



NW RFCA

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

NEWSLETTER

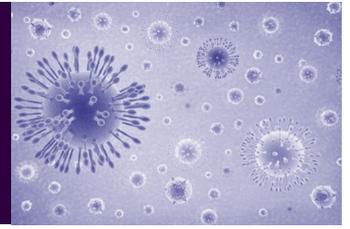
ISSUE 4 | 2020

**SUMMER SPECIAL
EDITION**

INFRASTRUCTURE

**IN THIS ISSUE : DO(N'T) DO IT YOURSELF, SEASONAL TRENDS,
THE ESTATES AND THE ENVIRONMENT AND MUCH MORE....**

NW RFCA Corona Virus Update



At the NW RFCA the wellbeing of our staff, visitors and stakeholders continues to be our highest priority. As the spread of the coronavirus develops and we are beginning to see a second wave, we would like to assure you of the comprehensive steps we continue to take, while protecting as many of our critical outputs as we reasonably can.

As per latest government advice, most of our staff will continue to work remotely where they possibly can and stopping all unnecessary travel and meetings. We are still fully contactable via email and phone. As ever, we really appreciate your continued support and we will continue to be here to support the Cadet organisations, Reserves and our wider stakeholders during these unprecedented times.

We continue to follow the Public Health England advice and any further guidance issued by them in the coming days www.gov.uk/coronavirus

We will keep you up to date as necessary via our social media channels and our website.



Wash hands



Cover face



Make space

Infrastructure Quick Read

News and Numbers



Welcome to our new feature News and Numbers. This new feature is aimed at giving you a snapshot focus on Investments and Works to date!

This Year To Date We Have Invested In.....

Alamein Barracks – Refurbish Junior Ranks Club

Kimberly Barracks – Refurbish conference room

LUOTC – New LED lighting to offices

Haldane Barracks – New blinds and redecoration to recruiting office

Reactive Maintenance - NW RFCA initially received an allocation of £958,807.00 which is an initial increase of £147,807.00 for FY 19/20.

Whilst any increase in funding is always well received it will not fully combat a declining middle aged estate. This has been clearly evident in the issues experienced with heating systems across 3 Army Reserve Centre's requiring boiler replacement. Combine that with a further 7 sites systems one day away from failure.

The injection of £252k received by CRFCA allowed us to replace the boilers at Upper Chorlton Road ARC, Haldane Barracks ARC, Townsend AVE ARC, Fox Barracks ARC and Widnes ARC. We also replaced the roof at LUOTC, Mather Avenue which had suffered complete failure with leaks in more than 10 locations throughout the centre.

For FY 20/21 NW RFCA received £1,025,682.26. This is an increase of £94,678.36 against the previous FY. Whilst this slight increase is greatly received it has come with clear direction from the DIO to Council RFCA that all high risk asbestos must be removed across the NW RFCA estate in the first instance. We are currently gathering costs from our asbestos consultants for the testing and removal of all identified locations. These costs have to come out of the Reactive Maintenance Routine funding pot.

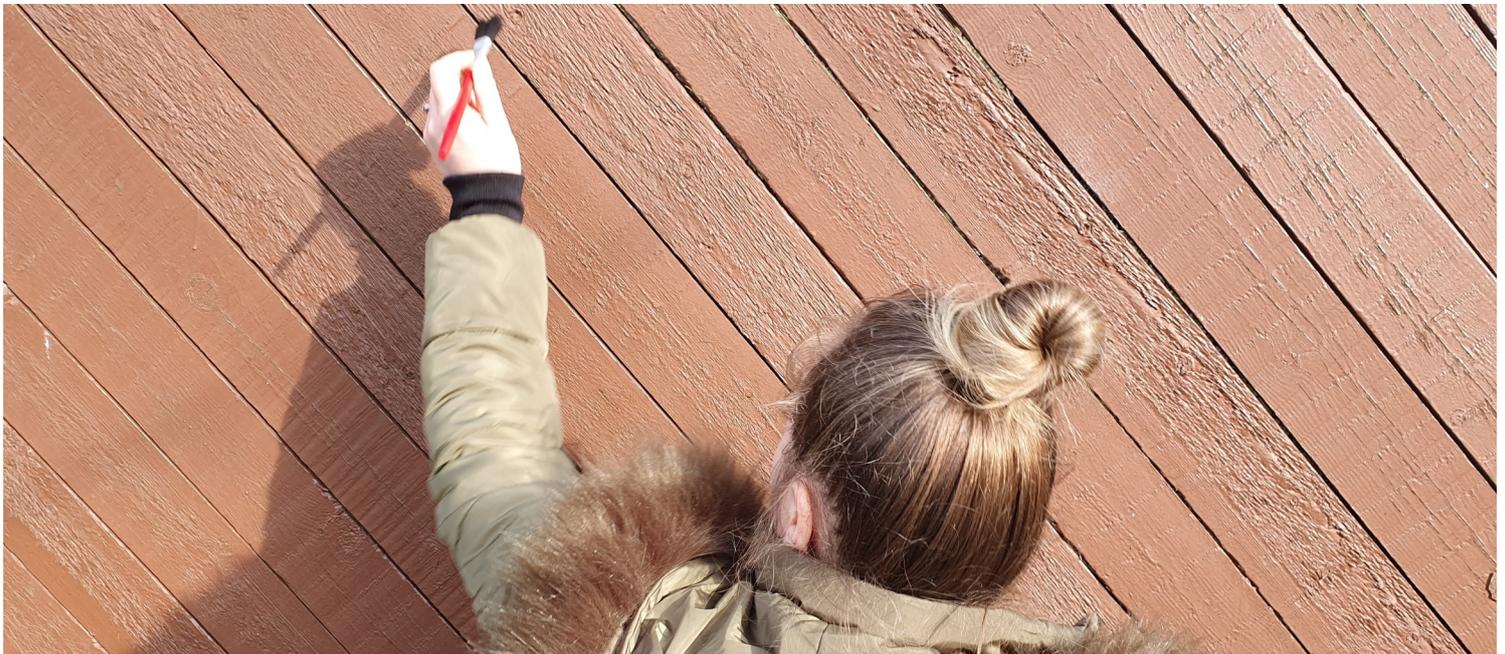
NW RFCA Help Desk - For FY 19/20 we received 2545 calls. This is an increase of 189 calls compared to FY 18/19.

