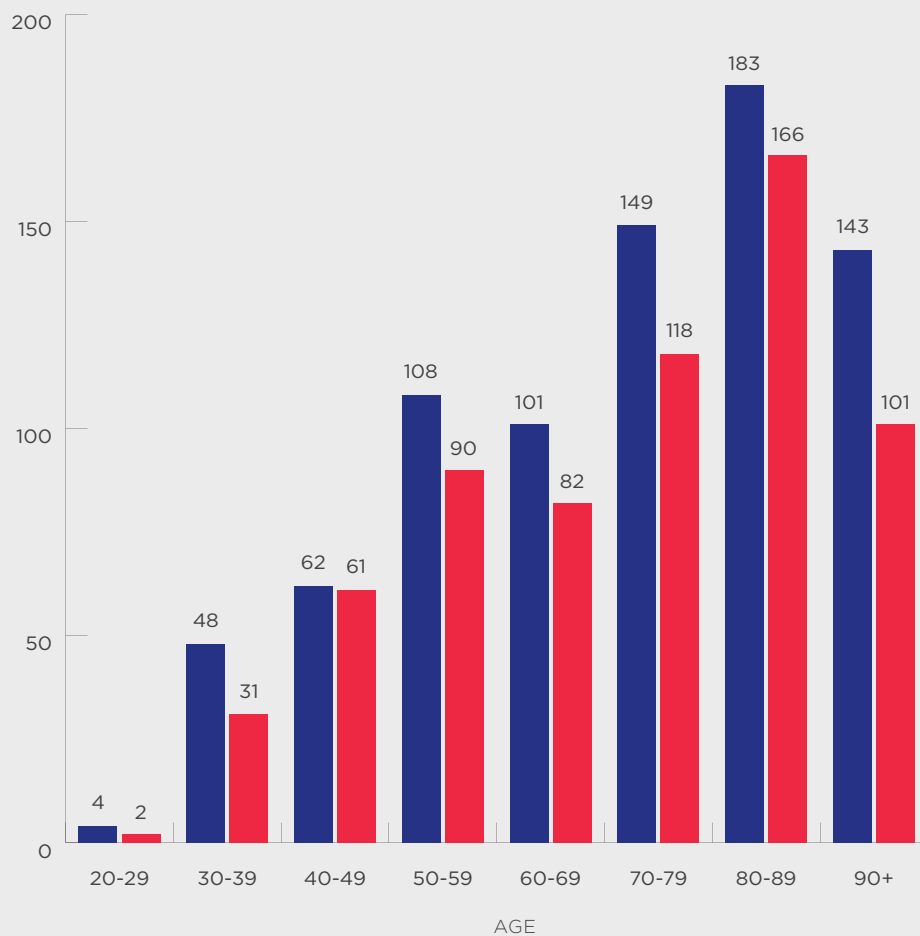
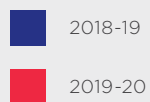


Previous year's figures in brackets

## TYPES OF OA FUNDED GRANTS



## DEMOGRAPHIC PROFILE BY AGE



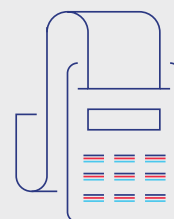
# FINANCIAL REVIEW

## TRUSTEES' RESPONSIBILITIES

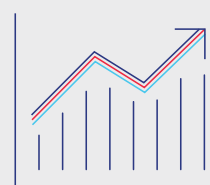
**Trustees' Report.** The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

**Financial Statements.** The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and group and of the incoming resources and application of resources of the Charity and group 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 SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable 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 Charity will continue in operation.



**EXPENDITURE  
EXCEEDED INCOME  
BY  
£1,315K**



**INVESTMENT INCOME  
REPRESENTS  
23%  
OF TOTAL INCOME**





The Trustees of the Officers' Association

**Accounting Records.** The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the Charity and group and for taking reasonable steps to prevent and detect fraud and other irregularities.

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

## HIGHLIGHTS FROM THE ACCOUNTS

We continue to operate at a deficit and are using our reserves to fund working capital as new income streams are put in place to replace the RBL funding. The last payment is scheduled for 2023. Investments worth £950K were sold before the Covid-19 lockdown to generate working capital and a further £1M will be sold in the next financial year.

Having undertaken a review of OA services, our focus will be employment led moving forward. We decided to scale back the grant making part of our charitable activity after considering the level of duplication that exists from other charities within the sector. We stopped accepting new grants applications from 1 August 2020 but continue to focus on supporting existing beneficiaries. We have created a designated hardship fund to ring-fence funds for this purpose and will be adding half of the remaining RBL payments to it over the next three years.

Our expenditure this year exceeded income by £1,315K (2019: £828K) and was lower than planned as we ran fewer physical events with the corresponding virtual events costing less to run. The volatile investment market resulted in a further loss of £1,099K (2019: gain of £74K) on the investment portfolio. The net movement in funds was, therefore, a decrease of £2,414K (2019: a decrease of £754K) resulting in our consolidated funds standing at £14,290K (2019: £16,704K).

**Income.** Our main sources of income for the year were:

- **Royal British Legion.** Of the £2,647K (2019: £3,496) income accounted for £1,600K (2019: £2,331K) came from an RBL grant.
- **Investment Income.** A total income of £622K (2019: £644K) was received this year from investments. We invest on a total return basis and sell fund units when necessary to supplement dividend income.
- **Restricted Income.** We received £303K (2019: £352K) of restricted funding from other charities, the majority of which was in the form of direct grant payments to beneficiaries or a contribution towards OA grants awarded.
- **Sale of Shares.** In line with our budget to operate at a deficit, £950K (2019: £200K) of shares from our investments were sold to fund activities.
- **Legacies.** No legacy income was received this year (2019: £33K).
- **Trading Activity.** All trading activity is carried out through the wholly owned trading subsidiary, OA Advance Limited. Since July 2018 OA Advance has contracted to provide management services to Lady Grover's Fund, a friendly society that provides healthcare insurance for officers' families. This contract generated income through the trading subsidiary of £55K (2019: £56K).

**Expenditure.** Our expenditure this year of £3,962K (2019: £4,324K) shows a decrease of 8% on the previous year's figure. Of this amount, welfare grants awarded and paid out were £1,266K (2019: £1,420K), a decrease of 11% on the previous year's figure.

## RESERVES POLICY

The Reserves Policy is a key element of the financial strategy which we review on an annual basis. In 2019-20 we decided to keep the unrestricted reserves target unchanged at £10M to reflect our funding risk, in response to a new relationship with RBL who will now fund us at a reducing rate until 2023. Our reserves will allow us time to implement our new income streams. £10M is equivalent to two and a half years of current annual expenditure.

Our unrestricted reserves currently stand at £11,606K (2019: £13,180K) which is £1,606K (2019: £3,180K) above the reserves target. It is anticipated that this target will be reached next year as reserves are used to cover the shortfall in income as new income streams mature.

