



NW RFCA

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

NEWSLETTER

ISSUE 7 | 2021

**CHRISTMAS/WINTER
EDITION**



INFRASTRUCTURE

HRH The Princess Royal Officially Opens Alt House on 26 July 2021



Lee Delaney

Head of Infrastructure

I remember thinking last year that surely 2021 would see the back of the extraordinary situation and measures that we went through in response to COVID-19 and yet here we are again with another new variant sending us back another couple of steps. I hope that the stories about less severe effects are true and that we don't see a return to full-blown lockdown and restrictions on activities for our Reservists and Cadets. Fingers crossed.

This year did see a move closer to normality and the Infrastructure Department have been as busy as ever, no let-up in tempo for us from either routine maintenance or larger, more complex projects. On this last point, we are again seeing numerous instances of failing roof systems and heating/hot water systems.

These tasks are always challenging, not least because they are invariably expensive and complicated projects but my team always rise to the challenge and we have seen some impressive results delivered including a ground-breaking installation using multiple types of renewable technology to completely decarbonise the Army Reserve Centre at Barrow In Furness. More on this in the next edition.

For now, that's it and it just remains for me to thank my team for the extraordinary way they continue to deliver against really challenging targets and to wish you, your family and friends a Merry Christmas and a Happy and Prosperous 2022.

All the best.

CONTENTS



Page 3 -
HRH Princess Royal Officially Opens Alt House.

Page 6
Reactive Maintenance Revisited ...
NWRFCAs Big Read



Page 11
Seasonal Trends Special

Page 22
Christmas and New Year Opening Times, Duty Staff and Frost Precautions



This publication is produced by the NW RFCA Infrastructure Department.

Front Cover: HRH The Princess Royal Officially opens Alt House
Photo Credit: Gareth Jones



HRH The Princess Royal Officially Opens Alt House!

On 26th July this year, HRH Princess Anne attended Alt House to officially open the newly built NW RFCA HQ. Alt House, based at Altcar Training Camp, has been home to the HQ staff since they relocated from Gladstone House (also based at Altcar) in November 2020.

The Royal visit to officially open the HQ and seal the time capsule marked the end of a journey for the Infrastructure team that had initially started in 2016 and finished with the subsequent relocation from Gladstone House in November 2020.

Apon, her arrival, HRH The Princess Royal was greeted by the Chair of The NWRFC Board at the time, Colonel Nick Williams and Deputy Chief Executive NWRFC, Colonel Alex Barnes.



Photo Credit: Gareth Jones



Photo Credit: Gareth Jones

As part of the visit agenda, the Princess Royal was given a brief on the organisation by Colonel Barnes and an overview of Altcar Training Camp was given by Lieutenant Colonel Black (Commandant - Altcar Training Camp).

During the rest of HRH visit, Princess Anne was introduced to NWRFC employees, including staff from the Infrastructure Department along with representatives from the Companies who had been involved in the build from start to finish.

Infrastructure Quick Read

News and Numbers



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

Some of the works we have invested in to date...

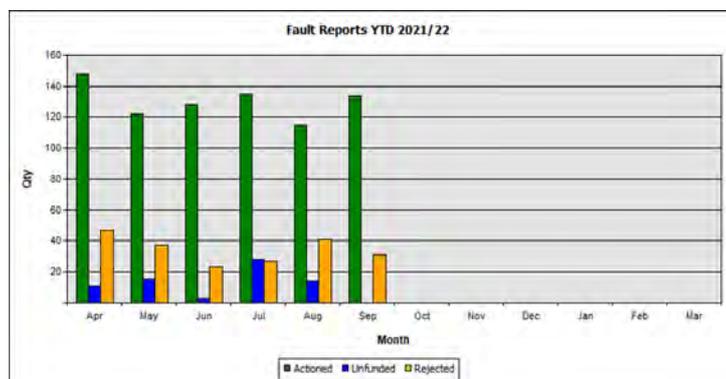
- Holcombe Moor CTC & HQ GM ACF – New storage centre - £250k
- George Master Way ARC, Bootle – Garage bay to gymnasium conversion - £200k
- Widnes ARC – Garage bay to gymnasium conversion - £200k

Reactive Maintenance - NW RFCA received an allocation of £1,285,559.00 this a welcome increase of 200k against last year's allocation. Whilst the increase is greatly received we are still facing real issues with regards failing boilers and roofs. The estate is in decline and will require major capital outlay to improve its assets.

NW RFCA Helpdesk - For FY 20/21 we received 1928 calls. This is a decrease of 617 calls against last year's equivalent. This was clearly as a consequence of the COVID-19 pandemic.

1 = Emergency one working day, 2 to 5 = up to 20 working days

- 1 100%
- 2 99%
- 3 100%
- 4 100%
- 5 100%



Statutory & Mandatory Inspections and Tests (SMIT) -

To date NW RFCA completed 1895 SMIT tasks in accordance with Hard FM standard tasks. 1832 inspections and tests passed the requirements with 63 failed tests or inspections.