Statutory & Mandatory Inspections and Tests (SMIT) - NW RFCA completed 6209 SMIT tasks in accordance with Hard FM standard tasks for FY 19/20. 5430 inspections and tests passed the requirements with 779 failed tests or inspections. NW RFCA spent £152,008.06 from works arising from SMIT. We currently do not receive any funding for works arising from SMIT, any works required must be taken from our reactive maintenance allocation.

Additional Works Services -

NW RFCA received 160 additional works services projects to the value of £4,885,164.65.





Do(n't) Do It Yourself!

The truth about DIY on the Volunteer Estate

“Why can’t we do it ourselves” is the question that has gone round (and around) the estate for numerous years. How do we know this? Well we’ve been asked it numerous times and the author of this article has actually asked it numerous times (pre NW RFCA employment) so actually what is the answer to the can you do it yourself when it comes to works on the estate?

Well the answer, essentially, is no (we can already hear the “yes you can” “that’s not true” outcries as we type the rest of this sentence), but the answer is still essentially no we’re afraid, however if you read on we are more than happy to explain why.

Do it yourself, for the purpose of this article, we will define as low level DIY (e.g. painting/decorating/changing lightbulbs/changing plugs etc.) and high level DIY (e.g. remodelling site/building work/electrical wiring/clearing gutters etc.), both of which can become more Destroy It Yourself as apposed to Do It Yourself if not managed correctly.

For Example Scenario 1:

Setting the scene:

It’s Spring, the daffodils are out, the sun is shining, the light nights are back and everywhere looks bright and beautiful as you walk to your squadron/detachment/ARC for your evening attendance.

You open up, you walk in and realise that things inside aren’t so bright, the walls look like they may need brightening up with a lick of paint and that light in the store room still doesn’t work. All in all the place looks like it may need a bit of a spruce up so you decide that actually it may be time for a bit of a spring clean and some low level DIY.



Continued on page 6...

Do you:

- A) Put through a business case to the Head of Infrastructure (via your chain of command) for refurbishment/ decoration and submit a fault report about your light?

or

- B) Get your ladders and your paint out and do it yourself?

The arguments in favour of do it yourself seem simple. How hard is it to paint your walls and change a light bulb? You do it at home routinely without much fuss (apart from when you get the paint on the carpet!).

The problem is though, is that you're not at home, you're on someone else's property and this is the critical difference and why painting the walls and changing a light bulb on the volunteer estate becomes much more complicated.

Why? Well for starters take scenario 1, what if you fall off the ladder and/or slip on the paint and hurt yourself?

Think about your job/volunteer role description, are you insured for this type of accident? Added to this have you looked at Health and Safety at Work and assessed that this is safe and risk free?

Also, we care!

