

THE ROYAL AIR FORCES ASSOCIATION

MINUTES OF THE EUROPEAN AREA AUTUMN CONFERENCE HELD ON SATURDAY
30 OCTOBER 2010 IN THE ELIOTT HOTEL, GIBRALTAR AT 1000 HOURS

<u>Present:</u>	RAFA/MM2/6 & RAFA/MM3/4
Air Marshal Sir Christopher Coville	President
Air Marshal P Walker	Life Vice-President
Doctor J B Pattison	Life Vice-President
Mrs B Dennett Stannard	Vice-President
Mr M Mason	Vice-President
Mr R Gauci	<u>Chairman</u>
Mr R Hunt	Vice-Chairman
Mr P Clarke	Elected Member
Mr B Flowers	Elected Member
Squadron Leader D Gibson	RAFALO Representative
Mr B Darke	Central Council Representative
Miss E van Gilst	Amsterdam Delegate - 1077
Group Captain R Whittingham	Belgian Delegate - 0645
Mr W Dixon	Benalmadena Delegate - 1357
Mr K Booth	Costa Blanca Delegate - 1359
Mrs D Brice	Gibraltar Delegate - 1251
Mr M Willing	Jersey Delegate - 0487
Mr A Kesson	Luxembourg Delagate - 1303
Mr S Brady	Lyon Delegate - 1279
(Mr R Gauci	Malta GC Delegate – 0293)
Mr K Elders	North Costa Blanca Delegate - 1360
Major General O Aamoth	Norwegian Delegate - 1207
Mr D Sterritt	Republic of Ireland Delegate - 0823
Mr J Lee	Rheindahlen Delegate - 1285
(Mrs B Dennett Stannard	Sud-Ouest Delegate – 1108)
Mr R Pizot	Swiss Delegate - 1024
Mr S V Martin	<u>Secretary</u>
Branches not represented:	Aphrodite, Apollo, Athens, French Riviera, Guernsey, Paris, St Germain & District, The Hague.
In attendance:	35 members, RAFALOs and visitors

- 1 The official dedication of the Royal Air Forces Association was read by Mr Robert Hunt, Vice-Chairman. We should also remember those of the nations of our members and visitors here today who had died in the service of their countries. Silent tribute was also paid to those members and friends who had passed away since the last Area Conference on 21 May 2010 in Blackpool, especially Eric Day a member of the Annual Conference Committee, President of the Carrickfergus Branch and long-standing and great friend of the European Area.

ITEM 1 - CHAIRMAN'S OPENING REMARKS

- 2 The Chairman welcomed everybody to the European Area's Autumn Conference and in particular Air Marshal Sir Christopher Coville, our European Area President. The Chairman also welcomed Lady Coville, Irene. Air Marshal Peter Walker and Doctor Bryan Pattison, Life Vice-Presidents were also welcomed. Air Vice-Marshal Neville Howlett, Life Vice-President, unfortunately could not be with us owing to illness. Both Air Marshal Christopher Harper, our Service Vice-President (SVP), and Air Commodore Simon Dobb (deputy SVP) could not be with us today owing to Service commitments. The Chairman also welcomed Mr Michael McCourt the Area's loyal and hard working Area Welfare Officer who would be the principal guest speaker at the Area's first Welfare Seminar to be held this afternoon. The Chairman welcomed all his fellow Councillors. On behalf of the whole Area, the Chairman recorded a warm welcome to the new Secretary General, Jane Easton, and looked forward to a fruitful working relationship – the Area Council would be inviting her to join the Area at its Conference in Eastbourne next May. Finally, the 15 delegates to the Area Conference were made most welcome as were RAFALOs and all the wonderful visitors. Eight Branches had not been able to attend as listed on page 1.
- 3 The Chairman congratulated Peter Clarke (Jersey Branch) on his award of a National Presidential Certificate in this year's HM The Queen's Birthday Honours List.

- 4 The Chairman reminded Conference that there were 17 items on the agenda, only delegates could vote using the green cards provided, and RAFALOs were invited to participate in discussions.
- 5 Finally, the Chairman gave many thanks to the Gibraltar Branch for arranging the Conference weekend. The Chairman knew only too well how much had gone into the preparations and it looked like we were in for a great the weekend. Well done to Kevin Roberts and Kevin Yelland They were applauded.

ITEM 2 - APOLOGIES OF ABSENCE

- 6 The Chairman had received the following apologies of absence:

Air Marshal Christopher Harper (SVP) owing to Service commitments.