NW RFCA to date have spent £98,073.00 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 have had approved or completed 118 additional works services projects to the value of £1,844,469.21.

All works are currently managed in-house by our technical staff.

Infra In The Media...

Everyone is talking about...

↻ 617 (Heber) Sqn ATC retweeted



OC 617 Heber Squadron A... · 08 Jul
Over to you NWRFCA! Looking forward to seeing our HQ in a couple of months
[@OCWMercianWing](#) [@TrainingWMW](#)
[@ComdtAC](#)



Merseyside ACF @Merse... · 25 Aug
The Altcar Wave is Back!

[#teamMACF](#) Cadets from 1 Company do the traditional Altcar Wave 🙌 photo pose 📷, named after [@AltcarCamp](#), before they set out on their expedition today 👍👏

Awesome Effort 🌟

[@Seddon1David](#)
[@ACFCoICadets](#)
[@CENWRFCA](#)
[@CoICadetsHQNW](#)



The Crown Chronicles @c... · 30 Jul
The Princess Royal visited the [@NorthWestRFCA](#) based at the Altcar Training Camp in Hightown to officially open the new headquarters and seal a time capsule.

Anne was given a tour of the new facility and met members of staff. She also unveiled a plaque to mark the visit.



North West RFCA @North... · 17 Jun
The Spring 2021 issue of the Infrastructure newsletter is now available online.

In this issue: more information about the NW RFCA all electric vehicles, updates on The Army Cadet Training Centres across the region, infra brain teasers and much more..

See: bit.ly/2TH76iA



Reactive Maintenance *Revisited...*

NW RFCA Big Read



In issue 2 of our Infrastructure Newsletter (way back in 2019) we covered reactive maintenance in an attempt to 'de-mystify' the process, explain the funding mechanisms and the fault reporting process, all in one article! Why are we covering it again you may ask? Has the author run out of ideas for the newsletter? Do we really need another article about fault reports?

Well in short ,yes, we probably do and if we're being honest, as time moves on and roles change within organisations, it never does any harm to revamp and revisit.

Recently the author (*I have revealed my identity on page 19, please be nice*) of this article got a slight insight into maybe how the fault reports and their reporting often get misunderstood, so let's begin with an example...

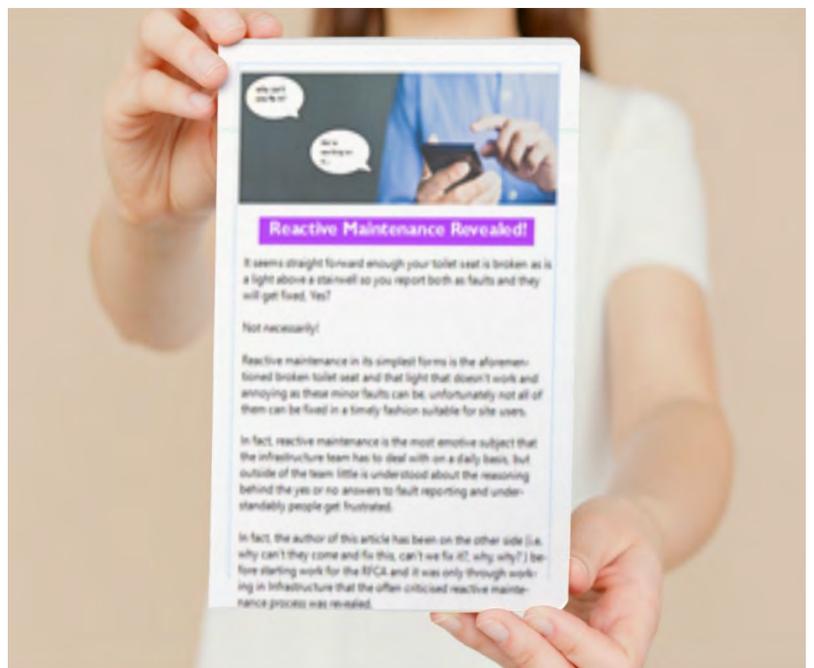
Site user: *"This ceiling has been leaking for days and RFCA have done nothing about it."*

Well that seems straight forward enough, there is a leaking roof and nothing has been done about it.

But, is this really the case?

A bystander who has overheard this statement knows that this fault has only just been reported half an hour before to the NW RFCA Help Desk, so it may have been leaking for days but the Help Desk at NW RFCA didn't know that.

So what's happened here? Well in this instance RFCA are getting an unfair verbal dig, but more to the point why doesn't the person placing the bucket under the leak know that the fault has only been reported half an hour before and that the Help Desk are, well, trying to help.



Reactive Maintenance *Revisited continued..*



An observation, (from the author's humble opinion) is that communication within sites may play a part in the misunderstanding and frustration of how faults are reported and why they are/aren't fixed following a report to the Help Desk. In this instance, it appears that the site user holding the bucket isn't aware the fault was not reported to the Help Desk until recently, perhaps some time after the fault occurred and is understandably peeved that they are standing holding a bucket underneath the previously mentioned leaking ceiling.