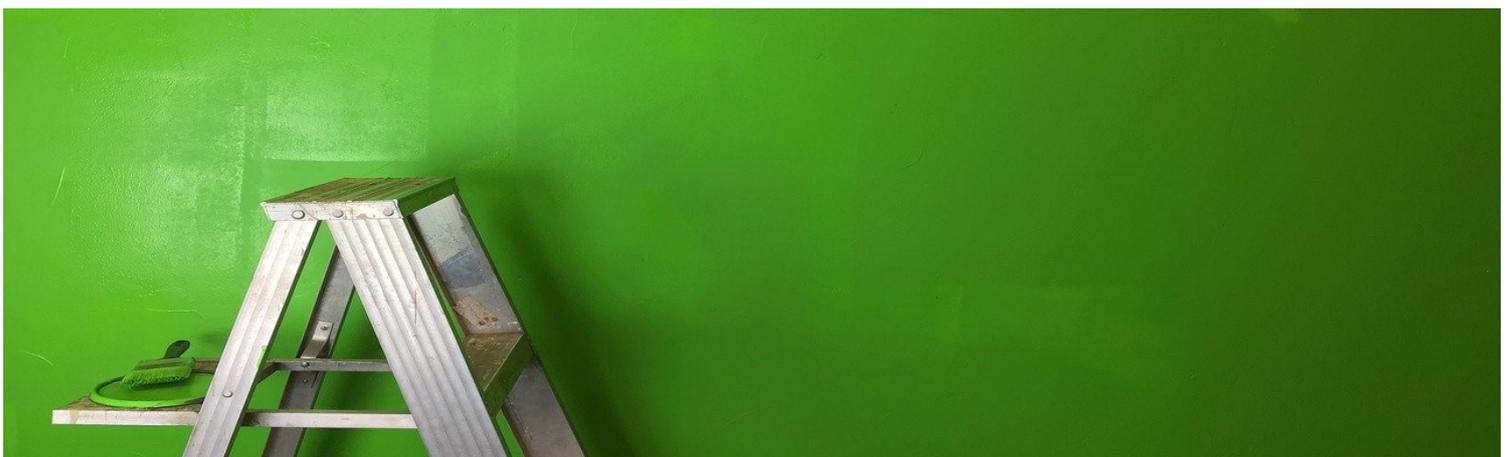
NW RFCA don't want to think that any site user will put themselves at risk by undertaking any type of improvement/job/decoration/building work etc. that potentially could be undertaken by NW RFCA approved contractors or MSOs' (See winter edition for article on Multi Skilled Operatives).

For the purpose of this article, we have used a simple example of DIY painting. But this is just one example of how one thing can lead to another.

We understand that due to the nature and varying degrees of roles and accessibility to sites that not everyone is or needs to be aware of the bigger picture, however it is important to point out that there is a bigger picture and something that seems harmless enough can have an impact and in some cases a dangerous/and or costly impact. For example a few of years back someone replaced a fuse in a lamp at one of the sites on the NW estate, which in turn because it was the incorrect amperage burnt out one of the underground main wires to the outside range which was discovered when the approved electricians went out to do their inspections and the wire to the range had to be completely replaced which was not only financially costly but also time costly as it meant the range was out of use whilst the work was being done.

So the message from this article is, please don't do it yourself, follow the time and tested procedure, which is

- A) For refurbishment/decoration submit a business case to the Head of Infrastructure (via your chain of command)
- B) Submit a fault report about your light (for information on how to submit a fault report on page 9)



Seasonal Trends



During Spring, the Help Desk main topic of conversation is ground maintenance. Overgrown grass and weeds which are usually not reported for the rest of the year, are the most common enquiries at this time.

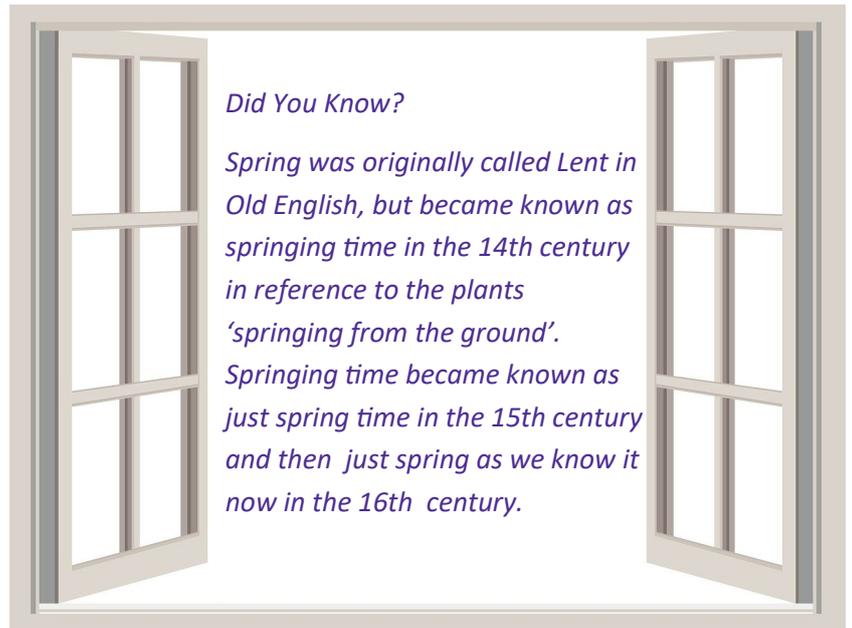
Grass cutting and weed killer treatment are funded for by ground maintenance. However if you have trees with overgrown branches or that have a disease, ground maintenance does not cover this and funding has to be sought from elsewhere.

Trees undoubtedly add structure to the sites and are great for the environment, however they do have the potential to cause a nuisance or damage, depending on their size and location. I.e. they can cause safety problems.

