



THE ULYSSES TRUST

Annual Review 2021



SINCE 1992 WE HAVE SUPPORTED OVER 38,000 CADETS AND RESERVISTS TO UNDERTAKE EXPEDITIONS AND ADVENTUROUS TRAINING THROUGHOUT THE WORLD.



THE ULYSSES TRUST

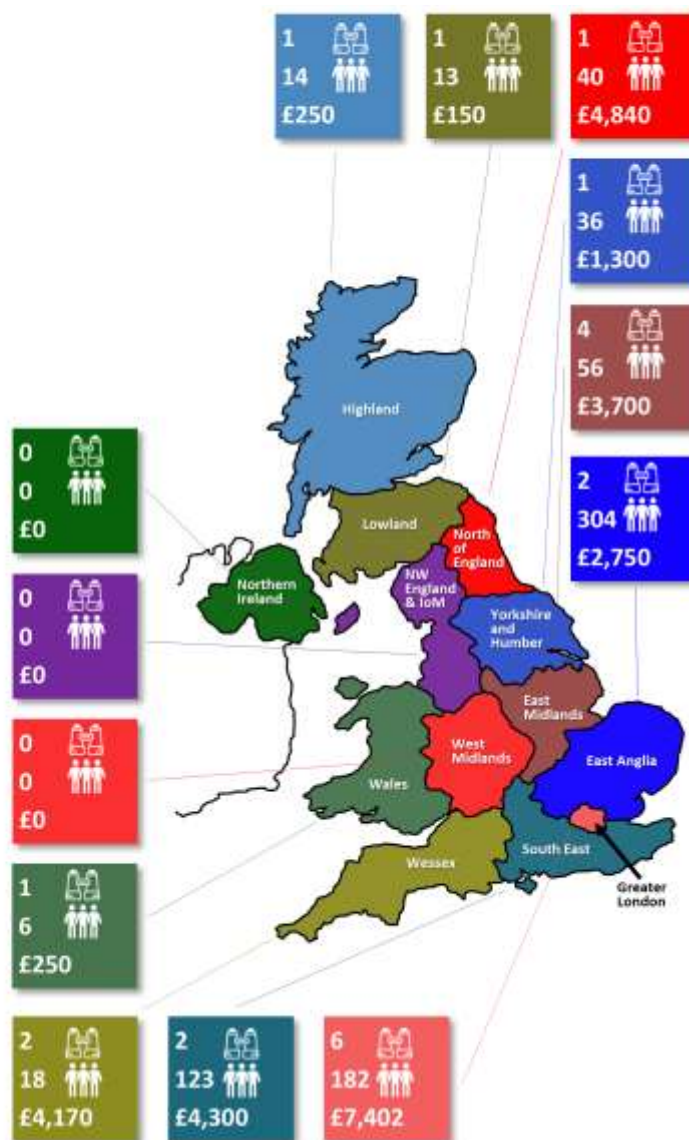
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BENEFITTING ALL PARTS OF THE UK

Grants reached units in all parts of the UK, as shown on the map below, displaying expeditions that deployed in 2021 (🏕️), participant numbers (👤) and grants made, based on Reserve Forces' and Cadets' Association Regions.

Of the 53 grants awarded in 2021, 21 supported expeditions which deployed in the same year (the remainder were either cancelled or are due to deploy in 2022). These 21 grants totalled £29,112 and supported 802 cadets and reservists to take part in adventurous activities.



FOREWORD



I think it would be fair to say that 2021 has had its challenges but, without question, the last quarter of the year provided some much-needed optimism, with an increasing number of successful UK expeditions undertaken. My hat is doffed to those who did deploy, as navigating the ever-changing COVID-19-related rules and guidelines was a massive challenge in itself. To assist, our very industrious Grant Applications Committee (GAC) went into overdrive to help unit leaders put expeditions in-place and also took a far more accommodating stance regarding the grants awarded. I am glad that the positive approach provided by the GAC during the year was recognised a number of times by units in their feedback.

The charity's Trustees wanted to recognise the difficulties needed to be overcome in organising an expedition in the very trying circumstances and, as a result, for 2021, there was only one The Prince of Wales's Expedition Award. This was to be awarded to the unit who showed the most tenacity in mounting an expedition in the face of the strictures presented as a consequence of the pandemic. For 2021, the Expedition Award goes to 2344 (Longbenton) Squadron ATC for Exercise ARTEMIS MMXXI. Please accept the Trust team's congratulations on a job very well done. Further details of the expedition are shown on page 11.

The charity's fundraising campaign, 'New Horizons', made great strides during 2021, raising over half of the £2.5M pledge target - top marks to the Campaign Council and fundraising team! Our fingers are crossed that the remaining amount will be secured during a number of events planned for 2022. Additionally, the Trust's legacy campaign was launched and details are shown on page 18; please do consider mentioning the Trust in your Will. As always, our thanks go to our many benefactors whose continuing generous financial assistance is never taken for granted.

Looking at personalities, the passing of Vice Patron Clive Richards was a great loss and our positive thoughts are with his family and friends. The Trust continues to be supported by our Ambassadors, female mountain guide Tania Noakes and expeditioner Levison Wood. Their view of life is included in this Review and we continue to be most thankful for their engagement. Finally, the Trust is only able to punch far above its weight thanks to the generous support of our Patron His Royal Highness The Prince of Wales, Vice Patrons, Trustees, Council members, Officers, and staff. Please accept a massive thank you for your solid engagement, enthusiasm and good humour!

To conclude, 2022 will be The Ulysses Trust's 30th anniversary year and it is worth reflecting that during its existence it has assisted over 38,000 individuals participate in over 2,900 expeditions, with many of those having disadvantaged backgrounds. This is a fantastic achievement and reflects the contribution of a significant number of individuals over the years. Hopefully, the prevailing circumstances in 2022 will allow the charity to celebrate its contribution to the UK's Volunteer Reserve and Cadet Forces at some suitable point during the year. Stay safe.

Air Vice-Marshal N J E Kurth CBE FRGS
Chairman of Trustees

MISSION, BENEFITS AND VISION



OUR MISSION

To provide financial assistance, encouragement and guidance to support challenging expeditions and adventurous activities planned and undertaken by the Volunteer Reserve and Cadet Forces of the United Kingdom.

THE BENEFITS

- Enhance unit and force morale, recruitment, retention and public esteem.
- Help develop the characteristics of leadership, teamwork, confidence, initiative, self-discipline and judgment of its individual members.
- Contribute to society at large.



OUR VISION

To bring the benefits of undertaking challenging adventurous and community-related expeditions within the financial reach of every member of the UK's Volunteer Reserve and Cadet Forces.

CASE FOR SUPPORT

The Ulysses Trust was born out of a ground-breaking attempt in 1992 by the Territorial Army to achieve the first British winter ascent of Mt Everest. Expeditions have a significant impact on individual development and on unit morale, but they are not funded by the public purse, and can be the most costly aspect of the cadet or reservist experience. Indeed, in 1992 expeditions were not even on the agenda for Volunteer Reserve (VR) and Cadet Forces. Today they reach every part of the globe, from the Brecon Beacons to the Poles, providing enriching opportunities of which previously many could only dream.

SOCIAL IMPACT

Planning and participating in expeditions develops valuable life skills including initiative, leadership, self-confidence, judgement, working with others and physical well-being. These characteristics can significantly help young people reach their full potential as effective contributors to their communities, to employers, and as role models within society as a whole. Such opportunities are also an important reason why young people join the VR and Cadets Forces, so they significantly contribute to unit morale, recruitment and retention – a virtual circle, more members and more acquiring these valuable characteristics.

For cadets especially, not only are they a valuable aspect of youth engagement, but young people from very different backgrounds sharing challenges and hardship together means expeditions are among the most effective vehicles to help social mobility, cohesion and inclusion.