So let's go back to basics, how does Fault Reporting and the Help Desk work....

Well, It seems straight forward enough your toilet seat is broken as is a light above a stairwell so you report both as faults and they will get fixed, Yes?

Not necessarily!

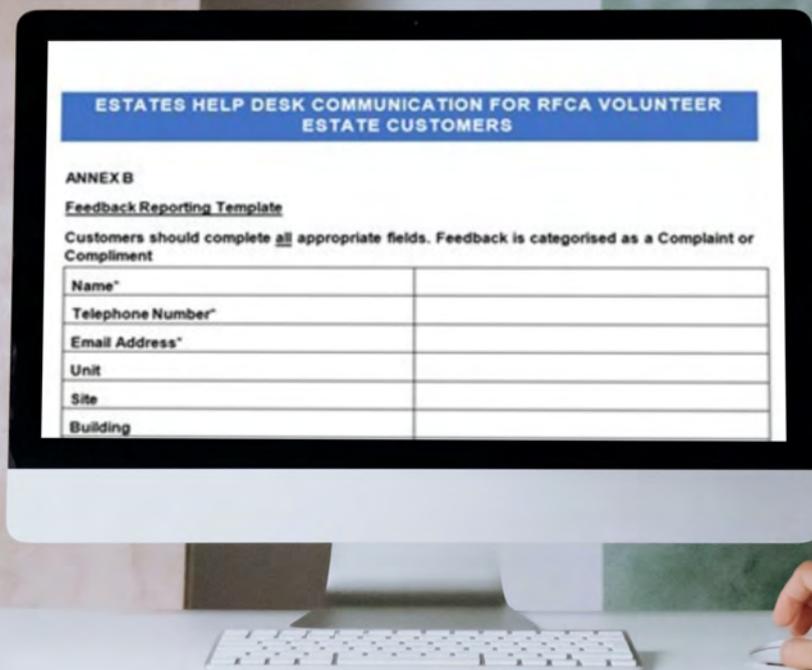
Reactive maintenance in its simplest form is the aforementioned broken toilet seat and that light that doesn't work and annoying as these minor faults can be, unfortunately not all of them can be fixed in a timely fashion suitable for site users.

In fact, reactive maintenance is the most emotive subject that the Infrastructure team has to deal with on a daily basis, but often, little is understood about the reasoning behind the yes or no answers to fault reporting and understandably people get frustrated.

In fact, I have been on the other side (i.e. why can't they come and fix this, can't we fix it?, why, why?) before starting work for the RFCA and it was only through working in Infrastructure that I understood the often criticised reactive maintenance process.

It is important to point out that decisions on which fault reports are actioned and which are not is often not our decision. Fault reports are categorised according to a laid down priority system decided by the 'owners' of the issue at hand. This is usually the Defence Infrastructure Organisation (DIO) for most routine maintenance works but could also be any of the single Services depending on what the work entails.

Reactive Maintenance *Revisited continued..*



In our examples above, these are classed as low priority and whether they are fixed or not will be dependent on how many other lights or functional toilets (and their seats) there are in that location. The decision making process is quite formulaic and we are not allowed – that is to say funded – to attend to these works unless the situation becomes more serious.

Our decision making, and therefore the number of faults we send contractors out to, is visible up through DIO and the Services through the dashboards and reports on our management information system (you may hear us refer to 'Symphony' from time to time) and we would be strongly censured if we decided to overrule the limits given us to by the budget holders.

This system of devolved delegation allows us to rapidly respond to and send contractors to faults that are within our limits. As those fortunate to have current or past experience on the regular estate will know, this system is vastly superior to the length of time it takes to get comparable faults fixed on board/barracks/base.

There are of course a huge number of our stakeholders that see the issue on site but are not privy to the decision making process. They may also not necessarily be kept in the loop as to the progress of how resolution of the fault is progressing or even if it is going to be fixed at all if it is a low priority task. Sadly we have no ability to influence the internal communications system in these areas and would implore those that do to keep everybody informed.

Funding 101...

As we mentioned earlier, the decision as to which faults we attend to is decided by a process linked to whoever is going to fund the work required. For most reactive maintenance this is DIO and the Help Desk has clear lines as to which faults can be actioned. If it is a simple issue that sits within our authority, contractors can be tasked and the fault dealt with quickly and efficiently and everybody is happy. This accounts for a large proportion of our work and most of the key figures in the Reserve and Cadet organisations who report faults into us know that this system works very well.

What though happens to those faults that are either too low on the priority scale or too expensive to attend to immediately?

Reactive Maintenance *Revisited continued..*

Low priority faults are rejected and converted to 'planned tasks' – essentially put on the back-burner. If the fault escalates and reached the thresholds we mentioned above it will be actioned. In the North West we have a third way, our Multi-Skilled Operatives. You will have seen these before and there is more from one of our MSO's in this edition (*page 13*).