Added to this, UK Laws regarding trees has to be followed. For example, windfall fruit and fruit on overhanging branches cannot be taken without consent according to the **Wildlife and Countryside Act 1981** which protects bird nests and bat roosts. Also if any of the sites neighbour with non-MOD sites (which some do) then trees on boundary lines are owned

jointly by both neighbours and therefore overhanging branches have to be returned to the neighbour after removal. *(For more information on the estate and the environment please go to page 10)*

Bearing all of this in mind it is always important that you report any trees that are causing problems to the help desk, likewise, if the grass on your site needs cutting then call the Help Desk.



Did You Know?

Spring was originally called Lent in Old English, but became known as springing time in the 14th century in reference to the plants 'springing from the ground'. Springing time became known as just spring time in the 15th century and then just spring as we know it now in the 16th century.

Funding for ground maintenance is primarily for grass cutting and weed killer. Yearly costs for ground maintenance is £80,955.38



Seasonal Trends Special Feature...

Storm Ciara, Storm Dennis, Storm Ellen and the Volunteer Estate!



In the second week of February this year Storm Ciara came raging across the UK. The Met office reported winds of up to 100 mph and 'Ciara' was named as the storm of the century as she left chaos wherever she went.

Despite the damage caused nationally, the Reserve Estate reported minimal damage across the NW which is testament to the robustness of the estate.

There were only a few fault reports submitted regarding storm damage, one of which was the Bailey Bridge at Altcar Training Camp. The bridge, was indeed one of Storm Ciara's casualties due to the rise in water levels in the river Alt, which overtook the bridge and dislodged the heavy wooded slats which are held together by thick steel. However the bridge was the worst affected by the storm in comparison to the other faults reported.

The Bailey Bridge at Altcar Training Camp was a casualty of Storm Ciara



For a brief film of Storm Ciara's damage to the bridge please click on the link below or copy and paste into your web browser.

<https://drive.google.com/file/d/1HTU4l9KMaikMcnK8QUYVQPPimoBrQsIF/view?usp=sharing>



As the week progressed so did another two storms, Storm Dennis which was followed by Storm Ellen, but the faults reported of damage as a direct result of the storms again were minimal. There were reports of missing tiles and most sites reported leaks through their roofs from main halls to porta cabins and NW RFCA HQ Gladstone House had a leak directly above a desk. However, all in all, the estate survived without structural damage (excluding the Bailey Bridge which has now been fixed) and continued to function as normal.

More 'Infra'mation On.. Help Desk Communication!

The Help Desk operates between RFCA core hours which are 0830hrs to 1630hrs Monday to Friday (except on public holidays)



Email: nw-estatesmco@rfca.mod.uk

Customers can contact us on **0151 317 9512**

Added to This..

Did You Know.. About the **NEW Feedback** service?

Customers are now able to contact the Help Desk with feedback, this could be either a compliment or a complaint (hopefully not!) and depending on what it is the Help Desk Staff will undertake the relevant action.

Customers are now able to contact the Help Desk with feedback, this could be either a compliment or a complaint (hopefully not!) and depending on what it is the Help Desk Staff will undertake the relevant action.

So next time you contact the Help desk with any issues relating to the status of an existing fault or to provide feedback more generally, don't forget to fill out the new Feedback Reporting Template

ESTATES HELP DESK COMMUNICATION FOR RFCA VOLUNTEER ESTATE CUSTOMERS

ANNEX B

Feedback Reporting Template

Customers should complete all appropriate fields. Feedback is categorised as a Complaint or Compliment

Name*	
Telephone Number*	
Email Address*	
Unit	
Site	
Building	
Description of feedback* for example: missed or no notice of appointment, incomplete works, lack of response, quality of workmanship, compliment etc.	
Please provide supporting documents e.g. photograph where appropriate (OPTIONAL)	

*Compulsory field

The Estate and the Environment

At North West RFCA's Infrastructure Department we are frequently asked for additional grass cutting and tree pruning to be carried out across the estate, in some cases we even have requests for trees to be removed entirely. Occasionally this is due to safety reasons, which of course is warranted. However, it is often based on an aesthetic desire to spruce up the sites. What do we have to consider in both cases.....? Is it necessary?

Across the estate, the various trees and grasses support the animals and insects that allow our complex eco-system to continue to thrive. It helps to keep the British landscape green, which in turn helps to keep us fed.

We also have to consider climate change, caused by increased CO2 levels and its now widely known effects on the planet, some of which has directly impacted on the NW Reserve and Cadet Estate. We have seen floods in Cumbria and Lancashire with Kendal ARC and Lancaster ARC both heavily damaged and requiring extensive refurbishment as a result. We have also seen wild fires in the moorland near to the Holcomb Moor Training Centre which required a forward deployment of Army personnel to assist in the containment of the fires. More recently we have seen the dam collapse at Whaley Bridge which took an extensive military effort to help with the clean-up. The trees and to an extent grass, can help to alleviate CO2 levels through their own natural processes however they have to be allowed to grow in order to do this.

As always NW RFCA Infrastructure will continue to carry out its duties and maintain the grounds of the estate however next time you are considering having an extra cut on the grass or having the trees and plants on the site pruned or removed, take a moment to consider – *Do we really need to do this?*

For further information on climate change see the following guidance documents from the UK Government Website WWW.GOV.UK:

- A Green Future: Our 25 Year Plan to Improve the Environment
- Woodland Carbon Guarantee
- Natural Environment.