OUR VALUES

We are particularly focused on the benefits of these opportunities for those cadets from disadvantaged backgrounds and the difference our support can make for those units in highly deprived areas. For many individuals the opportunities can be life-changing.

This is where The Ulysses Trust steps in. We provide additional support to units across the UK so that they can deploy expeditions in the UK and overseas at a price that is within reach to all.

This is reflected in our grant-giving and we continue to provide extra support to those who need it most. This is achieved by uplifting our grants for expeditions that include cadets from disadvantaged backgrounds so that limited family income does not prevent cadet participation.

HOW WE DELIVER

We are the only organisation dedicated to supporting the development of our VR and Cadet Forces through challenge and adventure. We actively promote the value and possibilities of these opportunities, and each application for our support is reviewed by a team with extensive experience in this field. Applications are appraised not only on the project plans and objectives, but also on the benefits that should accrue for the unit and individual participants. The commitment shown and the capacity of applicants to help themselves are also critical factors in allocating grants. Our guiding principle is to help, encourage, enable – but not to spoon-feed.

WHY THE ULYSSES TRUST?

- We are a focus of encouragement for adventurous training within our VR and Cadet Forces, and can direct funds for this to best effect – support that no other organisation has the processes, systems, and especially the experience to provide.
- We direct our funds for the development of young people through the VR and Cadet Forces. These organisations have a well-earned reputation for youth engagement, which further optimises what we can achieve with our funds.
- We can aggregate funds from one donor with those from another in support of a specific expedition. This can significantly increase the impact of each individual donation and, importantly, reduces the fundraising burden for the expedition leader, allowing him/her to focus more on other aspects of planning to ensure a successful expedition.

Together, these make our proposition unique - re-assuring for both beneficiaries and benefactors.

2021: READY AND PREPARED FOR THE RECOVERY



“After over a year of lockdown, this adventure certainly did put our name out there. Showing that we're active and undertaking activities certainly boosts our recruitment. The morale of the unit has significantly increased.”

Sqn Ldr Chris Booty | 282 (East Ham) Sqn

A year ago the Trust was looking forward to a strong recovery after the 2020 programme of expeditions had been brought to a complete standstill by the pandemic and associated lockdowns. Little did anyone then appreciate how prolonged the impact would be. A flurry of applications was received in the New Year, but no plans came to fruition as restrictions on group activity and movement dominated lives. The first expeditions did not take place until the end of May 2021, and then only in the face of enormous difficulties with plans having to be constantly revised. 2344 (Longbenton) Squadron RAF Air Cadets' perseverance was impressive, thoroughly justifying their earning the single Prince of Wales's Award made in this exceptional year.

Since then, there has been a gradual recovery in applications for grants, but only 21 actually deployed in 2021, a mere 20% of the number in 2019, and all confined to UK destinations. Encouragingly, a further 32 grants have been approved for expeditions in 2022, as bids in the last quarter approached the normal rate. Whether this will be sustained in light of recent raised military tension and possible calls on the Volunteer Reserve (VR) remains to be seen.

The inability to mount expeditions has left many members of the VR and Cadet Forces frustrated and disappointed, but the pandemic has had a far more profound effect than that. Morale and cohesion of both forces depends heavily on regular attendance and participation in all aspects of training, which for 18 months proved impossible. The strength of both has decreased as a result, but the setback on Cadet Forces has been particularly severe.

The number of Combined Cadet Force cadets increased marginally as a result of the Cadet Expansion Programme, but the strength of Community Cadets has fallen by over 13%, as senior cadets aged out, newcomers could not be recruited, and others just left as units effectively became dormant.

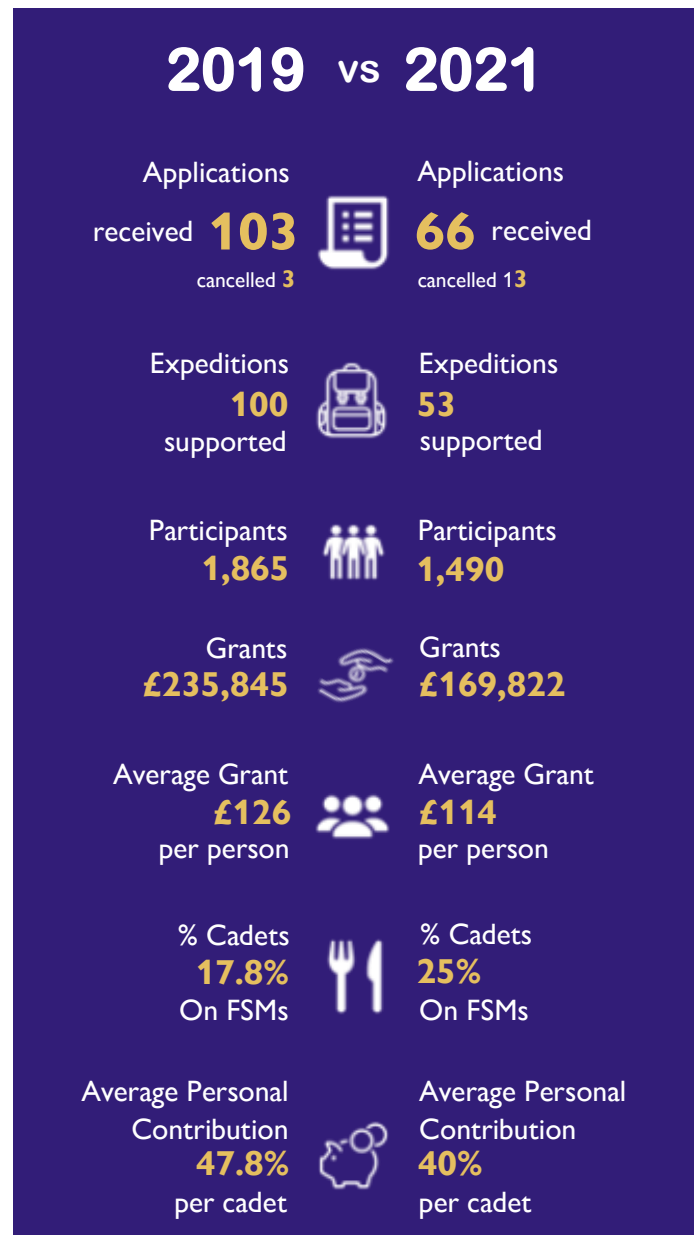
These units are in urgent need of regeneration. This calls for exciting and challenging training programmes for young cadets, and a number of surveys have established that adventurous training and expeditions are a principal attraction in that respect. One difficulty they face, however, is that there has also been an almost 10% outflow of Cadet Force Adult Instructors, whilst for others their specialist qualifications have timed out because courses have been cancelled. Therefore, the ability of units to mount those opportunities so important to their recovery has also been adversely affected. One solution is to contract out the running of such programmes to external specialist service providers, but this increases the cost, much of which is borne by the participants or their parents.

This puts cadet units in a real fix. The number of secondary school students on Free School Meals (FSMs), which the Trust takes as reflecting the cadet population, has increased by some 50% since the onset of the pandemic. There is also no question that the pandemic has impacted the life prospects of those from deprived backgrounds the most. Thus, a growing number of cadets - those most in need of the life-enhancing benefits of these opportunities - will struggle to take part without help.

The Trust has closely followed these developments and has taken steps to provide that additional help. These include:

- Enhancing the size of grants that it makes to cadet expeditions. In 2021, our grants as a proportion of expedition costs, have on average, increased from 16.7% in 2019 to 22.4%. This reduced participant contributions from 47.8% to 40% in 2021. Our target remains to increase our contributions and reduce participants' contributions to 33% each.
- Recognising the challenges in mounting expeditions in the face of the pandemic, the Trust has temporarily relaxed a number of the criteria for qualifying for a grant.
- Continuing to bias grants in favour of those expeditions with a high number of cadets on FSMs. The number of cadets on FSMs partaking in Ulysses Trust-supported expeditions continues to exceed the secondary school benchmark by some 8%.

