



## REA 5 YEAR STRATEGIC REVIEW 2009-2014

### INTRODUCTION

The REA 5 year plan is intended to review all the activities of the REA and to react to the changing requirements of REA Members and those who receive REA Benevolence.

The 5 Year Strategic Review will be set by the REA Trustees. There will be contributions from the REA Members, Branches, Group Directors, Management & Recruiting Committees and the Benevolence and Finance Committees and will be a running analysis of our internal and external environment.

The Review should be read in conjunction with the REA Trust Deeds and REA Rules 2009.

### MISSION

**The REA's Mission is:** To support the Corps through fostering "*esprit-de-corps & camaraderie*" and to afford assistance to those in need as defined in the REA Deeds of Trust.

### STRATEGIC OBJECTIVES

**The REA's Strategic Objectives are:**

1. To define, fund and deliver a quality and flexible response to those in need of REA benevolence needs.
2. To foster and engage a strong base of members, throughout the UK and overseas where possible and staff in HQ REA.
3. To capitalize on our financial resources to allow the REA to meet its mission statement.
4. To ensure our culture, structure and processes enable strong leadership, timely decision making and effective administration.
5. To facilitate closer co-operation of organisations sharing similar objectives such as The Army Benevolent Fund, SSAFA Forces Help, The Royal British Legion and COBSEO (Confederation of British service & Ex-Service Organisations).
6. To create, maintain and expand awareness of the REA to the serving Corps.
7. To facilitate through the provision of funds those events and reunions as approved by the Trustees.

**Objective 1:** To define, fund and deliver a quality and flexible response to those entitled to REA benevolence.

**We will:**

Continue to monitor the demographic profile and needs of the serving Sapper, the former Sapper, his wife or husband, widow, widower or partner and their dependant children by developing and refining our understanding of our applicants.

Share information with others to create and deliver new services to help those in need. Widen and enhance our support to those disabled former Sappers and their wives or widows in organisations such as The Royal Hospital Chelsea, BLESMA & St Dunstan's and other charities.

Ensure that those in need are helped and are aware of the further assistance available from the REA and other services charities.

Increase and enhance our offering of breaks for veterans and carers.

Be conscious of the needs of those serving in the Armed Forces- especially the needs of their families and dependents.

**Objective 2:** To foster and engage a strong base of members, throughout the UK and overseas where possible and staff in HQ REA.

**We will:**

Provide a strong and efficient administrative staff at HQ REA to support the Association

Develop briefing and training programmes to inform the serving Corps providing them with coherent and consistent messages about the work and values of the REA.

Implement new measures to retain and recruit members.

Develop new national and geographic branches where possible

Regularly review the committee structure and staffing levels in order to ensure that we have the people and resources necessary to be a thriving, professional, and cost effective charity.

Champion best practice and develop frameworks that support our staff in their work and provide appropriate reward and recognition.

Maintain high standards of health and safety awareness and compliance among our staff, members.

**Objective 3:** To capitalize on our financial resources to allow the REA to meet its mission statement.

**We will:**

Closely monitor the performance of the REA investments to capitalise on our returns for our benevolence needs.

Comply with all Charity Commissioners legislation, Financial Reporting Standards and Statements of Recommended Practice and all associated propriety.

**Objective 4:** To ensure our culture, structure and processes enable strong leadership, timely decision making and effective administration.

**We will:**

Ensure that the REA conducts its affairs in accordance with best practice, regulations and the REA Deeds of Trust.

Champion best practice and develop management and governance structures to ensure that accountability levels are clearly understood.

Implement management development processes that deliver measurable improvements in technical skills and to arrange suitable training where applicable.

Foster an “open” culture, encouraging participation and debate by providing opportunities for staff to engage in policy discussions with management and Trustees.

Provide training and development programmes to enable Trustees, staff & members to carry out their roles.

Consult our Membership body, through the committee system, and the implementation of new programmes of measures to ensure that it remains both vital and viable.

Manage our assets to enable us to meet current needs and future commitments.

Encourage better use of funds.

Introduce a methodology to measure the effectiveness of our expenditure and its impact.

Monitor risks to the organisation through a Risk register and to ensure that they are minimised by ensuring that procedures are in place.

**Objective 5:** To facilitate closer co-operation of organisations sharing similar objectives such as The Army Benevolent Fund, SSAFA Forces Help, The Royal British Legion COBSEO, Combat Stress and Veterans Aid.

**We will:**

Seek closer co-ordination and co-operation with other organisations that support the Serving or ex-Service Community such as The Army Benevolent Fund, SSAFA Forces Help, The Royal British Legion, Veterans Aid, Combat Stress and COBSEO.