'Infra'mation: Grounds Maintenance doesn't pay for tree maintenance, any work on trees comes from reactive maintenance. Equally the GM budget has been fully funded but the funding is always committed to the programme which is laid down in the contract. In addition the environmental impact of our work here is minimal as there is a set programme which is purely grass cuts and weed killer sprays. For the ARCs – 12 visits per year March to October and ACF's – 8 visits per year. There's little to no chance to vary this, the only thing we can do is flex the schedule if there is an important event on.



Windermere NAC ATC Modernisation



Windermere Air Cadet Adventurous Training Centre

The National RAF Air Cadet Adventurous Training Centre at Windermere benefited from funding last year and cadets and adult staff will now be greeted with, not only a fresh and bright environment, but also extra space.

The centre, which operates 24/7, providing 7 day residential adventurous training and leadership courses for over 40,000 RAFAC adult staff and cadets was in a poor state of repair due to excessive use and age. Now thanks to funding the centre can accommodate 68 bed spaces compared to the original allocation of 43, added to this, there are now 3no break out/training areas whereas previously there was no training space provided other than the main canteen which affected the output of the centre.

The works involved a full refurbishment and remodelling of the existing building and adjacent ATC Sqn building. The ATC has relocated to a nearby hiring and the building has become part of the Centre and is now known as the Annexe Building. Both buildings are now linked via a link way corridor. The Annexe Building now consists of the Centre Manager's Office, 3no dorms with en-suite facilities, kitchenette and open plan conference training area.

Externally the old felt roof to the main building has been removed and replaced with a modern Redland Cambrian roof slate, in keeping with the surrounding Windermere area.

Roof lights have been replaced with electronically operated Velux windows. A Ventive WindHive System has been installed to the main Cadet dorms, this is a naturally intelligent ventilation system. The system is a passive stack ventilation system with intelligence at its core. Combining passive ventilation, heat recovery and system intelligence to supply up to 200 litres of fresh air every second. It adapts to real-time conditions to deliver an optimal balance of ventilation and comfortable temperatures, whatever the weather.

The original ventilation system to the dorms was inadequate and had failed. Existing failed white PVC window units and doors have been replaced with new aluminium framed units. Vehicle access to both the front and rear of the site has been grubbed up and a new tarmacadam finish provided.

Internally the buildings have undergone a full mechanical and electrical strip out and upgrade.

The plant room has been upgraded in its entirety to meet the new requirements. Lighting and small power has been replaced and upgraded throughout both buildings. Major structural works have been carried out to maximise bed space to all areas with new wall and floor finishes throughout including new doors. An access control and CCTV system has also been provided to allow better control of those using the centre and ease of access throughout. The kitchen has also undergone a full upgrade with new catering facilities and larger cooking area so the Centre can meet its new feeding requirements.



Kimberley Barracks

Kimberley Barracks mess recently had a refurbishment . The project involved redecoration and the floors were sanded and sealed.