The Trust is often asked what it does to enhance opportunities for the BAME community. The simple answer is nothing, directly. Our focus is steadfastly on ensuring that the opportunities we support are within the reach of all. The BAME community is included in this, and we are proud of the fact that for example we have supported a number of expeditions by one Birmingham school's CCF where English is a second language for 55% of students, and another in the home counties by a school established to cater for the Sikh community.



The Trust is driven by inclusivity and, with no political angle, 'levelling up.' Applications that hit our sweet spot are those that include participants from both sides of the track. Expeditions are the ideal environment for raising the aspirations of some, and enhancing the understanding and social awareness of others, as they confront challenges together.

In the short-term, the pandemic has inevitably decreased the amount of activity we have historically supported, but it has dramatically increased the urgency and importance of that support. It is therefore encouraging to report good progress with our New Horizons fundraising campaign.

2021: READY AND PREPARED FOR THE RECOVERY

CONTINUED

The campaign was launched in late-autumn of 2020, amidst some concern as to whether - in the midst of the COVID-19 crisis – it should be postponed. To go ahead proved fortuitous. With a target of raising £2.5m by 2024, half of that sum had been pledged by the end of 2021. Donations received in 2021 increased by 140% over 2020. This gave Trustees the confidence to accelerate plans to increase the value of grants to the expeditions referred to above. During lockdowns many potential donors have been easier to engage than they might otherwise have been. We have been gratified by their readiness to look beyond the crisis, and to recognise the contribution that The Ulysses Trust can make. Our partnership with the country's Cadet Forces (outstanding youth organisations in their own right) can help young people recover the ground lost during the pandemic, in their development.

Of course, responding effectively to the crisis has also only been possible thanks to our enthusiastic and highly experienced volunteers who comprise our Operations Team led by Kevin O'Brien. Fortunately, the process of appraising bids by our Grants Applications Committee was already undertaken remotely, using our superb computerised system, Minerva, designed and maintained voluntarily by David Preston. Indeed, this combination of experience and technology is what sets the Trust apart, enabling it to respond quickly and effectively to the needs of our beneficiaries – providing a flexible, helpful and quality service which our outcome surveys (see p.14) show they clearly appreciate.

The Trustees place great importance on ensuring this team, closely supported by our Honorary Treasurer, Stephen Wright, is well-led, and regularly refreshed with those abreast of the Services' adventurous training ethos and criteria, and with experience of youth engagement and development. At the end of 2020, Colonel (Retired) Paul Edwards was recruited to this committee, a highly experienced mountaineer and Antarctic explorer, ex-Chairman of the Army Mountaineering Association, and ex-Head of the Army's Cadets Branch at HQ Regional Command.

This year Polly Marsh joined the committee - an ex-regular Royal Artillery Officer, now an Army Reserve Officer on the RMA Sandhurst Youth Engagement Team, a Trustee of the Somerset Army Cadet Force, a school governor, and an occasional expedition leader for Outposts UK Ltd, a company that specialises in youth engagement through outdoor challenging pursuits. She also co-founded her own online international retailing business. Both these individuals have a huge amount to contribute to the Trust, beyond appraising grant applications. As long as The Ulysses Trust can continue to attract such talent, its ability to make a difference to young lives and to society is promising.

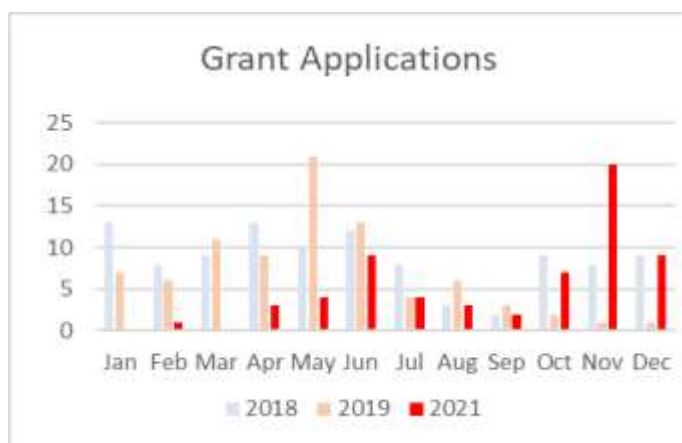
The Trust, however, had to adapt further to the way it works, as a result of the pandemic. Already well used to working remotely, in 2021 we went a step further, conducting management and Trustee meetings by Zoom and Microsoft Teams. The Trust also conducted a very successful remote event online in June, under the enthusiastic leadership of David Pinchard of Transformation-leaders.com (assisted by Peter Barnett of Devonshire House), the support of the Army & Navy Club and the entertaining participation of photojournalist, author and film-maker Paul Conroy.

The last two years have been frustrating, especially for our potential beneficiaries, but as the Trust approaches its 30th anniversary, we take satisfaction from the fact that in twenty-nine and a half years we have helped nearly 38,000 young people benefit from participating in 2,900 life-enhancing opportunities around the world with £3.3m of financial support. Looking ahead, the New Horizons campaign is providing the foundations to continue and expand this support for the next 30 years and beyond – real adventures with real people in the real world.

ULYSSES TRUST GRANTS MADE IN 2021

Sixty six applications were allocated grants in 2021, of which 13 were subsequently cancelled because of COVID-19 restrictions. As at the end of 2021, this resulted in 53 grants amounting to £169,922 being made, benefitting 1,498 participants. This compares to just 9 grants in 2020, but 100 in the last 'normal' year in 2019.

The bar chart below demonstrates the impact of COVID-19 restrictions and the gradual but fitful recovery in the last half of 2021.



The best comparison with normality is 2018, since many grants made in late-2019 were for expeditions deploying in 2020 which were then cancelled. Provided there are no more lockdowns, there are therefore grounds for optimism for 2022.

GRANTS APPROVED IN 2021

The table below shows a breakdown of the 53 grants approved in 2021.

Unit type	Exped	Adults	Cadets	Total Nos	Grants	Per Person	Per Exped	Cancelled Grants	% Expend Cancelled
ACF	6	47	410	457	£43,200	£95	£7,200	£1,700	17%
Sea	0	0	0	0	£0	£0	£0		
ATC	6	41	97	138	£14,232	£103	£2,372	£7,000	33%
CCF	7	38	128	166	£27,510	£166	£3,930	£2,505	29%
All Cadets	19	126	635	761	£84,942	£112	£4,471	£11,205	21%
UOTC	13	308	0	308	£15,830	£51	£1,218	£14,250	7%
Army	16	262	0	262	£45,400	£173	£2,838	£7,360	24%
RNR/RMR	3	95	0	95	£5,150	£54	£1,717	£240	25%
RAuxAF	2	64	0	64	£18,500	£289	£9,250	£3,000	33%
All Reserves	21	421	0	421	£69,050	£164	£3,288	£10,600	25%
Totals	53	855	635	1,490	£169,822	£114	£3,204	£36,055	20%

In these figures are a number of expeditions that in normal times we may not have supported, but Trustees took the view that, in the prevailing circumstances, the Grants Applications Committee should take a more liberal approach to encourage at least some adventurous training or expedition activity. Thus, of the 16 Army Reserve expeditions, 4 were grants for taking part in alpine ski racing. The high number of cadet participants reflect that one grant was made to subsidise the purchase of an adventurous training package for an ACF unit's annual camp. We will keep this policy under review as we return to normality, since the Trust's objectives include both raising aspiration and ambition, and to make these opportunities fully inclusive and affordable to all.