The NW RFCA Board have decided to continue funding our MSO's from Regionally Generated Income to work their way through tasks that would not otherwise be funded – our cliché toilet seats and light bulbs amongst a thousand other things, fixing faults that would go unattended to in the normal course of things. Other Associations around the country have been monitoring this initiative carefully and a number are now starting to take their own initiatives forward.

Larger issues that sit beyond the upper limit of our delegation become the subject of a decision making process involving NW RFCA, the HQ of the relevant organisation and the chain of command of the Service involved. If funding can't be identified and allocated, then the matter will remain until it can. The impact of this can be serious and, in the past, we have seen site buildings, even entire Reserve Centres closed for a period. This is always the last resort of course and it is important to note that this decision is taken by the chain of command, never NW RFCA – although we may offer advice that closure should be considered.

These larger projects can be the result of a significant problem such as the failure of a roof or heating system, neither of which can be fixed quickly. Apart from the not insignificant matter of identifying funding, there are the project stages to get through which will inevitably involve: identification of the boundaries of the project by our professional surveyors; issuing of tender documents (plus time for them to be returned); award of contract; pre-start meetings; preliminary work including ordering of components (which may have a significant lead time); contract main phase; and finally completion and commissioning.



In February 2018 more than 100k was invested in a boiler room at Alamein Barracks which is home to 33 Signals (Royal Corps of Signals) and the Army Cadets (Huyton Detachment) Merseyside ACF.

Reactive Maintenance *Revisited continued..*

You may recall from our original article in 2019 that we mentioned the number of funding streams that resource our work. In a project such as a roof failure or replacement boiler, we may need to draw down six-figure sums which isn't always decided quickly as there may well be competing demands from other parts of the country. Each of the Services will have different demands and different priorities and their own funding allocations to direct. With more than a dozen different pots of money from different budget holders, each with their own associated allocation rules and structure, this goes to explain why we are sometimes simultaneously installing a gymnasium in a converted Reserve Centre garage while not having the funds to fix minor or routine faults elsewhere.

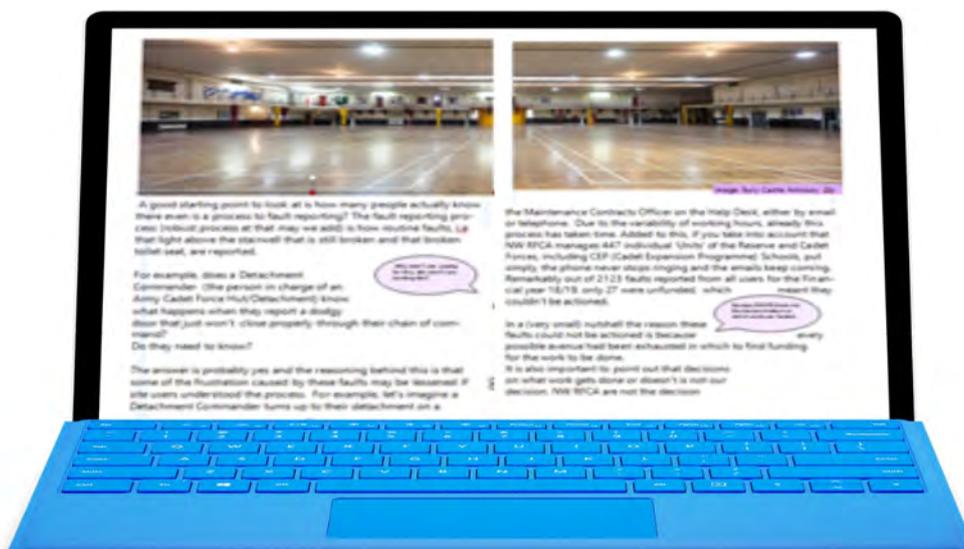
Back to the Help Desk...

An important point to look at is how many people actually know there is a process to fault reporting – and who really cares?!? The fault reporting process (robust process at that may we add) is how routine faults, (bringing those examples back) i.e that faulty light above the stairwell and the broken toilet seat, are reported. As mentioned in our previous article, Reactive Maintenance Revealed, it's not simple as each organisation has their own internal fault reporting process and with each one there are natural delays due to the nature of how each organisation is run. This can delay the fault getting to the NW RFCA Help Desk, which is no one's fault (excuse the pun) but will stretch out the process.

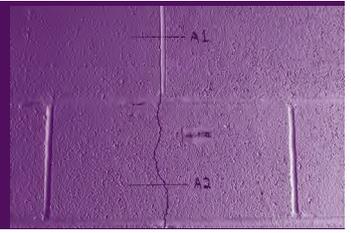
For example, does an ACF Detachment Commander know what happens when they report a dodgy door that just won't close properly through their chain of command? Do they need to know?