The unrestricted reserves target was based on:

- **Mitigating the loss of income from RBL.** The new five-year payment agreement between the OA and RBL is on a decreasing sliding scale and will not be renewed at the end of the term. Consequently, we believe it prudent to maintain our reserves target at £10M whilst the new income streams are implemented and mature.
- **Fundraising Capability.** The OA gave up its fundraising capability in 1921 in return for a proportion of RBL's Poppy Appeal collection. Now that this restriction has been lifted, the OA has started to invest in this capability to develop its own income streams.
- **Uncertainties in the value of and income from investments.** Investment income currently represents 23% of our total income. The value of the investment portfolio and the income it generates are subject to fluctuation. In addition, investments will continue to be sold to fund the deficit resulting in a reduction in investment income
- **Moral obligations to existing beneficiaries.** To ensure that we can continue to make grant payments to existing beneficiaries in the short term, we have ringfenced £1.5M in a designated hardship fund. The fund will be topped up by £1.5M from the RBL payments over the next three years and is included within the unrestricted reserves.

## RISKS

The Executive Committee has considered the major risks to which the Charity is exposed and has categorised them as strategic or operational. Operational risks can be reduced by the implementation of sound processes and procedures but cannot be eliminated and could still have a significant impact on the OA. Strategic risks are managed at Trustee level.

The main strategic risks are:

- **Lack of sufficient income for long term sustainability.** We consider the lack of sufficient income for long term sustainability to be the Charity's primary risk. With RBL income reducing to zero by 2024, developing new income streams is a priority. A portfolio of new income generation initiatives is in the process of being implemented. The level of reserves reflects the lead time it will take for these potential income streams to replace RBL funding.
- **Losing relevance and impact.** If we fail to respond to the evolving needs of our service users and the changing environment, our services will become under-used and resources deployed inefficiently. We continue to monitor the relevance and range of what we offer and plan to improve the breadth of services. We are also looking at ways of improving our impact reporting to communicate our successes.

The main operational risks are:

- **Data Protection.** A serious data protection breach or failure could significantly compromise our ability to deliver our services and could have a detrimental impact on our reputation. It could also incur a substantial fine. We have engaged a data protection advisory service to ensure that business decisions that might have data protection implications are scrutinised in advance, and to regularly review our policies and procedures to ensure we remain compliant. We have ongoing online data protection training for all staff to minimise the risk of data loss by human error. We also strive to be as transparent as possible to our users in how we administer their data and have procedures in place to manage subject access requests.

- **Cyber Security.** A successful cyber attack could result in the denial of access or damage to the OA's IT systems. The OA has reduced these threats by using premium standard cloud-based platforms with multi-layer security systems which offer greater protection than in-house infrastructure. This arrangement is managed by an IT service provider with strong security credentials to further mitigate the risks. Our CRM cloud database provides a similarly robust level of security. We have an information security policy covering both physical and cyber security, along with cyber insurance cover. We will continue to review and strengthen our cyber security precautions.

## INVESTMENT POLICY

The OA's funds are invested entirely in common investment funds with the majority being in the BlackRock Armed Forces Charities Growth & Income Fund and the remainder with the M&G Charifund and Charibond. Both managers of our investment funds integrate ESG (environmental, social and governance) research into their investment processes. They actively exclude companies that do not meet required standards in these areas and engage with others, for example, through shareholder voting, to encourage improvements. The FIASC, who monitor and review performance on a quarterly basis, are satisfied that we do not need to implement our policies in this area and our managers regularly update us.

## REMUNERATION POLICY

The OA's remuneration arrangements are based on a Remuneration Policy that has been reviewed and agreed by the Trustees' Remuneration Sub-Committee and approved by the Executive Committee.

- The Remuneration Policy includes a salary structure which evaluates and benchmarks the salaries for all roles against the sector. This ensures that staff salaries are kept equitable and consistent.
- The Executive Committee considers and approves recommendations for any general annual salary increase and for changes to the CEO's remuneration.

## FUNDRAISING POLICY

The OA has not had a fundraising capability since 1921; with the need to develop new funding streams, this has now changed. We have registered with the Fundraising Regulator and comply with the Code of Fundraising Practice to ensure that we implement the highest standards when undertaking fundraising activity.

This year's fundraising efforts have focused on empowering staff to set out the Charity's benefits and values transparently when appropriate to ask for a donation. Most typically, this will be aimed at employers when posting a job vacancy on the OA Jobs Board. Asking for donations represents a significant cultural change for the Charity.

We have updated our donate button on the website to make it visible and easier to use. We continue to receive unsolicited in-memory donations from the families and friends of those we have helped in the past. We also, on occasion, receive donations and bequests from beneficiaries who may be classed as vulnerable. Our dedicated case workers ensure that beneficiaries do not feel obliged to reciprocate the help they receive from us. We do not target our fundraising towards the public and have received no complaints relating to our fundraising this year.

---

The financial statements were approved and authorised for issue by the Executive Committee

on 16 February 2021

and were signed on its behalf by:

SIGNED IN THE ORIGINAL

**A J Spofforth BA FCA**

Chairman

SIGNED IN THE ORIGINAL

**R M Sankey**

Chairman, Finance, Investment and  
Audit Sub-Committee



# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2020 £'000	Total 2019 £'000
<b>INCOME FROM:</b>						
<b>Donations and legacies</b>	2					
RBL Funding		1,600	-	-	1,600	2,331
Other donations and legacies		64	43	-	107	131
<b>Charitable activities</b>						
Grants and Welfare activity		-	260	-	260	334
Employment activity		3	-	-	3	-
<b>Investments</b>		447	-	175	622	644
<b>Other trading activity</b>	17	55	-	-	55	56
Total Income		2,169	303	175	2,647	3,496
<b>EXPENDITURE ON:</b>						
<b>Charitable activities</b>						
Grants and Welfare Department	6	(2,024)	(292)	-	(2,316)	(2,299)
Employment Department	6	(1,447)	(12)	-	(1,459)	(1,759)
Membership activity		(54)	-	-	(54)	-
<b>Trading activity</b>		(133)	-	-	(133)	(266)
Total Expenditure		(3,658)	(304)	-	(3,962)	(4,324)
<b>Net (expenditure)/income and net movement in funds before gains on investments</b>		<b>(1,489)</b>	<b>(1)</b>	<b>175</b>	<b>(1,315)</b>	<b>(828)</b>
Net (losses)/ gains on investments	16	(260)	-	(839)	(1,099)	74
<b>Net (expenditure)/income</b>		<b>(1,749)</b>	<b>(1)</b>	<b>(664)</b>	<b>(2,414)</b>	<b>(754)</b>
Transfers between funds	21	175	-	(175)	-	-
<b>Net movement in funds</b>		<b>(1,574)</b>	<b>(1)</b>	<b>(839)</b>	<b>(2,414)</b>	<b>(754)</b>
Reconciliation of funds:						
Funds brought forward		13,180	61	3,463	16,704	17,458
<b>FUNDS BALANCE CARRIED FORWARD AT 30 SEPTEMBER 2020</b>		<b>11,606</b>	<b>60</b>	<b>2,624</b>	<b>14,290</b>	<b>16,704</b>

The statement of financial activities includes all gains and losses recognised in the year. All amounts were derived from continuing activities. Movement in funds are disclosed in Note 21 to the financial statements. Full comparative figures for the year ended 30 September 2019 are shown in Note 28.