In terms of the latter, it is satisfying to note that our reach to cadets from disadvantaged backgrounds continues to expand and run ahead of our benchmark - the proportion of children at secondary schools in receipt of Free School Meals (FSMs) or Pupil Premium. This has risen sharply during the pandemic, but our reach has more than kept pace with that; 25% of cadets, on confirmed figures, that we supported were disadvantaged, against 18.9% at secondary schools. This, of course, has been directly helped by our higher level of grants.

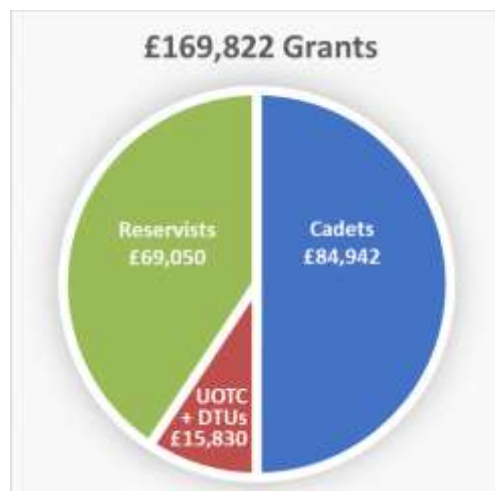
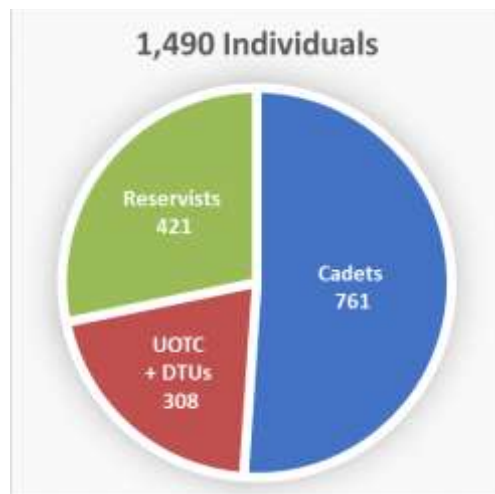
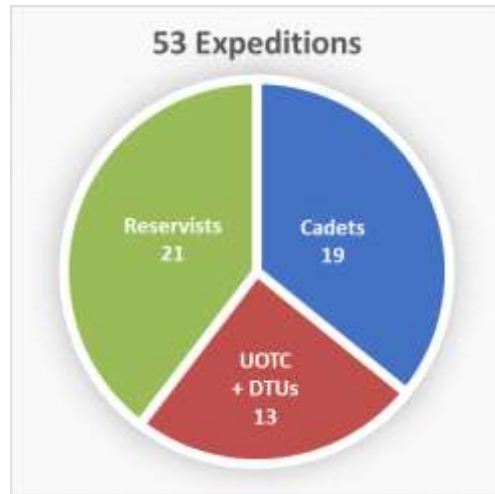
ULYSSES TRUST GRANTS MADE IN 2021

CONTINUED

With our grants on average now meeting 22.4% of cadet expedition costs (2019 – 16.7%), required participant contributions have dropped to 40% (2019 – 48%). It is a reflection of our directing funds to where they are most needed that the proportion of costs borne by Community Cadets was only 27%. In 2018, cadets were having to contribute 56%, so we are making significant progress here. Our principle holds that all should contribute something to these opportunities, but we are increasingly confident, subject to the successful conclusion of the New Horizons campaign, of achieving our goal that, by 2024, cadets themselves will need to contribute no more than 33% on average, and those on FSMs only 20%.

In fact, the proportion that we reach could be considerably higher, as a number of grant applicants struggle to provide us with this information. It can, we know, be a sensitive issue within cadet units, but we persevere since it enables us to bias our grants towards those in greatest need. Our data shows that we grant a premium to expeditions with more disadvantaged young people than the national average. Those units that do not provide this information are quite simply further disadvantaging their disadvantaged. That said, the inclusivity reflected in the above figures is primarily a credit to the Cadet Forces themselves. It demonstrates sharply the outstanding contribution they make to youth engagement and social inclusivity.

The allocation of grants between our beneficiaries is shown right:



“Of all the benefits of being in the British Military, AT (I would say) is one of the best. It not only teaches you skills that will help you in your day-to-day role but also gives you a chance to bond with others.”

AB Stewart | HMS Dalriada

EXPEDITIONS DEPLOYED WITH TRUST SUPPORT 2021

WHERE AND WHAT

Of the 53 grants awarded, 21 were for expeditions deploying in 2021 with the balance of 32 due to take place in 2022. For obvious reasons, these have all been relatively modest and to UK destinations. The detail is in the table below.

University cadets have been the most active, perhaps indicating their greater flexibility in trying circumstances, but cadets account for half of our expended resources. The vast majority focussed on trekking, canoeing and sailing within the UK, or programmes designed to expose participants, denied more ambitious programmes by the pandemic, to a range of challenging outdoor pursuits. They reflect units' endeavours to make the most of it, in difficult circumstances.

Despite, by historical comparisons, their relatively modest goals, the Trust has provided wholehearted support. It would be easy and excusable to do nothing, but we were determined to support those who 'gave it a go.'

EXPEDITIONS DEPLOYED IN 2021

The table below shows a breakdown of grants made to the expeditions that actually took place in 2021.

Unit type	Exped	Adults	Cadets	Total Nos	Grants
ACF	1	8	300	308	£2,500
Sea	0	0	0	0	£0
ATC	5	40	86	126	£11,732
CCF	1	2	12	14	£250
All Cadets	7	50	398	448	£14,482
UOTC	9	220	0	220	£6,630
Army	2	39	0	39	£2,850
RNR/RMR	3	95	0	95	£5,150
RAuxAF	0	0	0	0	£0
All VR	5	134	0	134	£8,000
Totals	21	404	398	802	£29,112



PRINCE OF WALES'S EXPEDITIONARY AWARDS

Each year The Ulysses Trust presents three awards for the best expeditions in the following categories - Cadet Forces, University Units and Volunteer Reserve Forces - to highlight the very best in leadership, challenge, courage and planning.

However, only six expeditions managed to deploy in 2020 and just twenty-one deployed in 2021. Given the exceptional circumstances, Trustees decided to make a single award. This would be made to the unit that they considered had persevered the most, against the odds, to achieve something worthwhile over the two years. This also reflected the Trust's drive to encourage the resumption of expedition activities.

The Trust team agreed unanimously that the winner of the 2021 Award should be No 2344 (Longbenton) Squadron, Air Training Corps, for Exercise Artemis MMXXI. The unit showed an outstanding level of determination to ensure that the cadets had a great UK expedition, despite having to deal with a raft of requirements stemming from the pandemic. The end result was the achievement of multiple DofE awards across all three levels.

The award certificate, signed by our Patron HRH The Prince of Wales, will be presented at the Trust's 30th Anniversary celebration in July 2022.

See page 17 for a detailed case study about the impact of expeditions on this unit.

2021 AT A GLANCE

WHO | WHAT | WHERE | WHEN

2021 was an unusual year for expeditions. With one exception*, all activity took place in and around the UK. Here's a summary of who did what, where and when.