If we use the example of our site user holding the bucket because of a leaking ceiling, did he really need to know when it had been reported? Although the leak might be minor, a brief "someone is on the way to fix it/the Help Desk will get back to us if they can send someone out" may placate site users and prevent a build-up of uncertainty and frustration.

So what's been the point in reactive maintenance revisited? Well firstly we have managed to refresh or inform everyone on how it's funded and applied. But also we have tried to suggest that communication is the key to reducing frustration when they see faults, report them and then in some cases hear or see no action.



Seasonal Trends Special



What do you get when you combine Summer and Winter together in one article? A seasonal trends special is what you get and for this issue we focus on something that happens across the seasons due to the change in weather. Intrigued? Well if you are read on to find out more...

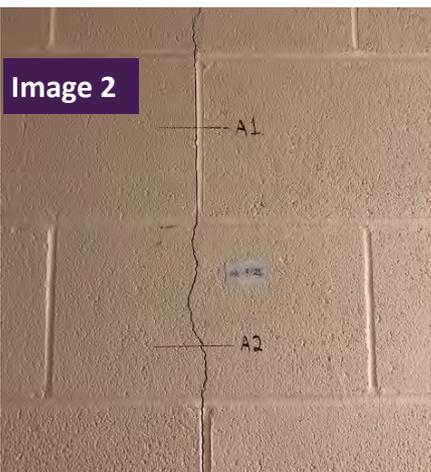
Lots of buildings have features that reveal signs of wear and tear from across the years and in some cases these characteristics can add to the ambience of the building creating a unique look. Although some of these wear and tear symptoms are harmless, even if an eyesore, some of them are indicators of possible structural damage, which left unattended, could lead to problems further down the line. For this issue's seasonal trends we focus on one of those indicators...

Thermal Expansion and Cracks

Army Reserve Centres across the Country often have a number of Reinforced Concrete Members ranging from roofs, beams and columns through to sills and lintels above doors and window openings. Many of these members are historic features either for decorative or practical purposes but as with all building components they are subject to wear and tear.

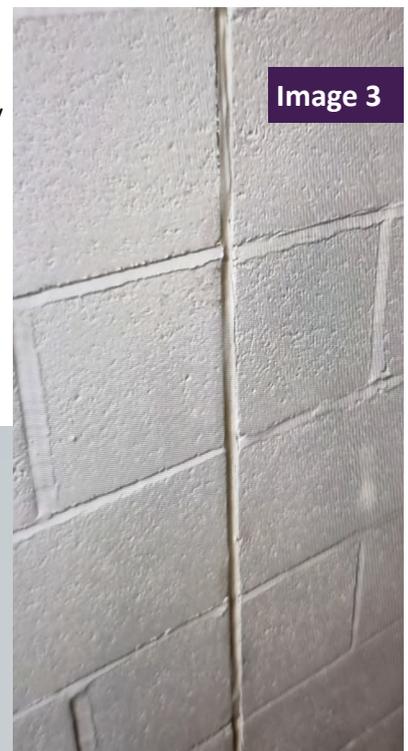
During changes in the seasons Reinforced Concrete Members can be exposed to extreme differentials in temperature, ingress of water or indeed ice and frost damage, which can overtime degrade the integrity of the reinforced concrete and other forms of masonry.

In **image 1**, you will see the effects of corrosion of the integral steel reinforcement of a concrete sill and lintel. In this instance the added layer of corrosion (rust) on the steel has forced the concrete apart and over time with changing temperature the concrete can break away from the member as a whole and fall. This can both undermine the structural member but also pose an immediate risk to anyone below and with this in mind **we ask that any significant cracks that are spotted in lintels, sills, ceilings or other high level horizontal surfaces are immediately reported to NWRFCA Help Desk (0151 541 5733)**. See page 11 for Help Desk contact details.



As dramatic as the above sounds **not all cracks are as big of a concern**, in **image 2** there are several cracks in a modern facility that have been caused by thermal expansion.

With an increase in temperatures all materials will naturally expand, and conversely as the temperature decreases the material will contract again. This is a particularly prominent process in masonry, especially concrete. This process can cause materials to crack if they are restrained or obstructed in anyway, often in modern buildings the designer and builder will have catered for this with the installation of an expansion joint (**image 3**).



Infra 'Fact'

Did You Know....

The **precursor to concrete** was invented in about **1300 BC** when Middle Eastern builders found that when they coated the outsides of their pounded-clay fortresses and home walls with a thin, damp coating of burned limestone, it reacted chemically with gases in the air to form a hard, protective surface.

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 541 5733**

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.

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	
<u>Feedback Reporting Template</u>	
Customers should complete <u>all</u> 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

Multi Skilled Operative

So what does an MSO from Merseyside Want For Christmas?

In the 2019 Winter Edition of our Infrastructure Newsletter we ran an article “Multi Skilled Operative—Have You Met Yours yet?”

Well as it’s been a while and just in time for Christmas, we thought we’d catch up with Mr Terry Corrigan to see what he’s been up to since we last interviewed him and also asked “So what does an MSO want for Christmas?”