# BALANCE SHEETS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Notes	2020 Group £'000	2019 Group £'000	2020 Charity £'000	2019 Charity £'000
<b>FIXED ASSETS</b>					
Tangible assets	15	4	19	4	19
Investments	16	13,880	15,937	13,880	15,937
Total Fixed Assets		13,884	15,956	13,884	15,956
<b>CURRENT ASSETS</b>					
Debtors	19	213	214	263	267
Cash at bank and in hand		689	983	624	924
Total Current Assets		902	1,197	887	1,191
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	20	(496)	(449)	(482)	(444)
<b>NET CURRENT ASSETS</b>		406	748	405	747
<b>NET ASSETS</b>	23	<b>14,290</b>	<b>16,704</b>	<b>14,289</b>	<b>16,703</b>
<b>FUNDS</b>					
Unrestricted funds					
General unrestricted funds		10,106	13,180	10,105	13,179
Designated funds		1,500	-	1,500	-
Total unrestricted funds	21	11,606	13,180	11,605	13,179
Restricted funds	21	60	61	60	61
Permanent endowment	21	2,624	3,463	2,624	3,463
<b>TOTAL FUNDS</b>		<b>14,290</b>	<b>16,704</b>	<b>14,289</b>	<b>16,703</b>

The financial statements were approved and authorised for issue by the Executive Committee on 16 February 2021  
and were signed on its behalf by:

SIGNED IN THE ORIGINAL

**A J Spofforth BA FCA**  
Chairman

SIGNED IN THE ORIGINAL

**R M Sankey**  
Chairman, Finance, Investment and  
Audit Sub-Committee

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Notes	2020 Group £'000	2019 Group £'000
<b>Cash (outflow) from operating activities</b>	26	(1,867)	(627)
<b>Cash flows from investing activities</b>			
Sale of investments	16	950	200
Investment income		622	644
Repayment of programme investments	16	8	-
Purchase of tangible fixed assets	15	(7)	-
<b>Cash provided by investing activities</b>		1,573	844
<b>(Decrease)/Increase in cash and cash equivalents in the year</b>		(294)	217
Cash and cash equivalents at the beginning of the year		983	766
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>689</b>	<b>983</b>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 1. ACCOUNTING POLICIES

**1.1. Statutory information.** The Officers' Association was established under Royal Charter in 1921 and registered as a charity in England and Wales in 1964. The registered office address is Third Floor, 40rty Caversham Road, Reading RG1 7EB.

**1.2. Basis of Preparation.** The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006/Charities Act 2011.

These financial statements consolidate the results of the Charity and its wholly owned subsidiary OA Advance Limited on a line-by-line basis. Transactions and balances between the Charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the Charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the Charity itself is not presented as a summary of the result for the year as disclosed in the notes to the accounts.

**1.3. Going Concern.** The Trustees consider that there are no material uncertainties regarding the Charity's ability to continue as a going concern.

**1.4. Critical Accounting Judgements and Estimates.** In preparing these financial statements, Trustees have made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**1.5. Income.** Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

- **Legacies.** For legacies, entitlement is taken as the earlier of the dates on which either the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.
- **Co-operation.** Income from other charities for the purpose of distributing as grants to OA beneficiaries, known as co-operation, is recognised when the amount can be measured reliably and is not deferred. If the beneficiary no longer needs the grant, the funds are returned to the co- operating charity.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

**1.6. Gifts in Kind.** Donated professional services and donated facilities are recognised as income when: the Charity has control over the item or received the service; any conditions associated with the donation have been met; the receipt of economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised; please see the main body of the report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the Charity, which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

## 1.7. Funds

- **Unrestricted Funds.** Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity. A resolution to designate a proportion of the unrestricted funds to fund future grant payments was made by the Board of Trustees.
- **Restricted Funds.** Restricted funds comprise grants that are restricted in their use by being subject to specific restrictions imposed by donors and funders. Details of the nature and purpose of each fund is set out in note 21.
- **Endowment Funds.** Endowment funds comprise The Officers' Association Permanent Endowment Fund. Further details are shown in note 21. The capital is invested in perpetuity; the income from this is available for the general purposes of the Charity.

**1.8. Expenditure.** Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure has been accounted for on an accrual basis. Support expenses have been charged to respective Charity activities by:

- Apportioning headcount costs of support staff on an equal basis between the main activities of the Charity.
- Apportioning headcount costs of marketing staff on an assessment of the actual marketing time spent on each activity.
- Allocating remaining support and marketing expenses pro rata to staff numbers.

**1.9. Grants.** Grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or when the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the OA.



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

**1.10. Governance Costs.** This is expenditure that is directly related to the governance of the Charity. These costs include Trustee expenses, governance reviews, auditor fees, AGM costs and annual report production.

**1.11. Foreign Currency Translation.** The Charity's functional and presentation currency is pound sterling. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

**1.12. Taxation.** As a charity registered in the UK, the income of the OA is exempt from taxation as it is raised charitably and is all applied for charitable purposes.

**1.13. Operating Leases.** Rentals payable under operating leases are charged against incoming resources on a straight-line basis over the lease term.

**1.14. Tangible Fixed Assets.** Tangible fixed assets are capitalised if their individual initial cost is in excess of £2,500. Fixed assets are carried at cost less depreciation. Depreciation of tangible assets is provided at rates estimated to write off cost or valuation of the relevant assets by equal amounts over their expected useful lives. Capitalised leasehold improvements have been depreciated over the duration of the lease.

**1.15. Investments.** Investments are stated at market value at each balance sheet date, net of investment management expenses, which are absorbed within the unit value. Realised and unrealised gains and losses are shown in the Statement of Financial Activities.

**1.16. Debtors.** Short-term debtors are measured at transaction price, less any impairment.

**1.17. Cash at Bank and in Hand.** Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.18. Creditors.** Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. The grant liability is the unpaid element of the OA grants awarded during the financial year. All OA grants awarded can be drawn upon for a period of twelve months from the awarding date. Not all awarded grants are drawn down to zero.

**1.19. Financial Instruments.** The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors, are initially recognised at transaction value and subsequently measured at their settlement value.

**1.20. Pension Costs.** The pension charge in the financial statements represents contributions payable to defined contribution schemes for the year.