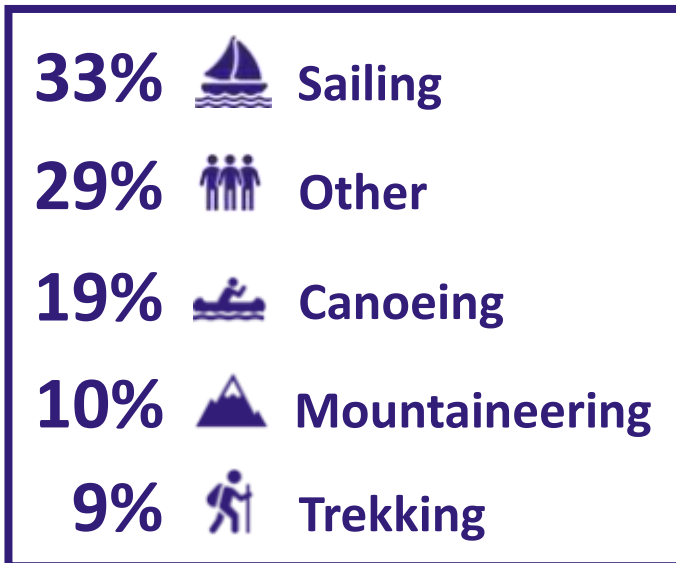


* The exception was Antarctic Quest 21, which deployed at the end of 2021. Due to its remoteness and sparse population, Antarctica apparently presented fewer travel restrictions than a short hop over the Channel! It is interesting to note that the only expedition supported by the Trust that succeeded in overseas deployment in 2021 had a destination on the opposite end of the world!

1	Artemis MMXXI	29 May Trekking 2344 (Longbenton) ATC
2	Blue Phoenix	5 Jul Other/Multi Oxford UOTC
3	Dragon Devil	7 Jul Mountaineering EMUOTC
4	Summit Adventure	24 Jul Canoeing/Multi 282, 34F, 6F
5	Annual Camp 2021	25 Jul Other/Multi Essex ACF
6	Dragon Gold	26 Jul Trekking East Midlands UOTC OTR
7	Oban Express	31 Jul Sailing London UOTC
8	Lakes	7 Aug Canoeing/Multi Adventure 2021 282, 6F, 452 & 1147 ATCs
9	Sapper Fastnet	09 Aug Sailing 65 Royal Engineers (V)
10	Cockney Sailor	23 Aug Sailing London UOTC
11	Dartmouth Regatta 2021	23 Aug Sailing URNU Personnel
12	Dragon Neptune 2021	31 Aug Sailing Wales UOTC
13	Northern Lakes	4 Sep Canoeing/Multi Yorkshire OTR
14	Highland Express 2021	9 Sep Sailing London UOTC
15	Sea Venturer 2021	18 Sep Canoeing HQ Air Cadets
16	Trailrider 2021	19 Sep Other (MTB) Norfolk/Suffolk Wng ATC
17	Phoenix Adrenaline	25 Sep Other/Multi 579 Fd Sqn, 101 Engr Rgt
18	Autumn Wanderer 2021	9 Oct Other/Multi Morrison's Academy CCF
19	Braemar Expedition 21	15 Oct Mountaineering HMS Dalriada
20	National RNR SAIL 2021	22 Oct Sailing HMS Wildfire
21	Antarctic Quest 21	10 Dec Other Antarctica

EXPEDITION MIX 2021

The graphic below shows a breakdown of the activities undertaken by units that deployed in 2021.



GRANTS FROM THE TRUST TO 21 EXPEDITIONS THAT DEPLOYED IN 2021 SUPPORTING 802 PARTICIPANTS:

398 CADETS
50 CADET ADULT
220 OFFICER CADETS
134 RESERVISTS

TESTIMONIALS

"I learnt the importance of being outdoors, both on my physical and mental wellbeing. It was great to be in the hills and on the water, I just love it!"
Cadet Flight Sergeant Kyle Ravi | 282 ATC

"This is the best AT package I have ever been on, I have never had the opportunity to do the activities and the location made it perfect".
LCpl Howard | 221 Fd Sqn

"I can wholeheartedly say that the expedition taught me how much I enjoy pushing myself and being in a strong team environment. I feel like I benefitted massively from the trip, not only personally, but also as a leader."
Ocdt Cole | East Midlands UOTC

VETERAN SPOTLIGHT

Ex: Sea Venturer was a week-long sea kayaking expedition, which took place around the Isle of Skye in September 2021. Following several months of restrictions and lockdowns, the expedition provided a much-needed outdoor activity to motivate a range of Cadet Instructors. It gave a motivating re-introduction to higher-level adventure training following a long period of hibernation. This was essential to support the Air Cadets organisation's recovery from COVID-19 and to re-engage instructors and provide a strong boost to morale.

One of the participants was Gavin Crompton. Gavin served as an Armourer in the Royal Electrical and Mechanical Engineers from 1987-1992. After leaving the Army, Gavin embarked on a career in the automotive industry specialising in IT. When his son joined the Air Cadets in 2018, Gavin followed suit, supporting the unit as a Civilian Instructor. His passion for the outdoors and enthusiasm to give something back were driving factors. He reflected on the expedition's impact.



"For me, paddling was a welcome escape from the problems of lockdown. I paddled regularly with an ATC colleague and friends in preparation for the expedition, and this gave me something to work towards. I have no doubt this was a great benefit to my physical and mental health."

"The expedition itself provided an opportunity to meet ATC colleagues from across the country, who I now keep in contact with. It also pushed the boundaries of my paddling experience, growing my personal resilience and skills. As a result, I feel more positive and confident about my abilities."

"I am now working towards a Paddlesport Leader qualification and reflect often on how the expedition has contributed towards this. I hope to use this to enthuse and support cadets in paddling sessions to also embrace opportunities to take part."

A MESSAGE FROM OUR AMBASSADORS

TANIA NOAKES lives and breathes adventure. As well as being an UIAGM Mountain Guide, Tania was the first British woman to complete the “Norge På Langs”, an 82 day solo ski journey travelling the entire length of Norway.



This last year was a significantly more positive one for me, and I'm sure for many others out there who are passionate about all things adventurous and outdoors. The first part of the year I trained hard to build back my muscle strength, range of

movement, proprioception and quicken my reaction times in the hope that I would be able to make a full return to the mountain guiding and skiing work which I love. I eye-balled a potentially very different future in hospital during 2020, due to suffering a serious knee infection which knocked me for six. I have however, remained focused and determined to regain as much of my life-normality as possible.

In the end, my return to fitness has kept pace with the improvement in the COVID-19 situation - my freedom of movement improving alongside our freedoms to move.

Despite lingering repercussions around the world, financial difficulties, changed working practices, perhaps also even changed priorities and our sense of ourselves within the world, we have finally begun to put the masks aside and have more confidence in our carefully-made plans.

My personal journey has followed a very similar path. I started teaching on my cross country skis again last January, returned to alpine guiding in June and finally, this January 2022, worked as a Ski Guide on my alpine skis in challenging winter conditions; something I really thought might have passed permanently beyond my reach. I feel strong, and hopeful and very grateful, and I'm not taking any day of this new future for granted.

I hope that all of you fellow adventurers are also rising up from the difficulties of the last few years and getting out into the mountains and making the most of our freedoms, for they are cherished and valued and worth fighting for us to preserve.

“I feel strong, and hopeful and very grateful, and I'm not taking any day of this new future for granted.”

Tania Noakes | Trust Ambassador

LEVISON WOOD is a British explorer, writer, photographer and Army Reservist who has published nine best-selling books and produced several critically-acclaimed documentaries which have been aired around the world.



When international travel was on hold, I revisited the Staffordshire moorlands where I grew up and I was reminded of my own formative adventures that I had enjoyed amongst the peaks and crags.

The work of The Ulysses Trust has been more important than ever this last year. The bonds that young people create through expeditions provide vital and lifelong support networks. I would like to pay tribute to the cadets who have put their hearts and souls into expeditions in the UK despite the uncertainty of the last year, developing team-building skills, leadership, and confidence to strive for their goals.

It was in those modest rolling hills that I learned the building blocks of adventure and it was those experiences that have influenced my life ever since. Despite challenges and travel restrictions, the perseverance of the team at The Ulysses Trust to keep supporting young people is inspiring.