Air Commodore Simon Dobb (deputy SVP) owing to Service Commitments.

Air Vice-Marshal Neville Howlett (LVP) owing to illness.

Mr Graham Scott Secretary of the Paris Branch.

Mr Mike Townsend Chairman of the French Riviera Branch.

Mr Philip Snelgrove Past-Chairman of The Hague Branch.

Mr John Coles Aphrodite Branch

Mr David Falla Chairman of the Apollo Branch.

ITEM 3 - MINUTES OF THE PREVIOUS CONFERENCE

- 7 The Minutes of the previous Conference held in Blackpool on 21 May 2010 were proposed by the Republic of Ireland Branch delegate, seconded by the Gibraltar Branch delegate and accepted unanimously as a true record.

ITEM 4 - MATTERS ARISING FROM THE MINUTES

- 8 There was one matter arising from the previous Minutes, at Item 18, page 27, paragraph 68. This concerned the Benalmadena Branch who were very keen to have a formal Partnership with the Consulate in Malaga. The Branch had written a case for such a Partnership and had forwarded it to the Overseas Area Director. In turn, the Area Director had discussed the matter with staff at the Consulates in Malaga and Madrid. It was explained that formal Partnerships were granted to charity organisations that had staff employed at the Consulate (in this case, Malaga) for example, the RBL and Age Concern Espana. By not being a formal Partner in no way detracted from the importance of other charities such as the RAF Association, who were invited to be as involved as they wished to be. The Benalmadena Branch was very active in the local area and just yesterday, members of the Branch together with Mike McCourt met with staff at the Consulate in Malaga. Also, the Area Director had attended a meeting in London on 13 October chaired by Age Concern Espana. The Benalmadena Branch continued to enjoy a good working relationship with other charities and the staffs at the Consulate in Malaga.

ITEM 5 - REPORT BY AREA COUNCIL GIVEN BY CHAIRMAN

- 9 The Chairman's Report could be found at Enclosure/Attachment 1. However, membership statistics, given below, have been extracted into the main body of the Minutes.
- 10 Membership The European Area's membership statistics, as at 26 October 2010, are as follows:

Current Total Membership	3079
Total Membership as at 31 Dec 09	3287
Number of Life/Ordinary Members	2256
Number of lapsed Ordinary Members (from 2009)	105
Number of Full Members deceased in 2010 so far	81
Number of Ordinary Members joined in 2010 so far	66
Number of Full Associates	823
Number of lapsed Full Associates (from 2009)	118
Number of Full Associates deceased in 2010 so far	11
Number of Full Associates joined in 2010 so far	81

As there was still a fairly large number of lapsed full members (105), Branches were encouraged to try really hard to recover as many of these people as possible, as well as the lapsed Associates (118) - only 208 members to go to beat last year's total of 3287. Surely this could be achieved.

- 11 **ACTION** (brought forward from Enclosure 1) The Secretary was to contact Nicola Short at CHQ concerning car sun screens for overseas members.

ITEM 6 – REPORT BY SERVICE VICE-PRESIDENT

- 12 In the absence of both Air Marshal Christopher Harper and Air Commodore Dobb, as mentioned earlier, the Chairman invited our President, Air Marshal Sir Christopher Coville to address Conference.
- 13 Sir Christopher gave his views on the Strategic Defence and Security Review (SDSR) highlighting the 'Security' aspect. The review had been significant and had attempted to take a broader approach encompassing national security including terrorism and cyber warfare - it had all sounded good so far. However, in reality the review had not been strategic and did not flow from the national security strategy published the day before. The fact was that, largely, it had been a defence cutting exercise. But arguably this was inevitable in view of the nation's dire financial situation. The national debt was so large that the interest alone was greater than the annual defence budget.
- 14 The main features of the review were:
 - a Royal Navy The 2 new Carriers had survived but at a price. The surface fleet would be reduced to the lowest number in the history of the Navy - only 23 Destroyers and Frigates. Worst of all, there would be no aircraft to fly from the Carriers for 10 years until the JSF arrived in Service. The Ark Royal was to be scrapped immediately and one (possibly both) of the new Carriers might be put into extended R/S (effectively 'mothballed').