**1.21. Basis of Inclusion.** OA Advance Limited is a 100% owned subsidiary and has been included in the consolidated financial statements on a line-by-line basis.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 2. INCOME FROM DONATIONS AND LEGACIES (CURRENT YEAR)

	Unrestricted £'000	Restricted £'000	2020 £'000	2019 £'000
The Royal British Legion	1,600	-	1,600	2,331
Legacies	(7)	-	(7)	33
Other donations	71	43	114	98
	<u>1,664</u>	<u>43</u>	<u>1,707</u>	<u>2,462</u>

The negative legacy figure is due to the actual payment from a legacy recognised in the 2018 Annual Report being lower than projected.

Gifts and services in kind amount to £49K (2019: £44K) and are included under other donations.

## 3. INCOME FROM DONATIONS AND LEGACIES (PRIOR YEAR)

	Unrestricted £'000	Restricted £'000	2019 £'000
The Royal British Legion	2,331	-	2,331
Legacies	33	-	33
Other donations	80	18	98
	<u>2,444</u>	<u>18</u>	<u>2,462</u>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 4. FUTURE INCOME

A five-year payment agreement has been made with the RBL with the first payment made in 2019. This grant is for a fixed annual amount which will taper in value over the duration of the agreement. Beyond this period the OA will be required to bid for funding from RBL alongside other Service charities. Alternative sources of income are being explored.

## 5. COST OF GENERATING FUNDS - INVESTMENT MANAGEMENT EXPENSES

All investments are now held in three Funds: the BlackRock Armed Forces Charities Growth & Income Fund, and the Charifund equities and Charibond funds managed by M&G Securities Ltd. Management fees for these funds are not charged separately but are absorbed within the unit values of those funds on the basis of their respective Total Expense Ratio (TER). The TER for Armed Forces Charities Growth & Income Fund is reported as 0.40% (2019: 0.40%) and for the M&G managed Charifund and Charibond investments is reported as 0.45% and 0.3% respectively (2019: 0.6% and 0.37%).

The estimated value of these management charges based on the average investment holdings for the year was £60K (2019: £71K)

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 6. ANALYSIS OF RESOURCES EXPENDED BY ACTIVITY (CURRENT YEAR)

	<u>Charitable activities</u>							
	Grants and Welfare costs	Employ- ment costs	Member- ship	Trading activity	Governance costs	Support costs	2020 Total	2019 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (note 8)	424	558	2	56	-	613	1,653	1,712
Staff T&S, training & development, and HR costs	19	37	7	2	-	43	108	152
Grants payable to beneficiaries	1,266	-	-	-	-	-	1,266	1,420
Grants payable to other institutions	20	-	-	-	-	-	20	30
Service delivery costs	14	86	-	-	-	-	100	120
Accommodation costs	-	-	-	2	-	250	250	251
IT costs	37	23	-	11	-	62	124	90
Marketing and communication costs	5	82	-	-	-	13	111	208
Project costs	-	75	43	-	-	52	170	108
Office costs	3	-	-	-	10	34	47	57
Legal costs	-	-	-	-	-	-	-	44
Trustee costs	-	-	-	-	8	-	8	16
Auditor fees	-	-	-	-	14	-	14	14
Auditor non-audit fees	-	-	-	-	-	-	-	1
Irrecoverable VAT	-	1	1	-	-	90	91	101
	1,788	862	52	71	32	1,157	3,962	4,324
Support expenditure	514	581	2	60	-	(1,157)	-	-
Governance	14	16	-	2	(32)	-	-	-
Total Expenditure 2020	2,316	1,459	54	133	-	-	3,962	-
Total Expenditure 2019	2,299	1,759	-	266	-	-	-	4,324

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 7. ANALYSIS OF RESOURCES EXPENDED BY ACTIVITY (PRIOR YEAR)

	<u>Charitable activities</u>					
	Grants and Welfare costs	Employ- ment costs	Trading activity	Governance costs	Support costs	2019 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (note 8)	444	770	117	-	381	1,712
Staff T&S, training & development, and HR costs	24	84	3	-	41	152
Grants payable to beneficiaries	1,420	-	-	-	-	1,420
Grants payable to other institutions	20	10	-	-	-	30
Service delivery costs	21	99	-	-	-	120
Accommodation costs	-	-	-	-	251	251
IT costs	22	28	3	-	37	90
Marketing and communication costs	19	125	19	-	45	208
Project costs	-	102	-	-	6	108
Office costs	4	2	7	11	33	57
Legal costs	-	-	30	14	-	44
Trustee costs	-	-	-	16	-	16
Auditor fees	-	-	-	14	-	14
Auditor non-audit fees	-	-	-	1	-	1
Irrecoverable VAT	-	3	-	-	98	101
	1,974	1,223	179	56	892	4,324
Support expenditure	306	504	82	-	(892)	-
Governance	19	32	5	(56)	-	-
Total Expenditure 2019	2,299	1,759	266	-	-	4,324



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 8. STAFF COSTS

Staff costs were as follows:

	2020 £'000	2019 £'000
Salaries and wages	1,337	1,430
Redundancy and termination costs	5	12
Employer's National Insurance contribution	139	145
Employer's contribution to defined contribution pension scheme	116	118
Other forms of employee benefits	4	2
Temporary staff	52	5
	<u>1,653</u>	<u>1,712</u>

The average number of employees (head count based on number of staff employed) during the year was as follows:

32	36
----	----

The full-time equivalent numbers of employees was 30 (2019:34)

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

	2020 No.	2019 No.
£60,000 - £69,999	1	-
£70,000 - £79,999	1	-
£80,000 - £89,999	-	1
£100,000 - £109,999	-	1
£120,000 - £129,999	1	-

The total employee benefits (including pension contributions and employer's National Insurance) of the key management personnel were £326,884 (2019: £291,867). This figure includes pay in lieu of holiday (£10,230) which was offered to all staff as a result of the Covid-19 pandemic. The Senior Management Team changed significantly towards the end of the financial year with one director leaving, two new joining and one moving to full time working.

## 9. STAFF PENSION SCHEME

The OA provides a voluntary, contributory group personal pension scheme which is insured with Royal London. There were 29 members of this scheme at the year end. Contributions paid by the OA in the year amounted to £116K (2019: £118K). In addition, there is a defined contribution scheme with Utmost Life and Pensions (formerly called The Equitable Life Assurance Society) set up in March 2001 that is now paid up; there are 7 (2019:7) members of this scheme.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 10. TRUSTEES

No Trustee received remuneration. 12 Trustees (2019:13) were reimbursed expenses incurred for travel and accommodation. In 2020 this amounted to £8K (2019: £16K); this reduction was due to travel restrictions during the Covid-19 pandemic where Trustees attended committee meetings via video conference rather than in person. No transactions have been undertaken in the name of or on behalf of the Charity in which any Trustee or person connected with such a Trustee has any material interest.