OUTCOME AND IMPACT MEASUREMENT

Most expedition activity in 2021 was disrupted by COVID-19. We received 19 out of a possible 19 outcome measurement survey responses and 49 individual comments. The results are as follows, with a selection of these comments:

100% POSITIVE IMPACT ON INDIVIDUALS

Our survey said: **58% major** positive impact on most of the quoted characteristics, **37% positive** impact on the majority of the quoted characteristics and **5% modest** positive impact on one or more of the quoted characteristics of leadership, teamwork, confidence, initiative, self-discipline and judgement.

COMMENT: *“After being unable to go anywhere, the expeditions provided cadets with the opportunity to positively get out, enjoy the outdoors and work with others.”*

2344 Squadron RAFAC | Ex: Artemis MMXXI

100% POSITIVE IMPACT ON UNITS

Our survey said: **42% major** positive impact on all three of the quoted areas, **53% positive** impact on all three of the quoted areas and **5% modest** positive impact on one or more of the quoted areas of recruitment, retention, and morale.

COMMENT: *“I really think AT is the most important aspect for OTC in terms of recruitment & retention!”*

East Midlands UOTC | Ex: Dragon Devil 21 2021

21% POSITIVE IMPACT ON SOCIETY

We asked about any potential impact of the expedition on other parts of society, for example construction projects or other activities stimulated by the expedition experience, such as local voluntary activities. **21% made an observation** or provided a positive comment on the impact to other parts of society, **79% did not**.

COMMENT: *“We try to offer all our Officer Cadets the opportunity to make new friends, develop personally and have some adventure whether or not they continue with an armed forces career.”*

Wales UOTC | Ex: Dragon Neptune 2021

100% STRONGLY SATISFIED WITH OUR SERVICE

We asked if The Ulysses Trust staff provided encouragement, demonstrated flexibility and gave timely responses to questions. Our survey said: **95% strong** in all aspects, **5% positive** in most aspects.

COMMENT: *“The support has been excellent and greatly appreciated. It has enabled the SAILEX to proceed in 2021 and has made an impact as a national RNR event.”*

HMS Wildfire + 13 units | Ex: Nat. RNR SAIL2021

REFLECTION AND LEARNING

Reflecting on the outcome and impact measurement results, the Trust has learnt that:

- The value of expeditions to units as part of post-COVID-19 recovery should not be underestimated. Expeditions provided units with a much-needed boost following a long period of inactivity, disruption and uncertainty.
- Although we continue to enjoy excellent feedback for the service we provide, we must not become complacent. Therefore we will continue to monitor the service that we provide in order to see what can be done better.
- Whilst the Trust does not drive units to achieve a social impact on expeditions it is heartening to see that 21% did indeed provide a wider impact on society.

2021 saw a welcome return of expeditions deploying in the UK. Overleaf are two case studies that investigate:

- The impact of COVID-19 on the Army Cadet Force in Staffordshire and the significant contribution the expedition experience gives to them.
- The long-term impact of expeditions in the development of 2344 (Longbenton) Squadron ATC.

CASE STUDY #1

CASE STUDY

Glasgow and Lanarkshire Bn ACF



The COVID-19 pandemic had a significant and damaging impact on thousands of cadet units across the UK affecting over 120,000 cadets.

In its 2021 report on Cadet Force numbers the Ministry of Defence stated, *“The COVID-19 pandemic has caused severe disruption to the Cadet Forces... The impact of the lockdowns on cadet and Cadet Force Adult Volunteer (CFAV) numbers has varied across Cadet Forces but they all have struggled to maintain normal levels of recruitment.”*

Here’s an example of how the pandemic affected Army Cadets in Scotland.

“The impact of COVID-19 to the ACF in Glasgow and Lanarkshire Bn ACF has been varied during different times. During the lockdown period, where we were not running face-to-face training, a lot of units went virtual but the number of cadets and CFAVs participating dwindled after a time due to zoom fatigue etc. Most of the detachments suffered from a drop in numbers for both cadets and CFAVs for various reasons, not least the need to prioritise work and family commitments for the CFAVs and different priorities for cadets.

“We have found that we lost a lot of senior cadets due to lack of progression and they were aging out so would leave and some of the new adult instructors were waiting a long time to carry out mandatory training and therefore were unable to take part in training so would just move onto something else. Our more experienced adults tended to try and keep engaging but even then there was a drop off of some due to the fact they were not technologically-minded and could not keep up with technology.

“The lack of outdoor training etc has affected the wellbeing and mindset of the cadets and CFAVs leading to a drop-off in numbers.

“On the positive side when we eventually got back to face-to-face training, the numbers of new recruits coming in increased, possibly due to young people wanting to get out and do something.”

Colonel A M McNamee | Glasgow and Lanarkshire Bn ACF

KEY POINTS

- ✓ The Trust has awarded a grant of £10,000 to Glasgow and Lanarkshire Bn ACF for a skiing exped. to Austria in 2022.
- ✓ The pandemic hindered the unit’s and cadets’ own fundraising. Our grant ensured this opportunity was affordable to all, regardless of circumstances.
- ✓ The Ulysses Trust has supported 5 expeditions for Glasgow & Lanarkshire Battalion since 2011.

“Offering overseas skiing to our young people is a unique selling point which helps attract new recruits. Our aim is to extend the cadet experience to all of our young people, irrespective of family finances.

“We are based in Glasgow city and a third of our cadets are 'looked after' children or from single-parent families.”

Capt Alec Stirling MBE, Detachment Commander, A Troop RA ACF

CASE STUDY #2

CASE STUDY

2344 (Longbenton) Squadron ATC



Expeditions have helped cadet units across the UK recover from the aftermath of COVID-19. Not only did they provide a goal for those cadets completing their Duke of Edinburgh awards, they also provided a much-needed lift following many months of lockdown and disruption.

2344 (Longbenton) RAF Air Cadets is an example of a unit that has used expeditions (supported by The Ulysses Trust) to enable it to prosper. Flight Lieutenant Gary Richardson explains how.

“Expeditions are an integral part of what we do. I think that's what keeps many youngsters coming back because they see the benefits themselves. They can see the impact it makes on them.”

“The morale boost that expeditions can give the unit is second to none. It feeds into all aspects of squadron activity and the cadets start helping each other because of the lift they get from taking part in these activities. Through that shared experience cadets bond and bring friendships forged during AT back to squadron. So during other activities that follow they'll start supporting each other and encouraging each other to do those activities as well. So the knock-on effect that taking part in expeditions has for a unit from a morale and outcomes point of view is significant, and it's an important part of what we do. And it has an impact not just on the unit, but also the individual which remains with them for the rest of their lives.”

“Going abroad opens aspirations because, for some of the youngsters, it will be the first time they've travelled out of their local area. So it assures them that there actually is a world outside of their doorstep and it broadens their horizons from the limitations of where they currently live.”

Expeditions have clearly played a key role in Longbenton's continuing success which includes a former cadet, James Nealings, who is now an RAF Typhoon pilot. In 2021 Longbenton received a prestigious Queen's Award for Voluntary Service in recognition of its work in the community. The Ulysses Trust is proud to support this excellent cadet unit.

KEY POINTS

- ✓ 77% of cadets attending the squadron come from low income families.
- ✓ The Trust has supported 4 expeditions undertaken by the squadron since 2014 benefitting 55 cadets and 13 adults with £12,040 of grants underwritten by the RAF Charitable Trust.
- ✓ Longbenton was the first unit (supported by the Trust) to deploy following the COVID-19 pandemic with a Duke of Edinburgh Award expedition to the Cleveland hills.
- ✓ The majority of the squadron's cadets are either on FSMs, have special educational needs or are in care.

“The morale boost that expeditions can give the unit is second to none.”