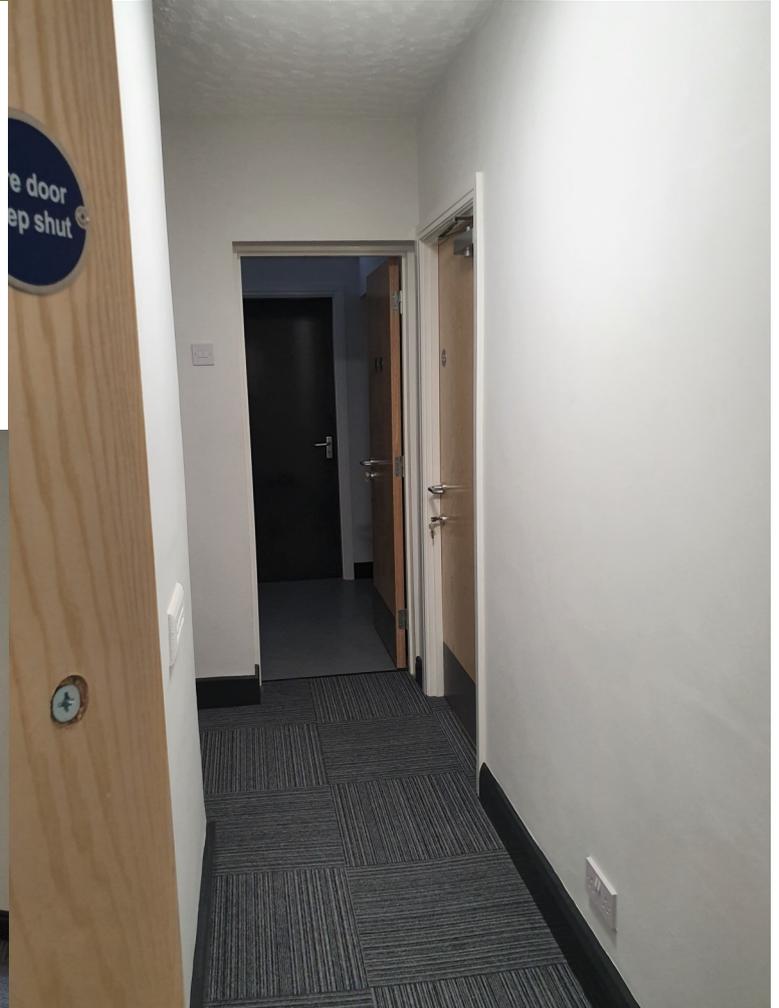


Altcar Training Camp

Grange 1 and 2



ATU funded the recent refurbishment and conversion of Grange 1 & 2 from classrooms to overnight accommodation. The building has benefitted from external landscaping and redecoration, new windows, full internal refurbishment, including provision of new ablutions and kitchen. Grange 1 & 2 now includes 6 bedrooms as well as two classroom/breakout facilities. The works are complete and we now await the relevant inspections/sign offs from DSA and Building Control.





Congleton ATC

Refurbishment of Congleton ATC has been completed recently. An internal refurbishment of the site was carried out which was funded by HQ Air Cadets.

The squadron themselves helped pick the colour scheme and work was completed by WJ Hardaker's who have carried out the works with the added challenge of social distancing their operatives and struggling to source materials.

The real success story about the refurbishment of Congleton is the completion of the project whilst managing the new conditions.



Liverpool Armed Forces Careers Office



NW RFCA procured and managed the refurbishment works to Liverpool AFCO on North John Street on behalf of HQ ARITC. The works were completed by NW RFCA approved contractor Task Contract Solutions during the Covid19 lockdown. The contractor managed to complete the works whilst adhering to government guidance. The contractor ran slightly over the anticipated programme due to the difficulty in obtaining required materials which was expected. The works involved the full strip out of ground floor reception area, a new presentation room and office was created, both with glazed partitioning, full redecoration, replacement floor coverings and new ceiling grid, with recessed lighting. On the first floor the redundant ladies WC was converted to provide a much needed single shower facility for building users.

NW RFCA New Build Headquarters

Progress on the new NW RFCA HQ building is proceeding at pace with (largely good weather) helping the contractors. The curtain-walling is now in place around the building with the glass elevation around and above the front entrance being installed. Other contractors continue to be integrated into the programme as quickly as responsible social distancing measures allow. We have seen the computer floor completed upstairs and the installation and commissioning of the platform lift which means that our new building will be entirely accessible irrespective of disability, a major driver in our original move out of Alexandra Court in 2018.

The benefits that our new building will bring to NW RFCA are starting to be revealed. The first floor, where our 30 employees will all be based is a bright and airy office with high visibility both around the office and to the outside world. A large skylight along with the glass walling lets in an enormous amount of natural light throughout the day and yet the environment is not hot or stuffy thanks to the tint on the windows and the brise soleil – an architectural feature that reduces heat gain by deflecting sunlight, a sun-visor for the building! Downstairs, the shared spaces are being worked on including meeting and conference rooms; toilet and shower facilities; the kitchen/staff room as well as supporting store areas; plant room; electrical and server rooms.



NW RFCA New Build Headquarters continued..



In the midst of the hustle and bustle of the swarms of workers attending to their individual disciplines, a building that will serve the needs of the Reserve Forces and Cadet organisations is now very real and visible after more than four years of planning and hard work. In contrast to the £50,000-£60,000 that Alexandra Court used to cost the Defence budget annually, funds that could have been used elsewhere, this new build is predicted to only cost in the order of £2,000-£2,500 per year. This has been achieved thanks to early planning by the Infrastructure Department and the extremely efficient way the building has been designed and constructed from the green roof that will quietly reduce the amount of rain water runoff, reduce energy use, mitigate against climate change and encourage biodiversity through to the energy efficient design and methods of construction.



All these factors – and a lot more besides – are contributing to our being on target to achieve a rating of BREEAM Excellent for the building. BREEAM is the world's longest established method of assessing, rating, and certifying the sustainability of buildings and achieving a rating of Excellent with elements that are Outstanding will make this a landmark building that is likely to feature in case studies for affordable, sustainable design. And it's at Altcar. This is a building we can all be proud of and enjoy working in for many years to come.

NW RFCA New Build Headquarters Timeline in Pictures



Meet The Team Special!

Celebrating 40 years of Service

Not many people can say that they have worked for the same organisation for 40 years, however, Cathie Campbell our Tenancy and Lease Manager can, when she celebrated 40 years of service for the NW RFCA last November!

Cathie's career has spanned over 4 decades and includes some wonderful memories, structural and name changes, location changes and numerous job roles within the organisation. Below Cathie tells us in her own words about her time with us.

My career with NW RFCA started when I left school in 1979 and my friend Shirley and I went to the careers office and enrolled on a Youth Training Scheme (more memorably referred to as YTS).

The schemes, which were similar to Apprenticeships today, gave young people the opportunity to experience working life and I was paid a weekly YTS wage which wasn't a lot but I was excited to receive my first pay packet which marked the start of my working life.