## 11. RELATED PARTY TRANSACTIONS

Major General M J Rutledge CB OBE, a Trustee of the OA, is also a Director of the Armed Forces Common Investment Fund in which £9,941K (2019: £10,835K) of the Charity's funds are invested. He is also CEO of ABF The Soldiers' Charity which is the leaseholder of Mountbarrow House; the OA had its main office there as a licensed user until August 2020 and has retained a small office in the building. Annual rent and supplementary costs paid to ABF The Soldiers' Charity was £171K (2019: £247K). He is also a Director of FiMT and a member of its Finance and Investment Committee. In 2018, the OA was awarded a grant from FiMT to identify the transition challenges and barriers Service leavers aged 50+ face when entering civilian employment. A payment of £12K is outstanding on this grant.

Air Commodore C Coton, a Trustee of the OA, is also Vice-President of RAF Women's Cricket. The OA agreed to sponsor RAF Cricket to the sum of £4.5K annually; the contract started in 2019-20. The decision to sponsor RAF Cricket was made before Air Commodore Coton became Vice-President of Women's Cricket. The OA also sponsors RN Women's Cricket.

## 12. NET (EXPENDITURE)/INCOME FOR THE YEAR

	2020	2019
	£'000	£'000
This is stated after charging:		
Depreciation	3	15
Loss on disposal	19	-
Operating lease rentals:		
Property	244	268
Auditor's remuneration (excluding VAT):		
Audit	14	14
Other services	-	1
	<u>          </u>	<u>          </u>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 13. GRANT MAKING (CURRENT YEAR)

	Grants to institutions £'000	Grants to beneficiaries £'000	2020 £'000	2019 £'000
<b>Cost</b>				
Grants and Welfare grants	20	1,266	1,286	1,440
Employment grant	-	-	-	10
	<hr/>	<hr/>	<hr/>	<hr/>
At the end of the year	20	1,266	1,286	1,450
	<hr/>	<hr/>	<hr/>	<hr/>

A grant is awarded to a beneficiary for a period of twelve months; after this time the grant expires. A Standard Allowance grant is awarded to a beneficiary directly and regular payments are set up over the twelve month period. All other grants are paid directly to the supplier of the goods or services purchased on behalf of the beneficiary. In some cases, a beneficiary will be reimbursed costs on the submission of receipts which correspond with the nature of the grant award. At any point in time the OA will have a twelve month grant liability which it recognises on a quarterly basis as an accrual. The liability is funded from existing reserves.

The Grants and Welfare Department also makes an annual grant to the Royal Commonwealth Ex-Services League which distributes awarded grants to those beneficiaries who live in Commonwealth countries.

Support costs have not been directly charged to grant making but are included in the activity of the Grants and Welfare Department as a whole. Full costs of the Grants and Welfare Department can be seen at note 6.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 14. GRANT MAKING (PRIOR YEAR)

	Grants to institutions £'000	Grants to beneficiaries £'000	2019 £'000
<b>Cost</b>			
Grants and Welfare grants	20	1,420	1,440
Employment grant	10	-	10
	<hr/>	<hr/>	<hr/>
At the end of the year	30	1,420	1,450
	<hr/>	<hr/>	<hr/>

## 15. TANGIBLE FIXED ASSETS

	2020 Leasehold Improvements £'000
<b>Cost:</b>	
At 1 October 2019	76
Additions in year	7
Disposals in year	(76)
At 30 September 2019	<hr/> 7
<b>Depreciation:</b>	
At 1 October 2019	57
Charge for the year	3
Eliminated on disposal	(57)
At 30 September 2019	<hr/> 3
<b>Net book value</b>	
<b>At 30 September 2020</b>	<hr/> <b>4</b>
At 30 September 2019	<hr/> 19

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 16. INVESTMENTS

	Value at start of the year	Proceeds on disposal	Realised gain (loss)	Unrealised revaluation gain (loss)	Value at end of year
	£'000	£'000	£'000	£'000	£'000
<b>THE GROUP AND CHARITY</b>					
Armed Forces Common Investment Fund	10,835	(950)	23	33	9,941
M&G Charifund	4,769	-	-	(1,156)	3,613
M&G Charibond	302	-	-	1	303
<b>Total Managed funds</b>	<b>15,906</b>	<b>(950)</b>	<b>23</b>	<b>(1,122)</b>	<b>13,857</b>
Programme investments*	31	(8)	-	-	23
<b>Total investments 2020</b>	<b>15,937</b>	<b>(958)</b>	<b>23</b>	<b>(1,122)</b>	<b>13,880</b>
<b>Total investments 2019</b>	<b>16,063</b>	<b>(200)</b>	<b>(9)</b>	<b>83</b>	<b>15,937</b>

\* Programme Investments are secured and unsecured loans to beneficiaries for capital expenditure. The balance as at 30 September 2020 consisted of 3 (2019: 5) such loans of between £6K and £10K each. Interest is charged on these loans but is payable only on repayment of the loan. Two loans were repaid during the year at a total loan value of £8K (2019: £ nil).



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 17. OA ADVANCE LIMITED

**Investment.** The investment represents the entire issued share capital of OA Advance Limited, a company registered in England and Wales (Company no.169743).

	2020	2019
	£	£
<b>Unlisted investments:</b>		
<b>OA Advance Limited</b>		
Investment at cost	100	100

**Trading Results.** A summary of its trading results is shown below:

	2020	2019
	£	£
Turnover	57,983	56,009
Grant from OA to OA Advance Limited	239,244	209,656
Total income	297,227	265,665
Cost of sales	(296,758)	(258,481)
Gross profit	469	7,184
Administrative expenses	(469)	(7,184)
Operating profit	-	-
Corporation tax	-	-
Net profit for the year	-	-

The aggregate of the assets, liabilities and funds was:

Assets	72,533	59,752
Liabilities	(71,178)	(58,397)
Funds	1,355	1,355

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 18. PARENT CHARITY

The parent Charity's gross income and results for the year are disclosed as follows:

	2020 £'000	2019 £'000
Gross income	2,589	3,699
Results for the year	(2,414)	(754)

## 19. DEBTORS

	The Group		The Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade debtors	10	(3)	10	(3)
Amount due from subsidiary undertaking	-	-	57	53
Other debtors	1	21	1	21
Accrued investment income	102	96	102	96
Other Accruals	100	100	93	100
	213	214	263	267

## 20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade creditors	-	6	-	1
Grant commitments payable	335	331	335	331
Taxation and social security	37	39	37	39
Accruals	124	73	110	73
	496	449	482	444

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 21. MOVEMENT IN CONSOLIDATED FUNDS (CURRENT YEAR)