Flight Lieutenant Gary Richardson

NEW HORIZONS CAMPAIGN

PROGRESS REPORT

As we reported last year, The Ulysses Trust has undertaken a major fundraising campaign, New Horizons, to increase significantly the number and size of our grants to support cadet expeditions. Besides the growth in cadet numbers in recent years, there are immediate reasons why this is urgent.

Firstly, our commitment to supporting disadvantaged young people in particular is becoming increasingly important. Indices of deprivation are on the rise. Over the course of the pandemic, the national percentage of secondary school-aged pupils on Free School Meals soared from 12% to nearly 19%.

Secondly, COVID-19 has had a significant effect on cadet activity, which was largely suspended, and expeditions were cancelled. Volunteer leaders are reporting immense challenges with morale, recruitment and retention, as young people have gone through such a difficult time. Post-pandemic revival of cadet activity is now a matter of urgency. The Ulysses Trust must now step up to encourage expeditions and support them financially as a means of reviving activity. There has never been a time when the support of the Trust for cadets has been more important.

The target for the New Horizons Campaign is £2.5 million. This will enable us to make grants over the coming years which average 33% of expedition costs, up from the level in 2019 of 17%.

A volunteer Campaign Council, chaired by Major General Simon Lalor, former Assistant Chief of the Defence Staff (Reserves and Cadets) leads the project. Since starting the campaign in autumn of 2020, the Council has raised £1.4 million surpassing the halfway point of our target.

At a recent event to introduce the Trust to potential supporters at Cadogan Hall in London, Campaign Chairman Emeritus and Trust Vice Patron, Viscount Chelsea, said: "It is crucial that young people in the Cadets at this time have the same opportunities from which many of us benefitted in our youth. We have a responsibility to the next generation."

SUPPORTING FUTURE GENERATIONS

The New Horizons fundraising campaign has two important objectives. In addition to raising £2.5 million to enable the Trust to increase its grants in the coming years, the campaign seeks to build the Trust's endowment fund. This will ensure permanent support for our beneficiaries.

The pandemic has shown us the importance of this as never before. Throughout the charity sector donations were down, while at the same time the pandemic created greater need.

The endowment element of the campaign is led by Col Julian Radcliffe OBE QVRM TD, former Chair of the Trust and a member of the Campaign Council. He has made a very generous pledge to the endowment and has included the endowment in his Will.



Col Julian Radcliffe

"I want to make sure that the Trust's resources are stable and the grants we make are not wholly reliant on previous fundraising results."

"At the same time the earnings on our endowment will help support the costs of awarding the grants and of fundraising, meaning that donations go even further. A virtuous circle."

Julian's efforts build on a generous bequest to the endowment left by the late Duke of Westminster. His sister, Lady Jane Grosvenor, serves on the Council with Julian. She says: "From his time as Assistant Chief of the Defence Staff, my brother was committed to the Reserves and the Cadets and the work the Trust does. His bequest was an expression of that."

Supporters of the Trust are invited to consider gifts and bequests to the endowment. Your gift will be invested in perpetuity and your support will always be there for future generations. It will be named after David Mallam who as Honorary Secretary effectively ran the Trust with great dedication from 1992 to 2007.

SUPPORTERS AND DONORS



The Ulysses Trust continues to have a number of long-standing and generous benefactors many of whom have supported us since the Trust's inception 30 years ago and as always we remain extremely grateful for that support.

Following the tumultuous and difficult year for expeditions in 2020 we have now been able to use some of the funds raised to enable our cadets and reservists to bounce back from the pandemic and the slow and steady return of a number of expeditions.

The New Horizons Fundraising campaign has also enabled us to reach out to many new potential supporters in 2021 using both online and more recently in-person events to inform them of the work of The Ulysses Trust and these events will continue throughout 2022 to strengthen and continue the fundraising campaign.

We have also been able to garner major support from a number of new trusts and livery companies where we have been able to increase their levels of support or break through with new major donations for our work.

Much of this has been made possible through the support and contacts of our Campaign Council which continues to meet regularly to drive the campaign forward and explore new and exciting fundraising possibilities.

Finally, we would like to thank all those who made donations to the Trust via the David Benest memorial page which continued to raise funds for the Trust in 2021.

Below is a list of supporters and donors who made grants and donations in 2021.

A Coy, 4 Para
Air Focus Group
Andy Robertson
Armourers & Braziers Gauntlet Trust
Army Sports Control Board
AVM Nick Kurth
BAE Systems
Bernard Cazenove
Brig Paul Orchard Lisle
Cadogan Trust
Charles Russam
Colonel Julian G Y Radcliffe OBE QVRM TD
David Blanchard
David Pinchard
David Sykes
Donors to the David Benest Memorial Fund
Gareth Neame Foundation
Genevieve Benest
Greater London RFCA
Grocers' Charity
Ian Hannam
Ian Parker
James Wilson
Lord Faringdon Trust
Lowland RFCA
Lt Col Phillip Neame
MacRobert Trust
Maj Gen Grant Peterkin
Morgen Thomas Limited
Neil Kerr
Nuffield Trust for the Forces of The Crown
Professor Rod Stables
RAF Charitable Trust
RFCA Wessex
Sir James Knott Trust
Smith Brothers (Leicester) Group Ltd
The Drapers' Livery Company
The Dyers' Livery Company
The Fishmongers' Livery Company
The Prince of Wales's Charitable Fund
The Westminster Foundation
Veterans' Foundation
The Ulysses Trust would like to thank all our donors for their generosity in 2021. **THANK YOU.**

FINANCIAL REPORT

INCOME & EXPENDITURE 2021

A summary of the Ulysses Trust's financial status at end-2021 (based on unaudited accounts) is summarised in the table opposite. Unsurprisingly, the pandemic has remained a major factor, with expenditure on charitable giving only £146,751 after netting off £5,750 of grants returned from previous year cancellations - still 37% down against 2019, the last normal year - with almost no grants made in the first half of 2021.

Although a significant proportion of operating income is linked directly to expeditions taking place, the total, at £234,362, was 36% more than in 2020. Of this sum, £211,973 excluding Gift Aid, was donations, 40% ahead of 2020, as the New Horizons campaign began to gather momentum.

Running costs of the Trust increased to £150,949 as full year costs of the New Horizon campaign kicked in but were 15% less than budget as savings were made on marketing costs, travel and subsistence. This represents an uncomfortably high level of our total expenditure, a reflection of our still lower level of charitable activities than normal due to the pandemic, and partly of the investment in launching the New Horizons campaign. With the 'launch' phase due to complete by the middle of 2022 we expect these costs to reduce significantly thereafter and as a proportion of total expenditure by even more as grants to expeditions continue to recover. It is also important to emphasise that most pledges of donations have been secured for terms of 5 years or more with, therefore, a pipeline of over £1m and the return on fundraising investment also set to improve.

The above resulted in a net operating loss of £63,338 in 2021, as many grants were funded by unexpended payments taken as income from the Nuffield Trust in 2020. However, unrealised gains on investments of £57,466 meant the net assets of the Trust declined by only £5,872 to £693,031.



Of these, £654,852 were fixed assets comprising of investments in two funds for the long-term benefit of Army Cadets (£307,866), and for the long-term development of the Trust (£346,986). Free reserves by end-2021 declined to £38,179, amounting to just over 2 months of operating costs. This is less than the Trust's reserves policy. Trustees are keeping this situation under review in the context of cash-at-bank of £126,738 and donations pledged in the first half of 2022, of some £90,000.

BUDGET 2022 AND BEYOND

The Trust is budgeting £250,000 of expenditure on charitable activities for 2022, as recovery from the pandemic progresses and in pursuit of its policy of continuing to increase its level of support for cadet expeditions. This and operating costs will be met by some £370,000 of identified income, and additional new funds targeted by the New Horizons campaign.