When I started NW RFCA was then known as TAVRA, the Territorial Auxiliary and Volunteer Reserve Association (It was renamed to NW RFCA in the year 2000) and my first role was as a junior administrator where I worked across most departments. After I'd been with TAVRA for five months they advertised for an administration assistant post based within the Finance/Estates department and I applied for it.

After successfully getting the role I became fully employed in November 1979. Our HQ location during this time was based in Upper Warwick Street, Toxteth, Liverpool and we shared the building with 208 Field Hospital and the LOUTC. I stayed at Upper Warwick Street until we moved in December of 1980 to Alexandra Court in Aigburth, Liverpool, which is where we remained until 2018, when we moved to the former refurbished Red Rose Club, re-titled to Gladstone House, Altcar Training Camp.



Cathie during the building of Holcomb Moor in 2009/10



Cathie Campbell in 2020

Whilst I was based at Upper Warwick Street I decided to join the LOUTC as a chef as I wanted to learn to cook and bake. However, having realised that being a chef meant you were usually the first one up and the last one to go to bed, I decided a change of role was in order. So just over a year later, I joined 55 Royal Signals Squadron at Grace Road, Liverpool as a data telegraphist, during which time I learnt to drive and did a parachute jump for charity, so although I couldn't bake or cook I did manage to jump out of a plane! After about 3 years in the Royal Signals, I left the TA to start a family, but I am pleased to say that the time I spent in the TA had a positive influence on my life and gave me the opportunity to make some great friends and learn new skills.



Cathie Campbell in 1983 as a Reservist at Hynthe Ranges

In 1984 I was promoted to Administrative Officer and between 1986 and 1987 I worked for Administration Branch dealing with Publicity and Recruitment and NELC (National Employer Liaison Committee) which was the forerunner of REED (Regional Employer Engagement Department) matters. In 1986, I went on maternity leave and was the first woman to return to work at TAVRA, after having my first child Daniel, three months' later. Other female colleagues joined the modern woman ranks and returned to work having had babies, and I did it again in 1991 when Liam came along.

In 1996 I moved to the Estates Department and was responsible for Leases, Hirings, land disposals, etc. , The most memorable time in my career was when, in 2009, approval to build Holcombe Moor was given and I became the Project Administrator working for John Chapman, the then Head of Infrastructure, who was the Project Manager. I learned a lot over the two year build period, met a lot of interesting people from other MOD and civilian organisations and take a lot of pride in thinking I was a small cog in the big wheel which delivered an excellent facility for all users

at Holcombe Moor which was completed in 2011. I now look forward to moving in to our new home, currently under construction on Altcar Training Camp, although I don't think I'll be able to do another 40 years there!

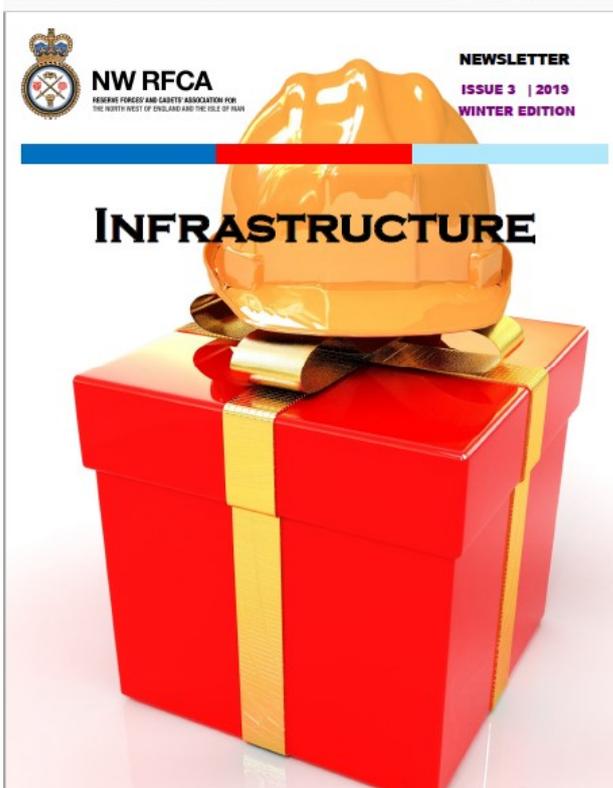
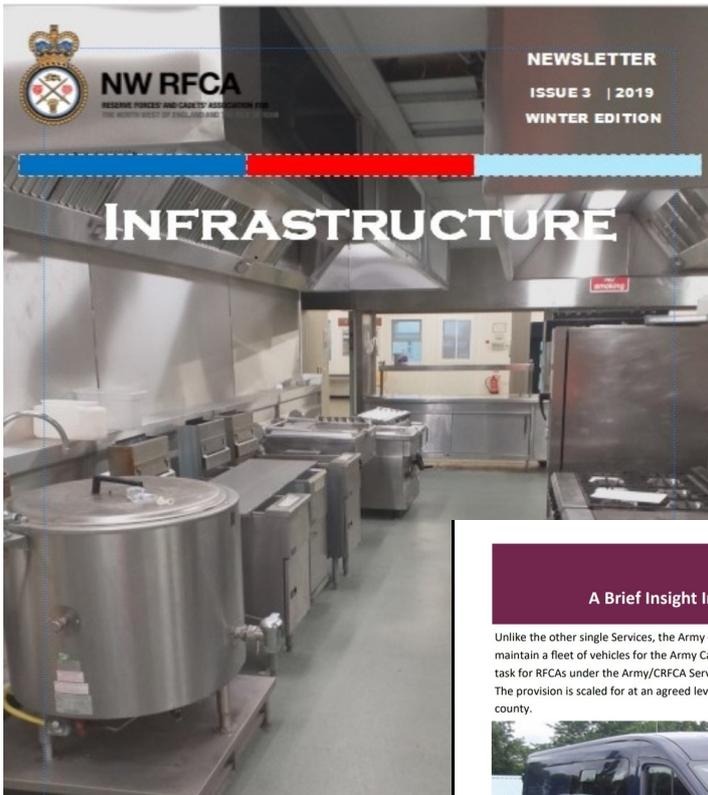