1. So Terry what have you been up to since we last spoke to you in 2019?

“I was still working during lockdown but it did give me a chance to catch up with all outstanding work at home.”

2. Are you still busy?

“Up the wall, lots to do with my own work also.”

3. Do you find that the work you are requested to do changes from season to season, almost like Seasonal Trends?

“Yes wet days are set aside for internal works, so you have to plan your work out.”

4. Did lockdown affect your ability to work or were you still working? If so did it cause any delays getting materials etc because of lockdown?

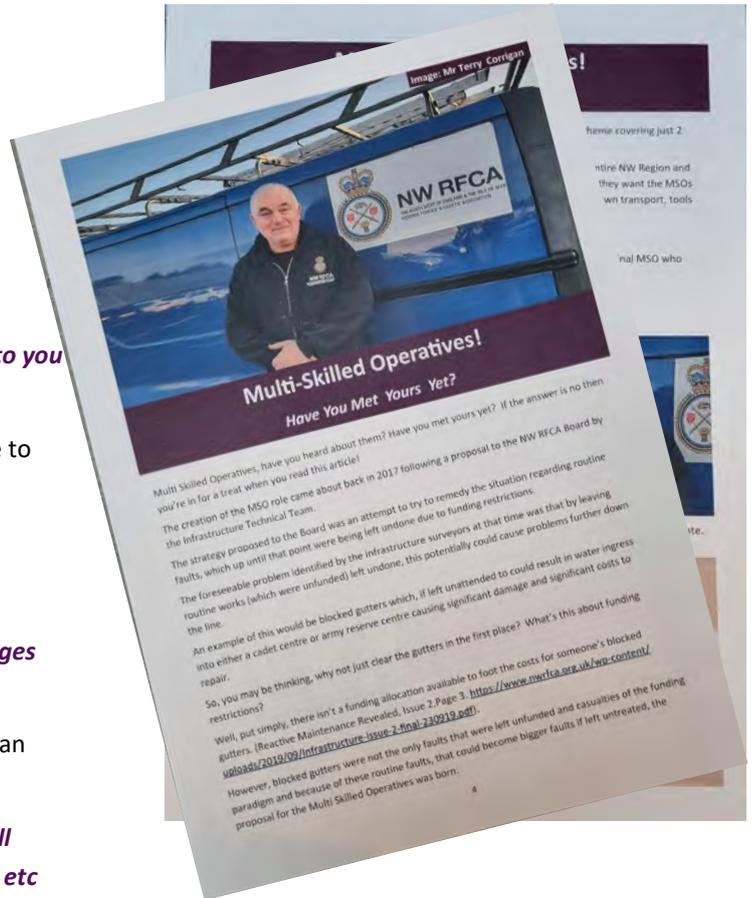
“As I answered in question 1, I was still working but materials were a bit hard to get hold of due to deliveries to suppliers being slowed down.”

5. Finally, what does our MSO from Merseyside want from Father Christmas?

“Hope to put my feet up and enjoy Christmas with my family and have a few drinks.”

6. Is there anything else you would like to say?

“All the very best for Christmas, enjoy and stay safe.”



REGARDS TERRY
MSO

Malpas ATC

617 (Malpas) Squadron

Malpas ATC in Cheshire recently benefitted from both an internal and external refurbishment and as you can see from the before and after photographs below what a difference it has made. Bright and welcoming on the outside and a modern and clean looking feel to the inside, what an amazing visual transformation.



The White House - Gtr Manchester ACF

ACF HQs across the region benefit from works



This year Greater Manchester Army Cadet Force saw a total refurbishment of the 'White House' building which is based at their HQ at Holcombe Moor. Neil Nelson one of the Cadet Administrative Assistants' based at Holcombe Moor has said:

"Before the start of the project the White House was a tired building which had plaster coming off the walls, smelt of damp and really not an inspiring place to train or hold any form of meeting. After hard work and a lot of enthusiasm from both the contractors appointed by the NWRFCAs Infra department, with giving the whole building a face lift and the PSS (Professional Support Staff) we managed to go further than a cosmetic facelift.

The Building now has had new floor coverings throughout and new classroom furniture within it from sourcing it from other places whilst keeping the costs low. The building since re-opening has been used by Greater Manchester ACF and other units who previously used the building and the comments back have been amazing!