COVID-19 continues to create uncertainty and the rate of recovery from the pandemic is difficult to predict. While aiming high, therefore, the Trust will move forward with due caution.

ACCOUNT SUMMARY

ULYSSES TRUST - SUMMARY ACCOUNTS 2021 (UNAUDITED)

Operating Income	Restricted	Unrestricted	Total	2019
Voluntary Income / Donations	£85,960	£126,013	£211,973	£150,202
Legacies				
Bank Interest and Dividends	£9,763	£11,017	£20,780	£20,475
Gift aid Tax Recovery		£1,609	£1,609	£1,300
Total Operating Income	£95,723	£138,639	£234,362	£171,977
Operating Expenditure (net of prior year funds returned from cancellations)				
VR Grants (incl VR instrs on Cadet expeditions)	£74,015	£0	£74,015	£3,754
University Cadets	£11,395	£0	£11,395	£4,290
Cadets (excluding VR Instructors)	£61,341	£0	£61,341	-£13,700
Total Charitable Activities	£146,751	£0	£146,751	-£5,656
Cost of Grant Making		£2,191	£2,191	£4,346
Cost of Generating funds		£145,100	£145,100	£123,012
Governance and Administration		£3,657	£3,657	£3,024
Total Running Costs	£0	£150,949	£150,949	£130,382
Total Expenditure	£146,751	£150,949	£297,700	£124,726
Excess of Operating Income over Expenditure	-£51,029	-£12,310	-£63,338	£47,251
Gains/Losses on Investments	£27,017	£30,450	£57,466	£27,427
Net Movement of Funds	-£24,012	£18,140	-£5,872	£74,678

BALANCE SHEET - 1 Jan 2022

Fixed Assets

Investments	£307,866	£346,986	£654,852	£597,386
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Current Assets

Cash		£126,738	£126,738	£129,639
Debtors	£6,407	£17,161	£23,568	£8,069
Total Current Assets	£6,407	£143,898	£150,306	£137,708

Liabilities

Creditors: falling due within one year	£100,210	£11,917	£112,127	-£36,190
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Net Current Assets	-£93,803	£131,982	£38,179	£101,518
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Total Net Assets	£214,063	£478,968	£693,031	£698,904
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Made Up of:

Capital Funds

Army Cadets Fund	£307,866			£280,849
Future Development Fund (Designated)		£346,986		£316,537
Total Fixed Assets			£654,852	£597,386

Operational Reserves

Restricted Reserves	£49,285			£100,314
General Reserve		-£11,106		£1,204
Total Reserves			£38,179	£101,518

Total Trust Funds	£357,151	£335,880	£693,031	£698,904
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CLOSING COMMENTS



Philip Neame – Everest Base Camp. Winter 1992.
The year The Ulysses Trust was formed.

Despite the frustrations and disappointments wrought by the pandemic, 2021 has closed on an encouraging note. Expeditions are again taking place and applications for grants are beginning to approach normal levels. Our beneficiaries have clearly appreciated the flexibility with which we have dealt with the effects of the crisis. Our supporters have been quick to recognise the urgency and increased importance of our work and the difference it makes in the prevailing circumstances. With a more assured future income stream being put in place by the New Horizons campaign, the Trust's foundations are also becoming increasingly robust, enabling us to develop plans for its organisation and structure to take it through the next 30 years. By the end of this year we hope to have more to say on that. Meanwhile, the Trust continues to attract high-calibre volunteers, such as Paul Edwards and Polly Marsh which also provides much reassurance and encouragement for the future.

There remains much ground to make up, however. As we move beyond the pandemic, we must remain conscious that the cohorts of 2020 and 2021 who have had their education and general development blighted and ensure that our policies and grants appraisals continue to take account of these, as well as others not so affected. It may be a while before we are fully back to normal.

The New Horizons Campaign was devised to meet the growing needs of expanding Cadet Forces and the requirement to do more for the then 12.4% of young people from disadvantaged backgrounds. In the short-term, of course, the number of cadets has fallen significantly, but the number of disadvantaged young people has risen by much more. Cadet Forces can be a lifeline for these. The activities that we help to fund can provide a further lifeline to those units who are now struggling to re-build; but these activities also, in their own right, provide a pathway of hope and aspiration to those individuals who have suffered most through the pandemic.

Together, we must persevere. Taking inspiration again from Lord Tennyson's classic poem, Ulysses:

Though much is taken, much abides... that which we are, we are...

One equal temper of heroic hearts... strong in will

To strive, to seek, to find, and not to yield.

WANT TO FIND OUT MORE?

Please direct any enquiries about this Review to:
Philip Neame | Vice Chairman
philip.neame@ulyssesrust.co.uk

"The Ulysses Trust unlocks for young people potentially life-changing opportunities for personal challenge and adventure, especially for those who come from socially disadvantaged backgrounds."

Air Cdre A C Keeling OBE
Commandant RAF Air Cadets

WHO'S WHO?

Patron

HRH The Prince of Wales, KG, KT, GCB, OM

Vice Patrons

Viscount Chelsea DL *

ACM Sir Simon Bryant KCB CBE MA BA

Lt Gen Sir Mark Mans KCB CBE

Army Ex-Officio - CFA

MoD Ex-Officio - ACDS (R&C)

RN - RADM I S Lower MA ACNI

RAF Ex-Officio - AOC No 22 (Trg) Gp

Brig Paul Orchard-Lisle CBE TD DL

Col JGY Radcliffe OBE QVRM TD *

The Rt Hon James Cleverly TD VR

Trustees

AVM Nick Kurth CBE FRGS (Chairman) *

Lt Col Philip Neame MBE (Vice Chair) *

Col Paul Edwards MBE FRGS (from Apr 2022)

Gp Capt Matt Stowers OBE RAF (to Feb 2022)

Capt Polly Marsh (from Feb 2022)

Sophie Fernandes

Andy Robertson

Professor Rod Stables

James Wilson

Campaign Council

Maj Gen Simon Lalor CB TD VR (Chair)

Lady Jane Grosvenor

Henry Colthurst

Advisory Officers

Col Bernard Cazenove TD

Col Rex Stephenson CBE **

Col Nigel Thursby

Col Murdo Urquhart OBE

Cdr Gary Bushell RN

Ambassadors

Tania Noakes

Levison Wood

Hon Secretary

Lt Col Ian Orr MBE

Hon Treasurer

Maj Stephen Wright TD

Legal

Sarah Rowley, Charles Russell Speechlys LLP

Communications and Marketing Officer

Paul Randall



Grants Applications Committee

Gp Capt Matt Stowers OBE RAF (Chair to Feb 2022)

Capt Polly Marsh (Chair from Feb 2022)

Sqn Ldr Kev O'Brien FRGS RAF (Ops Dir)

Col Chris Young **

Col Paul Edwards MBE FRGS

Surgeon Cdr Steve Mannion RNR

Lt Col Nigel Carr **

Lt Col Cath Davies MBE TD VR SCOTS

Lt Col Philip Neame MBE *

Wg Cdr Roy McCluskey AFC RAF (Ret'd)

Maj Tony Simms

Maj Dan Tebay BSc (Hons) PGCE MA FHEA **

Maj Edward Fairnington **

Sqn Ldr Mike Blakey MBE FRGS CF RAFAC

Sqn Ldr Julian Mosses RAFVR(T) RAFAC

Flt Lt James Dyer RAFAC

Flt Lt Dave Hill RAFAC

Graeme Taylor

Exped Reports/Minerva Apps System Admin

David Preston

Awards Officer

Wg Cdr Paula Willmot MBE BA (Hons) RAF

Fundraising Consultants (Morgen Thomas Ltd)

Robin Thomas

Robert Astick

*Also member of the Campaign Council.

** Also Regional Representative.

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