Cathie celebrating 40 years of service in 2019

Don't Miss Out!

If you have missed previous editions of our Infrastructure newsletter then don't worry you can view previous editions on the NW RFCA website under the Infrastructure section

<https://www.nwrfca.org.uk/rfca/infrastructure/>



Vehicles

A Brief Insight Into the Association's Vehicles

Unlike the other single Services, the Army – via Regional Command – provides funding to purchase and maintain a fleet of vehicles for the Army Cadet Force at county level. The acquisition of these vehicles is a task for RFCAs under the Army/CRFCA Service Level Agreement (SLA) with a dedicated funding stream. The provision is scaled for at an agreed level which is broadly based on the number of Companies in each county.



On a programme that until recently was based on a simple... As some of the vehicles, especially minibuses can spend a... utilised, we found that they could sometimes present at t... ifCA took the decision that this was an inefficient way to m... t more dynamically with the replacement programme pus... nileage vehicles. There is a slightly increased risk that the... illures that would not usually arise in a 4-year cycle but so...

Although the other services do not provide t... their cadet forces – the Sea Cadets and the...



Multi-Skilled Operatives!

Have You Met Yours Yet?

Multi Skilled Operatives, have you heard about them? Have you met yours yet? If the answer is no then you're in for a treat when you read this article!

The creation of the MSO role came about back in 2017 following a proposal to the NW RFCA Board by the Infrastructure Technical Team...

...iple boilers that need to be replaced along with the piping, flues and for the boilers in the plant room and finding the funding for these available funding) is very difficult and a process that takes time. ...my Reserve centre and costings. Further boiler investments are

Seasonal Trends

h the traditional British Winter weather upon us the Help Desk receives an increasing nber of calls about roofs and boilers.....

er Issues
ng in mind the majority of the boilers across the estate have given nearly 40 years of service it is not ssive leap to understand that at this time of year when they are being utilised to the max, that lems start to occur.

main problem with boilers being reported as faults is that because they are so old finding the cement parts is near impossible. This means that 'broken' boilers which may be broken purely nt to a single part often need to be replaced completely.

ed to this, in most cases it is multiple boilers that need to be replaced along with the piping, flues and rest of the system requirements for the boilers in the plant room and finding the funding for these is (yes, sorry again it is down to available funding) is very difficult and a process that takes time. ...w is a typical installation at an Army Reserve centre and costings. Further boiler investments are tioned on pages 3 and 14.



100k was invested in Barracks which is Merseyside ACF

Infra Brain Teasers - **New!**

Spot the Difference...

There are 15 differences between image 1 and image 2 of Hunter Hall , Altcar Training Camp can you spot them?

Answers available on the next page...

IMAGE 1



IMAGE 2



Infra Brain Teasers (Summer Special)

Spot The Difference - Answers

IMAGE 1



IMAGE 2



The Reserve Forces' and Cadets' Association for the North West of England and the Isle of Man (NW RFCA) is the organisation which facilitates, supports and promotes the Reserve Forces of all three Armed Services and the three Cadet organisations in the region.

NW RFCA has a membership of over 150 experienced professional people interested in Defence. These include the Commanding Officers of Reserve and Cadet units in the region; selected naval, marine, military and air members who are serving or retired Reserve and Regular personnel; and, representative members from local government, universities, employers, employees and the Cadet organisations. Together, the Association Membership of NW RFCA advocates on behalf of Reservists, Cadet Force Adult Volunteers and cadets in the region, ensuring that they continue to thrive with the support of their local communities, employers and schools.



NW RFCA

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Altcar Training Camp
Hightown
Liverpool
L38 8AF**

Phone: 0151-317 9537 (Infra Enquiries)

Email: nw-info@rfca.mod.uk



Championing the Value of Reserve Service

Promoting the Cadet Experience

Encouraging Support to the Reserves and Cadets

Providing the Best Place to Work and Train

Generating Income for the Benefit of Reserves