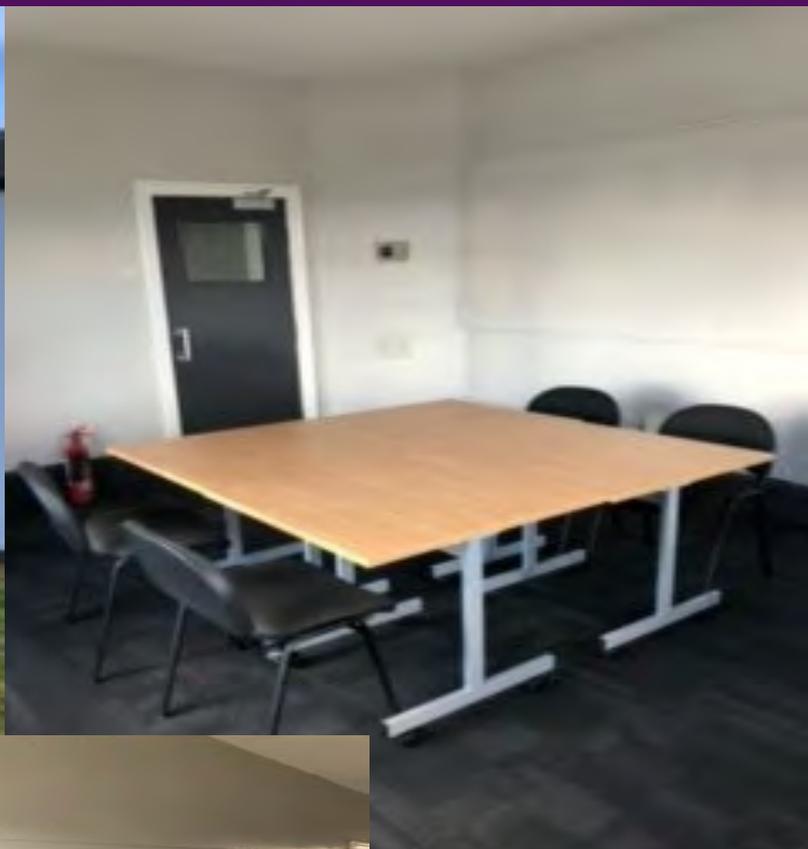
My thanks to the infra team for all the assistance in making the project possible. "

Many thanks to Neil Nelson for providing the photographs for this article.



The White House - Gtr Manchester ACF

ACF HQs across the region benefit from works continued...



Warton ATC

967 (British Aerospace Warton) Squadron



Warton ATC is another Squadron that has had both an internal and external revamp. Bright on the outside and clean sharp tones with a modern feel on this inside. What a great environment for the Royal Air Force Cadets to learn and continue their adventures!



Did You Know....

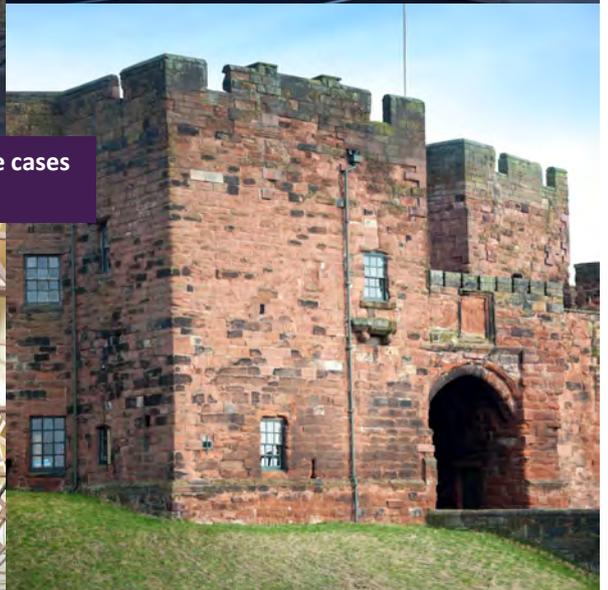
Have you ever turned up to a Parade Night and found a film crew packing up about to leave and wondered why they were there in the first place? Well if you have this may just be the article for you!

Did you know that Alternative Venues, which is part of the North West Reserve Forces and Cadets Association offers alternative facilities for hire from across the NW Reserve and Cadet Estate.

By providing a unique portfolio of locations for organisations and companies for training events and other activities, the AV Department can offer space at some of the most interesting (and in some cases historic) sites across the Region.

Classrooms, sports halls and large outdoor scenic views complete with overnight facilities are just a few of the facilities available for hire and to date there are numerous famous faces that have filmed in locations on the NW Estate. For example, does anyone remember the BBC Programme Years and Years in 2019? Well for those of you who know Altcar well and watched the series, it was hard not to miss the scenes that were filmed there.

So next time you turn up and the film crew maybe on the way out the door, you now know a possible reason as to why they have been there.



Alternative Venues can offer space at some of the most interesting (and in some cases historic) sites across the Region!



Meet The Team

Infrastructure AO - Geri Burns-McCombe

For this issue's meet the team, we meet Infra Administrator Geri Burns-McCombe

1. What do you do?

I am an administrator within the Infrastructure Department and along with general administrative duties, part of my role is producing the Infrastructure Newsletter (which you are currently reading).

2. How long have you worked at RFCA?

I have worked for NW RFCA for just over two years.