	Balance b/f	Income	Expenditure	Sale or Revaluation Gain (Loss)	Fund Transfers	Balance c/f
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Endowment Funds: OAPEF*</b>	3,463	175	-	(839)	(175)	2,624
<b>Restricted Funds</b>						
Home of Devenish <sup>1</sup>	-	22	(22)	-	-	-
Seafarers UK <sup>2</sup>	-	15	(4)	-	-	11
Grants and Welfare co-operation <sup>3</sup>	-	260	(260)	-	-	-
Forces in Mind Trust <sup>4</sup>	61	-	(12)	-	-	49
In memory donations <sup>5</sup>	-	6	(6)	-	-	-
<b>Total Restricted Funds</b>	61	303	(304)	-	-	60
<b>Unrestricted Funds</b>						
Designated Hardship Fund	-	-	-	-	1,500	1,500
General Unrestricted Fund	13,180	2,169	(3,658)	(260)	(1,325)	10,106
<b>Total Unrestricted Funds</b>	13,180	2,169	(3,658)	(260)	175	11,606
<b>Total Funds</b>	16,704	2,647	(3,962)	(1,099)	-	14,290

### Purpose of the restricted funds

- Home of Devenish: For the purpose of providing grants to widows of former officers who belong to the Church of England.
- Seafarers UK: For the purpose of providing grants to former officers of the RN, RM and QARNNS.
- Grants and Welfare co-operation: For the purpose of providing grants to specific beneficiaries.
- Forces in Mind Trust: Funding to identify the transition challenges and barriers that all ranks of Service leavers aged 50+ face when entering civilian employment.
- In memory donations: Various funds received to be used by the Grants and Welfare Department to help others in need.

\* The OAPEF - The Officers' Association Permanent Endowment Fund

### Purpose of the designated hardship fund

The Executive Committee (Board of Trustees) passed a resolution to set up a Designated Hardship Fund which will be used to fund future grant payments to beneficiaries. £1.5M was moved into this fund at the end of this financial year. Half of the remaining RBL payments, totalling £1.5M, will be added to this designated fund each year for the remaining three years of the agreement.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## THE OFFICERS' ASSOCIATION PERMANENT ENDOWMENT FUND

**Founding and Objects.** Under a Charity Commission scheme dated 21 June 2010 a new subsidiary charity was registered with the name of The Officers' Association Permanent Endowment Fund (OAPEF) under number 201321-10. The OA is the sole trustee of the OAPEF. The objects of the Charity are:

- The relief in need of former commissioned officers of the armed forces of the crown and their dependants.
- To aid, assist and promote the interests of such persons in such other ways as are legally charitable including the support of former commissioned officers of the Armed Services of the Crown to re-establish themselves in civilian life.

**Charities Subsumed into the OAPEF.** The OAPEF incorporates the funds of the Bourke Trust, an unincorporated registered charity no.209998, and the Lieutenant Humphrey Herbert Mayer Memorial Fund<sup>†</sup>, an unincorporated registered subsidiary charity no.201321-6. Those charities were de-registered on the same date. The new charity also incorporates the funds previously held under the title The Officers' Association Permanent Endowment Fund.

**Investments.** The capital value of this fund is now invested in M&G Charifund. The income from this investment is available to spend on the general purposes of the Charity.

<sup>†</sup> Mrs M A Mayer endowed the Lieutenant Humphrey Herbert Mayer Memorial Fund through a legacy in memory of her son. Lieutenant H. H. Mayer, Royal Warwickshire Regiment, was serving with 2nd Bn. The Dorsetshire Regiment when he was killed on 27 April 1944, aged 24, at Kohima while leading his platoon in a courageous attempt to silence machine guns in bunkers on the slopes of Garrison Hill.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 22. MOVEMENT IN CONSOLIDATED FUNDS (PRIOR YEAR)

	Balance b/f	Income	Expenditure	Sale or Revaluation Gain (Loss)	Fund Transfers	Balance c/f
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Endowment Funds: OAPEF*</b>	3,462	178	-	1	(178)	3,463
<b>Restricted Funds</b>						
Home of Devenish <sup>1</sup>	-	37	(37)	-	-	-
Sandhurst Trust <sup>2</sup>	2	5	(7)	-	-	-
Seafarers UK <sup>3</sup>	13	-	(13)	-	-	-
Grants and Welfare co-operation <sup>4</sup>	-	334	(334)	-	-	-
Forces in Mind Trust <sup>5</sup>	104	-	(43)	-	-	61
ABF The Soldiers' Charity <sup>6</sup>	25	(25)	-	-	-	-
In memory donations <sup>7</sup>	-	1	(1)	-	-	-
<b>Total Restricted Funds</b>	144	352	(435)	-	-	61
<b>Unrestricted Funds</b>	13,852	2,966	(3,889)	73	178	13,180
<b>Total Funds</b>	17,458	3,496	(4,324)	74	-	16,704

### Purpose of the restricted funds

- 1 Home of Devenish: For the purpose of providing grants to widows of former officers who belong to the Church of England.
- 2 Sandhurst Trust: For the purpose of providing grants to former Army officers.
- 3 Seafarers UK: For the purpose of providing grants to former officers of the RN, RM and QARNNS.
- 4 Grants and Welfare co-operation: For the purpose of providing grants to specific beneficiaries.

- 5 Forces in Mind Trust: Funding to identify the transition challenges and barriers Service leavers aged 50+ face when entering civilian employment.
- 6 ABF The Soldiers' Charity: Funding the development of a self-analysis tool, this grant has subsequently been returned.
- 7 In memory donations: Various funds received to be used by the Grants and Welfare Department to help others in need.

\* The OAPEF - The Officers' Association Permanent Endowment Fund.



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 23. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CURRENT YEAR)

Group	Investments	Fixed Assets	Cash	Net Current Assets	Total
	£'000	£'000	£'000	£'000	£'000
OA Permanent Endowment Fund	2,624	-	-	-	2,624
Restricted funds	-	-	60	-	60
<b>Unrestricted</b>					
General	9,733	4	629	(283)	10,083
Programme Investments	23	-	-	-	23
Designated funds	1,500	-	-	-	1,500
Total Unrestricted	11,256	4	629	(283)	11,606
<b>Total</b>	<b>13,880</b>	<b>4</b>	<b>689</b>	<b>(283)</b>	<b>14,290</b>

## 24. ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)

Group	Investments	Fixed Assets	Cash	Net Current Assets	Total
	£'000	£'000	£'000	£'000	£'000
OA Permanent Endowment Fund	3,463	-	-	-	3,463
Restricted funds	-	-	61	-	61
<b>Unrestricted</b>					
General	12,443	19	922	(235)	13,149
Programme Investments	31	-	-	-	31
Total Unrestricted	12,474	19	922	(235)	13,180
<b>Total</b>	<b>15,937</b>	<b>19</b>	<b>983</b>	<b>(235)</b>	<b>16,704</b>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 25. OPERATING LEASE COMMITMENTS

At the year end, the Charity was committed to make the following payments in total in respect of operating leases.