- b Army The Army was to lose 40% of its tanks, 35% of its heavy artillery and 7000 men. These tanks and artillery (like the Carriers) would be stored. So in the future, once the cuts had taken effect, the UK would no longer be able to commit the same size of forces currently deployed long-term in Helmand, Afghanistan, let alone produce the numbers that had been deployed in the Gulf Wars.
 - c Royal Air Force The Royal Air Force had been hit especially hard. The Harrier had been taken out of service. The Nimrod MRA4 had been cancelled – but 9 had been built so they would probably be stored or sold. Manpower would be cut by 5000 by 2015 resulting in the smallest RAF (about 35,000) since the Second World War. It was sad to see the Harrier being taken out of service early but the Tornado GR4 would stay and provide Recce, OAS and Strike capabilities. The Tornado could fly further than the Harrier and carry a greater payload including Storm Shadow. The Typhoon was entering service well and was much loved by pilots, but there was a long way to go before achieving a full multi-role capability. There had been a vague promise to spend more on information-gathering equipment, ISTAR but the programmes were immature.
- 15 Overall, Sir Christopher considered that the review could have been worse than the 8%. Scrapping the MRA4 had been an odd decision not only because of the strategic deterrent protection it would have provided but also because of its wider roles of SAR, Recce, Maritime Patrol and Anti-Submarine Warfare. The cuts had come at a time when the world was less stable than at any time during Sir Christopher's lifetime. Iran, China, Russia and India for instance were all building up their military capabilities whilst we in the West were witnessing the biggest drawdown of defences in living history. Memories of a smiling Neville Chamberlain clutching a fluttering piece of paper came to mind.
- 16 Sir Christopher concluded, that in the meantime our wonderful soldiers, sailors and airmen continued to do a great job in Afghanistan to their great credit and to the pride of the British people.

ITEM 7 – REPORT BY VICE-CHAIRMAN CENTRAL COUNCIL AND THE EXECUTIVE BOARD – DOCTOR BRYAN PATTISON

17 Doctor Bryan Pattison, Vice-Chairman of Central Council and the Executive Board updated Conference on RAF Association matters as well as covering the Branch insurance issue as it currently stood. His presentation on the Association was very comprehensive and covered the following topics, which, for brevity's sake, have been itemised as bullet points only: Image/Profile; Membership and Areas; Welfare; Fundraising; Organisation and Resources. Doctor Pattison also made reference to work being undertaken by the Families Federation. He introduced his presentation by showing a picture of the new Secretary General, Jane Easton, mentioning that she had started work at 0830 hours on 1 September and by 1000 hours she was attending her first Executive Board meeting! She was wished well in her appointment as Secretary General.

18 Image/Profile.

Brand Awareness – No 58 in Charity Brand Index; new-look Website; Social Media – Twitter and Face Book.

2010 Media Coverage - Air Shows and The Blades; The City of London Salute; RAF Tea and Beer Launch.

19 Membership and Areas.

Remembrance Garden

Airmail – distribution – doctors'/dentists'/chiropractors' surgeries, waiting rooms; Libraries, beauty salons, hairdressers; adult learning centres, CABs and Help the Aged offices.

Where are we now? – 70,000 members; 472 Branches; 105 Clubs.

Membership of serving RAF personnel – 5658 in 2004; 7136 in 2006; 10250 in 2008; 12900 in 2009.

Age Distribution (approx) – 26500 less than 44; 7500 in 45-64 range; 10000 in 65-74 range; 14500 in 75-84 range; 11000 aged 85 or over.

New members in 2010,so far(3441) – 1563 from CHQ, Area, Branch applications (Ord and Assoc); 1468 serving personnel; 410 On-line joiners.

Major Membership Events – Liverpool Carol Concert (10 Dec 09); City of London Salute (7 Sep 10); Perth Concert Hall (16 Dec 10).
Motorised Exhibition Trailer (MET) – 1st one paid for by Newbury Branch; 2nd MET on order.

Membership Benefits – New programme launched in 2009; new Partner, Smart Accident Management in 2010; new-look membership benefit booklet in 2010; new format website for membership benefits to be launched in 2010/2011.

20 Welfare

Volunteer Welfare Officers – expected 25000 welfare visit to be made in 2010; RAFBF feedback – RAFA qualified volunteers provide excellent service; RAFBF increased referrals to RAFA from 12% to 25% per annum.

Respite Care/Sheltered Housing – 2800 respite care breaks so far in 2010; 46 sheltered housing flats available.

War Pensions/AFCS Service – new War Pensions Manager (Chris Francis); over 2500 people assisted; over £140K gained for individuals; RAFA extremely well-regarded by MOD and DoJ.