Identify partnering opportunities with other organisations, deploying people, financial and other resources to ensure we meet the needs of our applicants.

**Objective 6:** To create, maintain and expand awareness of the REA to the serving Corps.

**We will:**

Uphold the REA's role as the guardian of Corps Remembrance, educating and engaging people of all generations where and when applicable.

Define and communicate our aims and values as widely as possible within our own organisation and the Serving Corps.

Foster the support of key influencers in the charity sector to further the REA's mission.

Encourage members to participate in local awareness raising activities under the banner of REA **"Service not Self"**.

**Objective 7** To facilitate through the provision of funds those events and reunions as approved by the Trustees.

**We will:**

Facilitate at least two Trustee meetings per annum or as required.

Facilitate the Annual General Meeting in accordance with the REA Rules.

Facilitate an REA Annual Dinner

Facilitate at least two REA Management and subsidiary committee meetings per annum.

Facilitate monthly benevolence meetings.

Facilitate Veteran gatherings at Ripon, Minley, Chatham (The Corps Memorial weekend) or for occasions or additional events where and when applicable.

Facilitate an annual family's event at a suitable seaside venue.

The REA Strategic Review should be based on a rolling 5 year programme and is to be re-evaluated each year by the REA Council.

From: Lieutenant Colonel (Retd) John McLennan, Controller REA

# The Royal Engineers Association

(A Registered Charity)



Patron: Her Majesty The Queen

Friday, 17<sup>th</sup> April 2009

REA/DO/Council

To All REA Council Trustees

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This letter should be read in conjunction with the **REA 5 YEAR STRATEGIC REVIEW 2009-2014** sent out in April 2009 for your consideration -- your comments, looking forward with vision and foresight for the REA, will be most welcome at the next REA Council Meeting on 7<sup>th</sup> May 2009.

## Trustees -- The 12 Main Roles

- 1. Set and maintain vision, mission and values.** The trustee board The REA Council is responsible for establishing the essential purpose of the organisation. They are also responsible for guarding the ethos and values of the organisation.
- 2. Develop strategy.** Together, the trustee board and Controller (the chief executive officer) develop long-term strategy. Meeting agendas will reflect the key points of the strategy to keep the organisation on track.
- 3. Establish and monitor policies.** The trustee board creates policies to govern organisational activity.  
These cover:
  - Guidance for staff
  - Systems for reporting and monitoring
  - An ethical framework for everyone connected with the organisation
  - Conduct of trustees and board business
- 4. Set up employment procedures.** The trustee board creates comprehensive, fair and legal personnel policies. These protect the organisation and those who work for it.  
They cover:
  - Recruitment
  - Support
  - Appraisal
  - Remuneration
  - Discipline

It also recruits and selects new trustee board members.

5. **Ensure compliance with governing documents.** The governing documents are the Deeds of Declaration of Trust and the REA rulebook for the organisation. The trustees make sure it is followed. In particular, the organisation's activities must comply with the charitable objectives.

6. **Ensure accountability.** The trustees should ensure that the REA fulfils accountability as required by law to the Charity Commission and HMRC. The organisation should also be accountable to donors, beneficiaries, staff, volunteers, and the general public. This means publishing annual reports and accounts in accordance with current accounting procedures.

7. **Ensure compliance with the law.** Trustees are responsible for checking that all the organisation's activities are legal.

8. **Maintain proper fiscal oversight.** The trustees are responsible for effectively managing the organisation's resources so it can meet its charitable objects.  
The trustee board:

- Secures sufficient resources to fulfil the mission
- Monitors spending in the best interests of the organisation
- Approves the annual financial statement and budget
- Protects the organisation against liability by providing insurance
- Seeks to minimise risk for the organisation
- Participates in fundraising (where applicable)
- Ensures legal and accounting compliance

9. **Select and support the Controller REA** If necessary, the trustee board creates policy covering the employment of a chief executive. They also select and support the chief executive and review their performance.

10. **Respect the role of staff** The trustee board recognises and respects the domain of staff responsibility. At the same time, it creates policy to guide staff activities and safeguard the interests of the organisation.

11. **Maintain effective board performance** The board keeps its own house in order.  
It engages in:

- Productive meetings
- Effective committees with adequate resources
- Development activities
- Regular performance reviews
- Partnership with consultants where necessary

12. **Promote the organisation** Through their own behaviour, their governance oversight and their activities on behalf of the organisation, trustees enhance and protect the reputation of the organisation. They are good ambassadors for the REA.