	Property	
	2020	2019
	£'000	£'000
<b>Leases which expire:</b>		
Within one year	1	29
Within two to five years	243	-
	<u>244</u>	<u>29</u>

## 26. RECONCILIATION OF CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITY TO CASH FLOW FROM OPERATING ACTIVITIES

	2020	2019
	Group	Group
	£'000	£'000
<b>Net (expenditure) for the year</b>	<b>(2,414)</b>	<b>(754)</b>
Depreciation charge	3	15
(Gains)/Loss on investments	1,099	(74)
Investment income	(622)	(644)
Loss on disposal of fixed asset	19	-
(Increase)/Decrease in debtors	1	871
Increase/(Decrease) in creditors	47	(41)
<b>Cash outflow from operating activities</b>	<b>(1,867)</b>	<b>(627)</b>

## 27. POST BALANCE SHEET EVENT DISCLOSURE

A net loss of £1,099K was made on investments in 2019-20. As at 1 February 2021 investment valuations have increased by £7K to £13,864K which is after the sale of £1,000K worth of investments since the end of the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

## 28. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2019)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2019 £'000
<b>INCOME FROM:</b>					
<b>Donations and legacies</b>	2				
The Poppy Appeal		2,331	-	-	2,331
Other donations and legacies		113	18	-	131
<b>Charitable activities</b>					
Grants and Welfare activity		-	334	-	334
Employment activity		-	-	-	-
<b>Investments</b>		466	-	178	644
<b>Other trading activity</b>	17	56	-	-	56
<b>Total Income</b>		2,966	352	178	3,496
<b>EXPENDITURE ON:</b>					
<b>Charitable activities</b>					
Grants and Welfare Department	7	(1,907)	(392)	-	(2,299)
Employment Department	7	(1,716)	(43)	-	(1,759)
<b>Trading activity</b>		(266)	-	-	(266)
<b>Total Expenditure</b>		(3,889)	(435)	-	(4,324)
<b>Net (expenditure)/income and net movement in funds before gains on investments</b>		<b>(923)</b>	<b>(83)</b>	<b>178</b>	<b>(828)</b>
Net gains on investments	16	73	-	1	74
<b>Net (expenditure)/income</b>		<b>(850)</b>	<b>(83)</b>	<b>179</b>	<b>(754)</b>
Transfers between funds	22	178	-	(178)	-
<b>Net movement in funds</b>		<b>(672)</b>	<b>(83)</b>	<b>1</b>	<b>(754)</b>
Reconciliation of funds:					
Funds brought forward		13,852	144	3,462	17,458
<b>FUNDS BALANCE CARRIED FORWARD AT 30 SEPTEMBER 2019</b>		<b>13,180</b>	<b>61</b>	<b>3,463</b>	<b>16,704</b>

# INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE OFFICERS' ASSOCIATION

## OPINION

We have audited the financial statements of the Officers' Association ('the parent charity') for the year ended 30 September 2020 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group and parent charity's affairs as at 30 September 2020 and of the group's incoming resources and application of resources, 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 Charities Act 2011.

## 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## CONCLUSIONS RELATING TO GOING CONCERN

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

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

## OTHER INFORMATION

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the Trustees' annual report is inconsistent in any material respect with the financial statements; or
- Sufficient accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of Trustees' responsibilities set out in the Trustees' annual report, the Trustees 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 group and the parent charity'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 group or the parent charity 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 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 based on these financial statements.

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

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



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

## USE OF OUR REPORT

This report is made solely to the parent charity's Trustees as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's Trustees 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 parent charity and the parent charity's Trustees as a body, for our audit work, for this report or for the opinions we have formed.

---

## SIGNED IN THE ORIGINAL

Date: 16 February 2021

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

# CHARITY INFORMATION

Incorporated under Royal Charter 1921

Charity Registration Number: 201321

Company Registration Number: RC000389

**Patron:** Her Majesty The Queen

**Presidents:** Vice Admiral Sir Richard Ibbotson KBE CB DSC DL  
Lieutenant General Andrew Figgures CB CBE FREng  
Air Marshal Sir Baz North KCB OBE MA FRAeS

**Vice-Presidents:** P B Mitford-Slade Esq OBE  
J D M Fisher Esq OBE  
A J Spofforth Esq BA FCA  
Mrs J R Lynch



Left to right: Sir Baz North, Sir Richard Ibbotson and Lieutenant General Andrew Figgures

# CHARITY INFORMATION CONT.

## Trustees:

### Chairman of the Executive Committee

A J Spofforth Esq BA FCA

### Members of the Executive Committee

Air Vice Marshal L S Chisnall CB

Air Commodore C Coton

B Farrell Esq MBE

Commander J Lea RN MBE

Surgeon Rear Admiral C J G McArthur FRCP

Major General M J Rutledge CB OBE

R Sankey Esq

R Saund Esq JP DL

R Sinclair Esq

Ms D Stephenson

Ms D Thomas (until 13 January 2021)

## Vice-Patrons:

Captain A C Chambers DL

Air Commodore J Chandler CBE

Captain R M Esden MBE

F Froud Esq

Captain J Harvey LVO RN

Air Vice Marshal N S Howlett CB

Air Commodore P G Johnson OBE

Colonel the Reverend P Lear FCMA Dip Theol

Major General A P W Maclellan CB CVO MBE

Brigadier J M A Nurton OBE MC

N J Reid Esq

D M F Scott Esq MA

Colonel M M Slattery RRC

Brigadier R A Smart OStJ

Major General J C B Sutherland CB CBE DL

Captain I B Sutherland RN

Colonel J S K Swanston MB ChB FRGS OStJ

## Key Management Personnel:

Mr L Holloway, Chief Executive Officer

Mr N Hare, Operations Director (until 21 August 2020)

Ms L Blair, Employment Director (from 24 July 2020)

Mrs J Killip, Finance Director

Ms L Blake, Membership Director (from 28 September 2020)

## Principal Office:

Third Floor, 40rty Caversham Road,  
READING RG1 7EB

Telephone: 020 7808 4160

## Bankers:

Svenska Handelsbanken AB (publ)

London West End Branch,

3rd Floor, 86 Jermyn Street,

LONDON SW1Y 4QU

## Solicitors:

Greenwood GRM LLP, 1, Bedford Row,  
LONDON WC1R 6JD

## Auditor:

Sayer Vincent LLP,

Chartered Accountants and Statutory Auditor

Invicta House, 108-114 Golden Lane,

LONDON EC1Y 0TL

# CO-OPERATING CHARITIES AND ORGANISATIONS

## CONTRIBUTING CHARITIES

The OA acknowledges with thanks the financial assistance given by the following military charities during the 2019-20 reporting year:

### Service Charities

Burma Star Association  
Forces in Mind Trust  
Help for Heroes  
The Royal British Legion  
Royal Patriotic Fund Corporation