Support for Serving RAF – Internet Cafes (10); Halton Newcomers Club; Wi-Fi access in Barrack blocks; over 70 RAF Contact Houses; Storybook Wings – over 700 children benefited; specialist individual advice, guidance and support given.

Homeless ex-Service Personnel – Alabare – initiative from the South-West; possible expansion in other Areas.

21 Fundraising

Highlights – 2009 Wings Appeal up by 6%; Red Arrows raised £40K from London Marathon; new Blades Partnership.

The Future – new donors; integrated campaigns – Mar-Aug 10 -: Miles More Minutes, Aug-Nov 10 – Battle of Britain 70th, Nov 10-Feb 11 – Homeless at Christmas campaign; improved use of digital comms; better support for Branches' Wings Appeal; Wings Lotto re-launch; Tribute Funds launch; Remembrance Garden; Corporate partnerships; legacies; less cost-more return.

22 Organisation and Resources.

2010 Highlights to date – surplus at operational level - £0.4M (£0.3M in 2009); Legacy income – more than £3M (£2.9M in 2009); investment gains - £2.2M (2009); KSF monies recovered £1.9M (45%); free reserves - £9.5M (£9.1M in 2009).

2010 Income – 45%-donations, legacies and subscriptions; 12%-grants; 28% Wings; 11%-Homes; 3%-investments; 1%-other.

2010 Expenditure – 32%-Homes; 21%-welfare support; 28%-fundraising costs; 13%- membership; 3%-other; 3%-Governance costs.

2010/2011 Challenges – economic climate; Strategic Review of RAFA; KSF recovery of further funds; pension fund valuation; monitoring of performance.

- 23 Insurance of Overseas Branches Several Branches had various insurances ranging from 3rd party liability for meetings to comprehensive cover including Charity Trustee Insurance and legal costs. Others (Jersey and Guernsey) were covered by the UK policy –Costa Blanca had a quote for 3rd party Civil and Public liability including Legal Defence. Yet others considered that they were covered by other organisations' insurance. Others considered that it was unlikely that they would need any insurance at all.

Branches should consider if they needed insurance cover for any of the following: 3rd party liability for the public and Branch members; any specific insurance for HWOs, fundraising collectors and other activities; Branch Committee/Trustee Liability; legal expenses; premises insurance; property insurance (eg, Branch Standards, memorabilia, pictures etc); Club insurance.

Possible Solutions?

RAFA to organise all insurance from the UK – this approach would not give Branches anything better than they had now.

RAFA Policy to sit on top of overseas policies – Association's insurance company would need to see each Branch policy to prove that they could provide the same cover provided by the Branch policy.

Reimburse Overseas Branches for their insurance costs – this would avoid administrative burden and increased staffing. Most appropriate solution but possible drawback was that the Association would not be able to reimburse full cost of insurance cover for liabilities not covered for UK Branches.

Next Step

Trustees would need to understand what additional costs would be required to be met centrally. There were insufficient details currently available and the European Area needed to review these costs.

- 24 Question The Costa Blanca delegate stated that we needed to know the starting cover that there was in the UK and then to expect at least the same cover for the European Area Branches. Also, he expected the Area Branches to be fully involved in discussions as the matter progressed. A further resolution might be required at the next Annual Conference.

Secretary's Note: Following representation to CHQ after the Conference, it should now be noted that CHQ had managed to procure insurance cover for all the Overseas Branches. Full details would be passed to Branches in due course.

ACTION: The Secretary was to pass insurance cover details to Branches as soon as the information became available.

ITEM 8 – REPORT BY CENTRAL COUNCIL REPRESENTATIVE

- 25 Mr Brian Darke, Central Council Representative gave his presentation as follows:
- 26 “ Chairman, President, Delegates, Ladies and Gentlemen, the previous presentation has already covered the bulk of what is happening at the Executive Board, Central Council, CHQ and the Welfare, Membership and Fundraising departments. However, there are a few points from the last meeting which are on-going. The matter of T & S for the RAFALOs is still not resolved although Air Cdre Paterson has found a stop-gap solution to allow Area RAFALOs to attend meetings. We already know and value our RAFALOs but that message must get to the top of the Service and the MOD. They in turn should recognise the great support and service they give to the Association and indeed, are the future of the RAF Association.