3. Where did you originally hear about the job for RFCA?

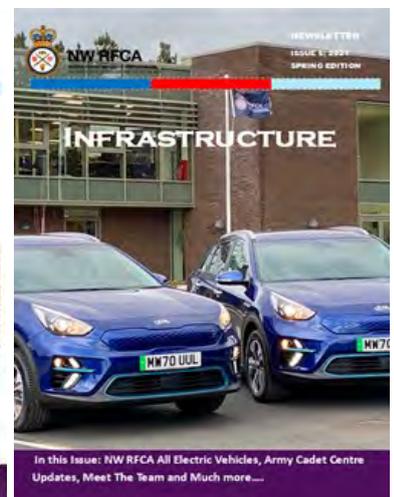
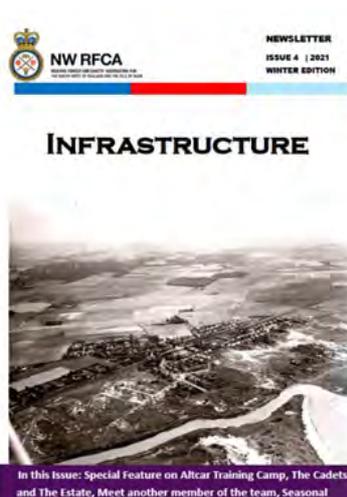
I used to regularly check the NW RFCA website and saw it advertised as I knew I wanted to work for RFCA once I graduated from the University of Liverpool (I attended University as a mature student).

4. What would you say is an essential skill to have to be able to do your job?

Adaptability, flexibility, communication skills and also a bit of creativity! Writing articles about ablution blocks can be challenging, one reason being I'm not a plumber, but also turning it into something that is enjoyable to read. I mean how many people genuinely want to read about water closets, apart from me that is!

5. Do you have any hobbies?

Outside work I am a Cadet Force Adult Volunteer and currently hold the position of County Public Relations Officer for Merseyside Army Cadet Force, which I thoroughly enjoy and keeps me busy. I also attend a book club once a month and I am currently preparing and psyching myself up to go to badminton with some of the other staff from work, which I am looking forward to, but I don't think my arms and legs are!



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

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

Infra Brain Teasers

Time for a brew and a brain teaser?



Word Search...

Can you find the words from the International Phonetic Alphabet listed in our word search?

R O T C I V N Q K P K F L T G F H L Q N L
A Z T C P L J U L I E T N J U O V S O U T
K U K I L O B S X P U L T P U X B D Z X P
I X A H B Y X L D Y R T S D Q T C Z F E S
N C Z K U N C H A R L I E R F R G L D Z K
L A G J I O P L M T D U N I F O R M U C V
R T A N G O K Q W L L Z V T N T X N T U U
G D L Z E R X J Z L I M A F N O W B N Z H
B Z P F Y B D P R C F K T P A U P C X V B
Q A H T T F B E S V H A G O L F I A D F X
C D A I N R G S L G T Y K B E S K L Z T H
V E T Y V V E F Z T K Y A N K E E D D P F
Q Y O N E L O B W F A U G B P A P A B C K
S E U Q A W E U M Q S L N Z X Z V V L G W
W M I W S S F T B E F D C F G B A K Z V I
J O X G P T H Q O Y V A T A Y O E M O R J
O T W N Y E K S I H W O K I K A O X I L R
G H C G I O D P N C O Q N D V T J Q C R I
D E O L H A W X V A N F R N A X Z B P P A
T R X C E U Z N F M I K E I L U W N U Y K
K K E A H B J U Y R Z B A O H C V L A S F
N V Y W R K A L A N K V D C Z G E K R C Q
L L V A V T T B R A V O S J U F W B R R B
F T C X U V W Q X K G O I T L A T O E J D
I S Q W A S E I D D E R F O U L N H I U H
O S R Z H T K F I W R N G B I U X K S R Q

Spot The Difference (Page 21) Answers:

Red and white Lamps on vehicle, wire, door frame, concrete block bottom of post, wood block on wall, hanging cloth, drain pipe, door, roof on building.

Infra Brain Teasers Continued....



Spot The Difference... *Can you find the 10 differences between these Photos A and B?*

Photo A



Photo B



Answers on page 20

Christmas and New Year Opening Times

DUTY STAFF & FROST PRECUATIONS

The Infrastructure Department will be closed from:

1630 hrs on Tuesday 22 December 2021 and will re-open at 0830 hrs on Tuesday 4 January 2022.

Emergency Works Services.

All calls are to be made through the Maintenance & Contracts Officer (MCO) on the number below.

This number is the dedicated line for all emergency or urgent faults over the Christmas period, dates as above:

Could I request that any non-urgent calls be kept a minimum during this period.

MCO – Miss Viv Kirby - 07976 279689

It should be clearly understood that contractors must **not** be contacted to undertake any work, this unfortunately has happened in previous years.

Caretakers or duty personnel should again be reminded about frost precautions and the requirement to override central heating controls when frost is forecast.



NW RFCA

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

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

**Alt House,
Altcar Training Camp
Hightown
Liverpool
L38 7JD**

Skype Tel: 0151 541 5731 (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