### Royal Navy, Royal Marines and Maritime Charities

Naval Children's Charity  
The Royal Marines Charity  
The Royal Naval Benevolent Trust  
Royal Navy Officers' Charity  
Seafarers UK  
Women's Royal Naval Service Benevolent Trust

### Army Charities

ABF The Soldiers' Charity  
Army Air Corps Fund  
Auxiliary Territorial Service/Women's Royal Army Corps Association Benevolent Fund  
The Black Watch (Royal Highland Regiment) Association  
The Fusilier Aid Society  
Intelligence Corps Association  
The Mercian Regiment  
Queen Alexandra's Royal Army Nursing Corps Association  
The REME Charity  
The Rifles  
Royal Army Medical Corps Charitable Funds and Association  
Royal Artillery Charitable Fund  
The Royal Engineers Association  
Royal Engineers Officers' Widows Society  
The Royal Logistic Corps Association Trust  
Royal Signals Association  
The Royal Welsh Regimental Welfare and Benevolence Foundation  
Sirmoor Rifles Association (UK) Trust  
Small Arms School Corps Comrades' Association  
Yeomanry Benevolent Fund  
The Yorkshire Regiment

### Royal Air Force Charities

RAF Benevolent Fund

The OA acknowledges with thanks the financial assistance given by the following civilian charities and organisations during the 2019-20 reporting year:

Charles Brotherton Trust  
Guild of Aid  
The Home of Devenish  
Institution of Mechanical Engineers  
Professionals Aid Council  
The Queen's Nursing Institute  
St Andrew's Society  
Turn2us

## SUPPORTING CHARITIES

The OA also acknowledges with thanks the help given by the following charities and organisations whose advice, support, information, invitations and volunteer networks have assisted the Grants and Welfare Department's work:

ABF The Soldiers' Charity  
Age in Spain  
Age UK  
Association of Charitable Organisations  
Cobseo - The Confederation of Service Charities  
Haig Housing  
Maritime Charities Group (Seafarers' Advice and Information line)  
The Not Forgotten Association  
OA Scotland  
Regular Forces Employment Association  
Royal Commonwealth Ex-Services League  
Royal Air Force Benevolent Fund  
Royal Air Forces Association and Welfare Network  
Royal Commonwealth Ex-Services League  
The Silver Line Helpline  
SSAFA Central Office and Welfare network  
Veterans Aid  
ZANE - Zimbabwe A National Emergency

## INDIVIDUAL AND FAMILY BEQUESTS

The OA is especially grateful to all the individuals and families who have made bequests or donations to the Charity during the year. Their generosity mirrors faithfully the OA's founding principles and their contributions remain a vital component of the Charity's ability to continue to fulfil its purpose.

If you would like to donate or remember the OA in your will, please contact Nahid Malik, Head of Grants and Welfare:

E: [n.malik@officersassociation.org.uk](mailto:n.malik@officersassociation.org.uk)  
T: 0207 808 4160

## COMPANIES SUPPORTING EMPLOYMENT

The OA acknowledges with thanks the help given by the following companies, organisations and networking groups whose support has assisted the Employment Department's activities:

4C Strategies  
Accenture  
ADS Group  
Airbus  
Amazon  
American Express  
Arcadis  
Asda  
Atkins Global  
Atlas Elektronik  
Atos  
Babcock  
Bain & Company  
Baker Hughes  
Balfour Beatty  
Barclays  
BCG  
BlackRock  
Bloomberg  
Blue Forge Consulting  
BNY Mellon  
Boden  
Boeing Defence  
Bristol Management Centre (BMC)  
BT  
Burberry  
Capgemini Invent  
Capita Consulting  
Career Transition Partnership (CTP)  
Colliers International  
Coptrz  
Crucial Academy  
Defence Relationship Management (DRM)  
Deloitte  
DTO Motor Sport  
Dunster House

## COMPANIES SUPPORTING EMPLOYMENT CONT.

Expeditors  
 F5  
 Forces Pension Society  
 GE Aviation  
 Goldman Sachs  
 Google  
 Highways England  
 HMRC  
 HSBC  
 HS2  
 IHS Markit  
 I Recycle  
 Jacobs  
 JCB  
 Joskos  
 JP Morgan  
 KBR  
 KPMG  
 Leonardo  
 Mace  
 Marclay Associates  
 McDermott  
 McKinsey Associates  
 Met Office  
 Metro Bank  
 National Air Traffic Services (NATS)  
 The National Health Service  
 NCC Group  
 NDK InfoSec  
 Network Rail  
 Newport Water Fab  
 NFU Mutual  
 NHS North Wales Informatics Service  
 Northern Trust  
 Office for National Statistics  
 OnBoarding Officers  
 The Open University  
 PA Consulting  
 Panoptic Consultancy  
 PCUBED  
 Pinnacle

Portsmouth High School  
 Post Office  
 Pure Planet  
 PwC  
 QinetiQ  
 Quilter FAS  
 Resonate  
 Revenue and Customs Digital Technology  
 Services (RCDS)  
 RFCA Greater London  
 Roke  
 Rolls-Royce  
 Saxto Bampfylde  
 Security Cleared Jobs  
 Siemens  
 Southern Western Ambulance Service  
 South West Water  
 Sprague Gibbons  
 St James's Place Academy  
 Step into Health (NHS Employers)  
 TeraCode  
 Tesco  
 Thames Water  
 tlmNexus  
 Transport for London  
 Transport for Wales  
 TSG Marine  
 Turner & Townsend  
 UBS  
 UK Atomic Energy Authority  
 University Hospitals Birmingham NHS Foundation  
 Trust  
 University of the West of England (UWE)  
 Upton School  
 Utilitrack  
 Vodafone  
 Wellington Management International  
 Welsh Ambulance Services NHS Trust  
 Wessex Water  
 Wheely  
 Wilmott Dixon  
 Wood plc  
 The Worshipful Company of Bowyers  
 The Worshipful Company of Gunmakers



## ORGANISATIONS AND NETWORKING GROUPS

Abbey Wood  
Alma Networking Group  
BFBS  
BuildForce  
City Veterans' Network (CVN)  
Forces into Health  
HighGround  
The Leaders Club  
Leavers' Link  
The Liquid List  
Lloyd's Military Network (LMN)  
Midlands Military Meet (M3)  
North East Officers' Network (NEON)  
ONWaRD networking group  
Porffor Group – Cardiff  
Project RECCE  
The Rural List  
Suffolk Armed Forces Business Network  
ThirtyThree Recruiters/Combat Stress  
Two Roses networking group  
The Union Jack Club  
Welsh Government: Communities and Regeneration Dept.  
X-Forces Enterprise



*Photo page 17 by Schmooly*



**The Officers' Association**  
Third Floor, 40rty Caversham Road  
Reading, Berkshire RG1 7EB

Tel: 020 7808 4160

[www.officersassociation.org.uk](http://www.officersassociation.org.uk)