- 27 Membership is always an issue. A lot of time and effort has gone into recruiting from within the RAF, but when we congratulate ourselves on the 5000 new members within the Service, we overlook that in the same period we lost 14,000 members. Both we, and CHQ, should make greater efforts to find our lapsed members.
- 28 The previous Chairman of Central Council, Air Vice-Marshal Liddell, has started the Strategic Review into the Association. One of his points was to look again at the Areas, although unlike the last review he has promised to keep the Area Chairmen informed at regular meetings and to ensure that they are part of the review process.
- 29 Our fundraising methods are in need of review too, particularly in the area of costs. We must look at raising £5 for every £1 we spend, as the need for our assistance for the RAF family is growing every day.
- 30 We also need to raise our profile more. The Association has a good reputation but we do not 'blow our trumpet' enough to tell people about our successes. Within the RAF there is still huge confusion between RAFA and the RAFBF and we are not doing enough to emphasize our work and effort.
- 31 The review also highlights the need for all of us to show how much we value the work of those employed by RAFA. The best example of this is our own Area Director who, working part-time, runs two large Areas. His efforts on behalf of the European Area are outstanding and he fully deserves our full appreciation and gratitude".
- 32 The Chairman thanked Mr Darke for his report..

ITEM 9 - REPORT BY RAFALO REPRESENTATIVE

- 33 The Area's RAFALO Representative, Squadron Leader 'Gibbo' Gibson gave his report which was attached at Enclosure 2.

ITEM 10 - BRANCH REPORTS

- 34 Eleven Branch reports were tabled at the Conference – Amsterdam, Benalmadena, Costa Blanca (2 attachments), Jersey, Lyon, North Costa Blanca, Norwegian, Paris, Rheindahlen, Sud-Ouest and Swiss. Copies of these reports would be attached to these Minutes at Enclosure 3 (12 attachments in all).

ITEM 11 – AUTUMN CONFERENCE 2011– UPDATE BY APHRODITE AND APOLLO BRANCHES

- 35 Neither the Aphrodite nor Apollo Branches could be represented here today. However, their latest version of the Cyprus Conference programme over the weekend of 7-9 October 2011 had recently been forwarded to Branches by the Area Director and could be found on www.rafacyprus.co.uk/conference2011 . The Cyprus Branches were very keen for Branches to register their attendance at the Cyprus Conference via the application form on the internet as soon as possible but no later than 31 March 2011.

ACTION: All to note and register as appropriate.

Mr Ken Booth, delegate for Costa Blanca Branch, raised the point that for a member of his Branch to attend the Conference weekend it would cost in the order of 1500 euros as it would involve flying from Spain to UK and then UK to Cyprus (and return) with 2 extra night stopovers.

ITEM 12 – VENUE OPTIONS FOR THE AUTUMN 2012 CONFERENCE

- 36 The Chairman informed the Conference that there were currently two formal bids on the table to host the 2012 European Area Autumn Conference, namely a bid from the Amsterdam Branch and one from the Malta GC Branch.
- 37 The Chairman invited the Amsterdam Branch to present their bid – Mr Malcolm Mason, did so with main details of the Amsterdam bid being at Enclosure 4. Mr Mason informed the Conference that his Branch Committee was down to 4 members with an average age of 75. He considered therefore that his Branch could probably not hold an Area Conference any later than 2012. The Branch had held a Conference in Amsterdam in 1984 and then 2 further Conferences, both in Haarlem, in 1996 and 2003. Although the package costs were higher than those quoted in the Malta GC bid, travel to and from Amsterdam would be much cheaper than travel to Malta.

- 38 The Chairman then presented the Malta GC bid. He highlighted the main features of the Conference weekend which were given at Enclosure 5. The costs of the weekend package depending on the length of stay were explained.
- 39 Delegates to the Area's Annual Conference in Eastbourne on 13 May 2011 would be asked to decide on their preferred venue for the 2012 Autumn Conference.

ITEM 13 – PRESENTATION OF EUROPEAN AREA PRESIDENTIAL CERTIFICATES

- 40 The President of the European Area, Air Marshal Sir Christopher Coville, awarded a European Area Presidential Certificate to:

Mrs Katie Hart, sponsored by the Amsterdam Branch.

ITEM 14 – PRESENTATION OF THE DENNIS EMES SHIELD

- 41 The Dennis Emes Shield for 2010, awarded by the Area Council to the best all-round Ordinary/Life member, was presented to Mr Peter Farmer of the Apollo Branch.

ACTION: The Secretary was to forward a personalised plaque to Mr Peter Farmer of the Apollo Branch winner of the 2010 Dennis Emes Shield.

ITEM 15 - ANY OTHER BUSINESS

- 42 Costa Blanca Branch The delegate from Costa Blanca, Mr Ken Booth, made the point that Branches must be given the opportunity to discuss matters publicly. Not every matter was a Resolution but could be just a discussion point. This principle was accepted.
- 43 Jersey Branch The delegate from Jersey, Mr Martin Willing gave a short presentation concerning there was evidence that the Jersey Branch was the oldest RAFA Branch having been founded on 30 October 1925. He had produced a glossy brochure on the matter which was presented to the Area Director. The Branch would consider whether to forward a short article on the subject to Air Mail.
- 44 Secretary's Notices. The Secretary gave his notices concerning payment for hotel accommodation, Conference expenses and the return of Delegates' voting forms.

ITEM 16 - DATE AND VENUE OF THE NEXT CONFERENCE

- 45 **ACTION:** The Secretary was to make arrangements for the next Conference to be held in the Chatsworth Hotel, Eastbourne on Friday 13 May 2011 at 1000 hours. The Area Council would meet the evening before on Thursday 12 May 2011, and the Secretary would provide details for this Council meeting nearer the time.

ITEM 17 - PRESIDENT'S SUMMING UP

- 46 Air Marshal Sir Christopher Coville, President of the European Area, gave his Conference summing up. It had been a good Conference, and well done to the Chairman who had kept us on track.
- 47 It was a significant time in the distinguished history of RAFA, indeed the RAF. The core of our Association was facing up to the reality of the ticking clock – the only way to survive was to recruit new members. Even the European Area - a much younger and vigorous lot – couldn't escape the truth that none of us was getting younger. There had been a slight net reduction in membership and the Branches and individual members were the best way to recruit new members. It was recognised that many were comfortable with people in their own age group and with people they had known for many years but we needed to take the membership issue more seriously if we were to avoid a sudden decline when we got into our dotage – some 30 years or so ahead (less for some!).
- 48 Both Bryan Pattison and Brian Darke had commented on membership. Serving members were particularly relevant to today's Association and were vital. The excellent initiatives being provided by RAFA to the serving RAF were to be applauded – the provision of on-base facilities benefited hard-pressed servicemen and women and were much appreciated.
- 49 With respect to Branch insurance, cover was vital in this litigious society. Ideally this insurance should be centrally arranged and funded. If not, then branches could make their own arrangements and then claim the cost from the Centre. If no insurance was in place then HWOs, for instance, should not conduct their duties unprotected.

Secretary's Note: See above at paragraph 24, concerning Branch insurance.

- 50 Travel and Subsistence (T & S) for RAFALOs continued to be of concern particularly at joint Units. Sir Christopher would speak to Air Marshal Sturley on the matter and Air Marshal Peter Walker would raise the issue at the forthcoming Air Marshal's Conference at the end of November.
- 51 The issue of the future of Autumn Conferences must be addressed properly and would be. The mutterings and whispers in corners displaying the British tendency to be suspicious about motives especially of those in executive positions must stop. Remember, the principal function of the Association was Comradeship – everything else flowed from that, including 'Welfare' and 'Opportunities'. The Association was richer for having a mix of ex-officers, SNCOs and troops – in RAFA we were all close friends and we should have the single purpose of remaining so. We should not let pettiness erode precious relationship that we all enjoyed.
- 52 Finally, Sir Christopher formally thanked the Station Commander and the RAFA members at RAF Gibraltar for making such outstanding arrangements – even the weather was better than forecast. Thanks were also given to the Area Councillors who devoted so much time to RAFA business – this could be a thankless task and it seemed to be fate that when people stepped up to leadership positions, they had to take flack. Most of all, thanks were given to all the delegates and on this occasion HWOs as well. They were the foot soldiers and heart of our Association. Their leadership, tireless dedication and commitment made RAFA what it was – a vital element of the RAF family.

Simon Martin

2 December 2010

SV MARTIN
Secretary

Enclosures:

- 1 Chairman's Report.
- 2 RAFALO Representative's Report.
- 3 Branch Reports (11)
- 4 Details of bid by Amsterdam Branch to host 2012 Autumn Conference
- 5 Details of bid by Malta GC Branch to host 2012 Autumn Conference

Distribution:

All Area Council Members; All Delegates; Branch Secretaries; Chairman
Central Council and Executive Board; Secretary General; DMA; Overseas
Area Welfare Officer, Conference Officer.

Approved:
Chairman:

Date:

Countersigned:
Secretary:

Date: