



**Welcome to the
The Independent Advisory Panel (IAP)
ANNUAL REPORT for 2020**



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1. Welcome and summary from the IAP Chair



Welcome to this year's Annual Report of the Independent Advisory Panel (IAP) of the Army Foundation College, Harrogate (AFC (H)). This year really has been a unique year for both the College and the IAP as a result of the global COVID-19 pandemic. Like everyone else, the AFC(H) and the IAP have had to adapt to a very challenging situation, but I end the year feeling positive that the duty of care to Junior Soldiers and the commitment to the purpose of the College remains as strong as ever.

I joined the IAP in July 2014 and became Chair in January 2019. In our role as independent observers of the College, we see the constant effort that goes into helping as many of the Junior Soldiers (JS) as possible, successfully graduate at the end of their courses and go on to progress their army careers after Graduation. This continues to hold very true in the new circumstances of 2020.

On 18 March 2020, the Commanding Officer formally cancelled all face-to-face IAP visits in line with Government guidance as the nation went into lockdown. At this point AFC (H) began the process of sending all Junior Soldiers home, with the camp completely vacated by the beginning of April 2020.

The College then stepped up to the challenge of delivering virtual learning to the living rooms of over 1,300 recruits whilst they were in lockdown at home. This involved use of Zoom lessons, remote fitness videos, virtual church services delivered by the Padres, virtual welfare support and regular assembly style messages from the Commanding Officer. The leadership of the College was also conducted via e-conferencing.

During this exceptional period in the College's history, the IAP also adapted by engaging with both Junior Soldiers and Permanent Staff remotely. This included using Zoom to observe training sessions delivered to Junior Soldiers, and virtual discussions with Junior Soldiers and Company leadership teams. Formal IAP meetings were also conducted virtually via Zoom.

The first Company (Cambrai) returned to camp on 31 May 2020 with full social distancing regulations in place. Sections, which were previously twelve strong, became groups of six Junior Soldiers, and were now referred to as 'Households'. All other social distancing requirements, including the two-metre rule and wearing of face masks, were fully implemented to ensure the safety of both Junior Soldiers and Permanent Staff. From this point, there was a phased return of other Companies and the IAP also resumed visits to the College, which were subject to the same social distancing rules.

2020 also saw a change of Commanding Officer (CO) at AFC(H) from Lt Col Rich Hall MBE to Lt Col Simon Farebrother MC QDG. We have worked closely with both Commanding Officers across this most unusual year, and have continued to be impressed by the entire College leadership team, who have overseen some significant changes and improvements that in our belief continue to strengthen the "Duty of Care" at the College.

I wish to personally thank both Commanding Officers for their support, expertise and candour. We are welcomed wherever, whenever and however we visit, and our reports are read and fully responded to. I also want to thank the entire HQ team, and all the PS of the College for their knowledge and input which is essential to our work with the JS. The IAP is dependent on this level of openness and dialogue in order to perform our roles in an informed and effective way.

I am very grateful to every IAP member – there are ten in all – for the great enthusiasm, knowledge and commitment they bring in helping to ensure that every JS who is at the College is safe, well supported and given every encouragement and opportunity to succeed. In other words, that the Duty of Care is properly in place.

Finally, and most importantly, I also thank the JS at the College for their openness about what they enjoy and what they find challenging and for their cheerful readiness to talk to us, wherever they might be.

This report is aimed at current parents and families of JS in training, at any teenager thinking of coming to the Army Foundation College in the future, and to anyone who wants to know about the IAP at Harrogate and our role. We are a group of civilians who bring a “fresh pair of eyes” and a “critical friend” approach to the training of the JS and we are determined, for the benefit of everyone at the College, to help it continuously improve.

I hope you enjoy reading our report.

Mark Roberts
December 2020

2. What is the “Army Foundation College”?



The AFC (H) at Uniacke Barracks outside Harrogate, North Yorkshire, trains future soldiers for all Army cap badges except the Royal Military Police, Military Intelligence and Queen Alexandra’s Royal Army Nursing Corps. AFC (H) is a totally purpose-built facility which opened in 1998 on the site of the former Army Apprentices College. Any school leaver aged between 16.5 years and 17.2 years can attend, providing they meet the entry criteria (see www.army.mod.uk/join). At any time, there are approximately 1,300 male and female JS in training at AFC (H), overseen by over 500 permanent military and civilian staff. Non-military education and training of Junior Soldiers at AFC (H) is provided by TQ Pearson Ltd in the specialist Vocational Education Wing at the College.

There are two full-time residential courses at AFC (H):

- **A 49-week Long Course** (including eight weeks’ holiday) for those Junior Soldiers joining the Household Cavalry, Royal Armoured Corps, Royal Artillery, Infantry and some Royal Logistic Corps roles. There are two different entry points - September and March. Junior Soldiers who graduate from AFC (H) will progress to a short Initial Trade Training course (Phase 2) and then move into the Field Army as 18 year-old adult soldiers.
- **A 23-week Short Course** (including three weeks’ holiday) for those Junior Soldiers joining the more technical branches of the Army. These are Royal Engineers, Royal Signals, Army Air Corps, Royal Army Medical Corps, Royal Electrical and Mechanical Engineers, Corps of Army Music and some Royal Logistic Corps roles. There are two different entry points - September and March. Junior Soldiers who graduate from AFC(H) will progress to a longer Initial Trade Training course (Phase 2) and then move into the Field Army as 18 year-old adult soldiers

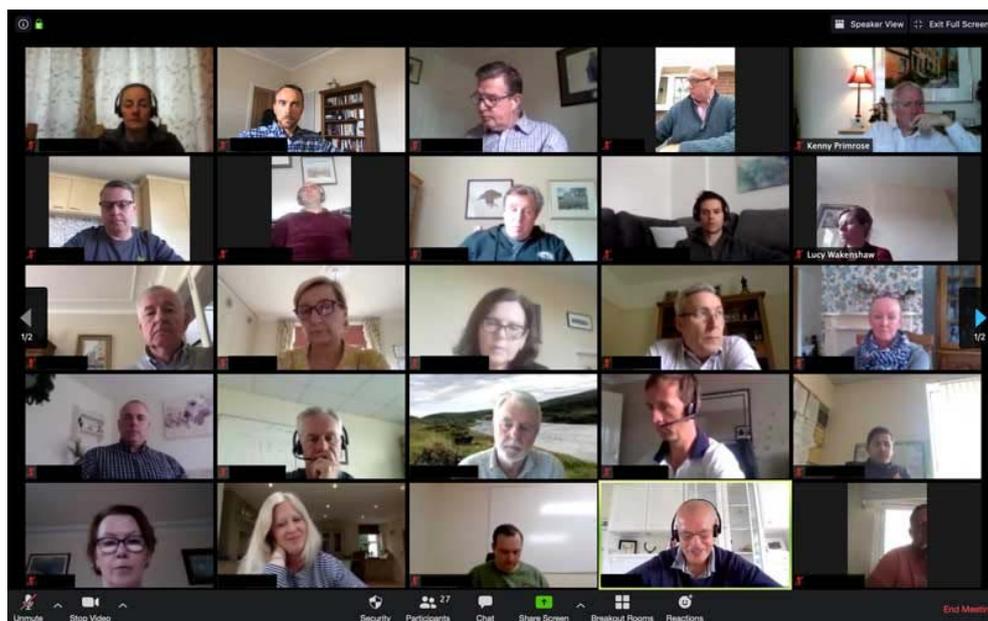
JS graduate from AFC (H) every February or August each year, depending on when they joined a Short or Long Course.

3. What is the “IAP” and what do we do?

Independent Advisory Panels (IAPs) were created by the Ministry of Defence after the 2006 Inquiry into the deaths of four soldiers at Princess Royal Barracks, Deepcut in Surrey. As a result of the Inquiry’s recommendations, all under-18 JS training was moved into totally separate establishments instead of being alongside adult recruits. In due course, IAPs were introduced as a new source of assurance to JS, their families and the Army. The IAP has existed at AFC (H) since 2007 and the College is the only Army training establishment in the United Kingdom where all recruits are over 16 but under 18 on arrival, throughout their course and on departure.

Under the law, anyone under 18 is a minor and not an adult. There is, therefore, a “duty of care” to protect them from all avoidable harm. *The role of the IAP is to help focus on that duty of care and on whether it is being delivered in the daily life of JS, whether in training, in the classroom, on the parade ground, in the gym, out on military exercises or in the living accommodation at AFC (H).*

Two IAP members, one female and one male, are attached to each of the five training Companies at the College and they produce a written report on any activity they observe. We can visit AFC (H) or an off-site training activity whenever we like. Our visits are a mixture of pre-arranged visits to enable us to speak to the JS within a normal training day and informal, i.e. not prearranged, when we might visit in the evening or at weekends. On every visit, a key part will be talking directly with the JS themselves about their experiences so far. This includes observing how they live and work successfully as Junior Soldiers, how their educational achievement develops and also how they mature as young adults.



1 - IAP Meetings in 2020 were held remotely

4. IAP Members

IAP members are unpaid civilian volunteers, who can serve for a maximum of seven years. They are totally independent of the College and are recruited for the range of their expertise and experience in the commercial and industrial world, the public services and education. The majority of the members are parents themselves and they live in and around the Harrogate District. All have full DBS (Disclosure Barring Service) Clearance to allow them to work with under-18s.

See Annex 1 for a full list of IAP members at AFC (H) in 2020.

5. IAP activities in 2020

Whilst our primary concern is upholding the Duty of Care for the Junior Soldiers, we are interested in the complete range of experiences offered to Junior Soldiers at the College.

Their personal challenges may range from severe homesickness in the early weeks, to getting on with the other Junior Soldiers in their section or platoon, to meeting the physical demands of the course and in getting their kit in good order under time pressure. Every day they will be encouraged to try new experiences and do their best to succeed at them, overseen by the Permanent Staff.

Following our Annual Report in 2019, our agreed priorities in 2020 were to:

- Focus on the Duty of Care and welfare for Junior Soldiers at AFC (H). We aimed to provide every support we could to the Commanding Officer and the leadership teams to ensure continued positive outcomes and experience for the Junior Soldiers. This included supporting the work done by the College to continually scrutinise and improve mental health provision where required, and by establishing open and effective dialogue with Permanent Staff;
- Highlight our view that longer leadership postings of the Commanding Officer and other key staff would be beneficial for continuity at AFC (H) and take additional steps to minimise risk of miscommunications at handover points;
- Support the Army in its work with the recruiting group to ensure the suitability of trainees arriving at AFC(H), especially in light of increasingly high numbers of new entrants following the successful recruitment campaigns; and
- Fully support the College's decision to introduce a smoking ban and encourage the use of whatever mechanism are put in place to make it easier for Permanent Staff and Junior Soldiers to give up smoking.

We undertook a variety of activities to give a broad view of the JS experience, including:

- Scheduled meetings with AFC leadership each half-term
- Regular informal 'Keep in touch' contact with the OCs and staff at HQ level across all the companies.
- Visiting the camp to speak with JS and PS and see the day-to-day experience of living and working at the AFC.
- Observing education activities on campus, both military and functional skills (Maths, English, ITC)
- Travelling to offsite locations to witness the field exercises and gain insights into the wider training routines, which are a fundamental part of the JS Phase 1 training programme.

In all, IAP members made over 30 visits to see JS in 2020. This number is considerably lower than in previous years but was to be expected because of the Covid 19 Lockdown. Any queries, compliments or recommendations for improvement contained in these reports, and actions agreed in response, were recorded in the IAP Action Log. This Action Log is discussed at each meeting between the IAP, the Commanding Officer, the Company Commanders, and other members of the College Leadership Team. An individual report is only "closed" when the IAP member who made the report is satisfied with the response. This year those meetings took place on 25 February, 28 April, 28 July, 3 November, and 8 December.

6. IAP reports submitted and issues discussed

This section comprises two areas: issues and commendations. The issues detailed here do not present significant concerns, in our opinion. We do, however, continue to monitor some of the risks presented e.g. the necessary Covid response measures causing strains on PS and JS where lockdown restricts release activities; a misalignment in the recruitment procedures, which may cause difficulties for some potential JS and the AFC.

Reported issues in 2020

In total over 20 recommendations generated an action in response in 2020. Below is an example of some of the observations and actions generated by IAP reports, meetings and visits.

Permanent Staff Morale & Support: The IAP recognises that the well-being of the PS is vital to the wellbeing of the JS. Given the exceptional circumstances caused by the Coronavirus crisis, the IAP highlighted in many of its reports the pressure upon PS to adapt training from a physical to virtual environment, particularly during the lockdown when all JS had to continue learning from home. Consequently, when back in camp, IAP reports highlighted the pressure on PS to deliver condensed courses within restricted time scales and the extra pressures upon them in foregoing leave to do so, and to adapting to and working within socially distanced, Covid restrictions. The IAP wholeheartedly supported the Senior Leadership team in their endeavours to ensure that the PS feel valued and supported in these times of crisis. We have held regular check-ins with the Company OCs, and talked to Platoon and Section Commanders to keep track, not only on the quality and delivery of training to JS, but also on how the PS coped with adapting to becoming virtual instructors and then with extra demands placed upon them when delivering training back on camp.

JS morale & support: The IAP were particularly conscious of the extra stresses and strains upon JS who, across all companies, had their training courses disrupted by the Covid situation. Finding themselves sent home at a critical point in their training and then having to cope with adapting to virtual training was no mean feat. The IAP continued to engage with JS virtually via Zoom, sitting in on virtual lessons and talking regularly to groups of JS across all the companies. Our priority was always to check on their well-being and on how well they were coping with the demands of virtual training from home. Many IAP reports highlighted the worries and apprehensions of the JS during this time of virtual training. In turn we were extremely impressed by the genuine concern, commitment and determination of the PS, and in particular Section Commanders, to do all they could to support and reassure the JS, many of whom expressed worries about the tight timescales, level of training and severity of tests they would face when they returned to the AFC.

Mental health and welfare: The IAP is particularly keen to ensure that all JS are made fully aware of the mental health, welfare and support services available should they need them. This is a theme that ran through many IAP reports and in particular focussed on the period when JS returned to training on camp after a long period of lockdown and virtual training at home. We were very encouraged by the assurances from the leadership team that these services are continually monitored, and from the PS that their access and availability are

communicated regularly to JS. IAP reports highlighted positive comments from JS about the opportunity they have to meet with the welfare officer who has talked to Platoons throughout the year about welfare and relationships. JS acknowledged in discussions with IAP members that they could go and see the Padre, Welfare Officer or their Officer Commanding with any problems or issues. This is extremely reassuring.

Junior Ranks Dining Facility: The quality and variety of food available to JS in the JRDF is something that has come up frequently in IAP discussions with JS over the year, and in previous years. Quite rightly, the JS, and particularly those who take on extra physical fitness activities on the Achilles training programme to join the Parachute Regiment, would like access to a choice of better quality, well balanced and nutritious meals and feel they have not. IAP members discussed this feedback with Senior Leadership, and the JRDF and quality of food will continue to be a focus for the IAP in 2021.

Recruitment and expectations: The suitability of some of the JS arriving at the college and their expectations of what training will entail created some issues with regard to retention, morale and discipline which the IAP were kept fully briefed on by Company Commanders and Senior Leadership. These issues, which to a great extent were not helped by the Covid situation, were highlighted in a number of IAP reports in feedback from discussions with JS and PS. The issue relating to Cap Badge Changes (see below) is something we will continue to monitor with Senior Leadership. The IAP is satisfied that the issues of retention and unsuitability of new recruits, either because of medical issues or preparedness and expectations of what training will be like at the College, is something that is being addressed and communicated along the chain of command beyond the College.

Cap Badge Changes: There has been some frustration and disappointment amongst a small minority of JS that requests to change Cap Badge in the early stages of training was not dealt with until much later in the course and often resulted in requests being denied. This was of concern to the IAP because JS indicated that it could result in DAORs (*Discharge As Of Right*) and the Army losing good soldiers. On further investigation the IAP learnt that JS at the time of recruitment and through the admissions process are given the opportunity to put down first, second and third Cap Badge choice. We are told by admissions staff that they are asked frequently if they are sure about the job they are applying for. Cap Badge changes are only possible in exceptional circumstances and are not the norm. In discussion with Senior Leadership the IAP suggested that the College should look at better managing the expectations of JS and information given out to them by PS in the early stages of training, to make it clear from the outset, that Cap Badge change is not something that JS are entitled to and that a request to change a Cap Badge does not come with a guarantee of success.

Commendations and Improvements observed in 2020

Adapting to the Covid Situation: The AFC leadership team and PS must be congratulated on how effectively they continued to adapt to the ever-changing challenges of the Covid situation. The IAP were particularly impressed with each Company's attitude to do its utmost to maintain 'business as usual' and to ensure JS continued their learning, transitioning quickly from physical to virtual teaching. The Army is very much a 'hands on', 'face to face' organisation so the idea of delivering military training remotely to JS at home seemed like an impossible challenge. However, the PS rose to the challenge admirably. The

Section Commanders in particular must be commended for their hard work in prepping and delivering the majority of virtual lessons.

“This was a very positive virtual lesson experience with good participation and engagement and the PS and JS appeared to be in good spirits and making the best of the current challenging situation” (IAP Report April 2020)

As JS began returning to Camp after lockdown, the IAP discussed with Senior Leadership the measurements that had been put in place to ensure the safe return of JS. We were impressed and satisfied that everything possible had been thought of to create, as much as possible, a secure and safe environment for JS to continue their training.

“This was a positive unplanned visit where I was reassured to witness first-hand that social distancing and hand sanitation arrangements are being maintained within households at all times. I was also reassured to learn that there had been no confirmed cases of COVID-19 amongst either JS or PS since their return to camp.” (IAP Report July 2020)

Morale: Despite all the difficulties with the Covid situation it was reassuring to see and hear from both PS and JS they were doing everything they could to make the most of a challenging situation. It is the opinion of the IAP that the JS of 2020 deserve great praise for the way they conducted themselves during a very turbulent time.

“It was quite obvious that these JS had had an overall very positive experience at AFC... the hard work and dedication that has been put in by all the PS at AFC, in very challenging circumstances, has produced these rounded, fine young people who are ready and eager to embark on the next stage of their chosen Army careers.” (IAP Report July 2020)

Discipline: The IAP has been regularly updated by the Adjutant on any disciplinary matters relating to the JS and permanent staff at the AFC. The briefing allows the IAP to be aware of any emerging trends or incidents which may have an influence on the culture and morale within College. We commend the introduction of a small unit of Royal Military Police based on Camp who can speak to JS and PS to deal with any disciplinary issues quickly and effectively.

Welfare: The IAP commends the AFC’s continued commitment to improving its welfare and mental health provision. The appointment of an on-site mental health and welfare officer and the support they provide to JS has been highly praised and regularly commented on in IAP reports. Also, the valuable contribution of the Padre in this regard has been highlighted. All deserve a great deal of praise for their valuable contribution to the health and wellbeing of JS throughout a difficult year.

“The OC gave a really helpful update on the mental health of the JS, including instances where JS have been referred to Welfare for additional support. All JS have also benefited from mental resilience training to assist them with coping with the pandemic situation.” (IAP Report Nov 2020)

7. Our Themes and Priorities for 2021

- **Duty of Care for the JS:** Our priority remains our focus on the Duty of Care and welfare of JS at AFC (H). Our independence allows us to offer a valuable insight into the lives of JS. We will continue to provide every support we can to the Commanding Officer and the leadership teams to ensure positive outcomes and experiences for the JS.
- **AFC(H) Command Plan:** The IAP actively supports the College Command Plan, its aim of developing a culture of diversity and inclusivity, of everyone acting as one team, of all staff knowing they are contributing to the mission and feeling valued for what they do and enjoying their work.
- **Good Communication between CHQ and individual Companies and with the VE (Vocational Education) wing:** The IAP is keen to support a high level of briefing down to section commander level wherever possible, to ensure that there is a full understanding of the reasoning and constraints which underlie different rules and regulations. Being well informed is a key component to ensuring PS feel valued and supported. This is something the IAP will continue to monitor in 2021.
- **Suitability of Trainees arriving at AFC(H):** The IAP continue to support the Army in its work with the recruiting group to ensure the suitability of trainees arriving at AFC(H), especially in light of higher intake levels, after successful recruitment campaigns, and a slight increase in medical assessment failures on arrival at AFC(H) this year.

8. Summary for 2020

On the basis of our observations on visits to AFC (H), and with our conversations with College leadership, the IAP is confident that the Duty of Care to Junior Soldiers is actively embedded throughout the College; particularly important in the current challenging climate. The increasingly open culture at AFC (H) has continued with the change of Commanding Officer, led from the top down, which benefits all and enables us to undertake our role in a more informed way.



9. Recommendations

- We note the continuing awareness of the emotional and mental health needs of a significant minority of young people. AFC (H) is also aware of the pressures relating to this and the need to make appropriate provision for these young people as part of a modern welfare service at the AFC. We support this.
- In light of the Covid measures and the increased strain on PS, with reduced options for socialising and other extra-curricular engagement, AFC (H) is seeking ways to boost PS morale. We support the AFC (H) in this and will actively consider the emotional and mental health needs of the PS, during their time at AFC (H), in our interactions with the training Companies.
- We have observed over the last two years a growing frustration at the number of JS who arrive at the College on reception days but who for either medical or other reasons leave very soon afterwards, sometimes within a matter of days. We support the work of the College in working with the Army Recruiting Group to ensure that the selection procedures are robust and appropriate and in so far as possible, ensure that JS arriving at the College are suitable candidates who are well prepared for training at AFC(H).



10. Commanding Officer's Response



I'd like to thank the IAP for their 2020 report, the first to which I'll respond as Commanding Officer. As the Chair states, this year has seen a handover of Command, highlighting two key functions of the IAP; continuity and long-term independent thinking. The report also highlights the immense challenge of life during a pandemic.

The decision to disperse Junior Soldiers and cease on-site activities in March was not taken lightly. Basic Training is an inherently social activity, requiring physical contact and face to face tuition. However, much was unknown about COVID-19 and the safety of our people rightly took priority. One of the more painful parts of that decision was the cessation of IAP activities on site for a short period.

By rebuilding the programme, in flight, the College continued to function in virtual platoons dispersed all over the United Kingdom. Brilliant instructors rapidly turned their hand to new ways of working, harnessing video conferencing to deliver lessons in the best way possible. However, virtual platoons are no substitute for the facilities, welfare support and staff available on site. Within weeks, platoons started to return, working under stringent COVID secure regulations which continue as I write. I'm delighted to say the IAP both engaged with the virtual platoons and then returned to their usual College visits when able to do so.

I fully recognise and endorse the issues raised by the IAP in this report. Their themes and priorities chime with the three priorities for the College going into 2021. Firstly, we are going to increase our focus on emotional safety. This notes our special responsibility for the young people choosing to start their careers with us and a general rise in mental health issues in wider society. Secondly, we wish to better educate our people about the benefits of inclusivity, ensuring that all enjoy the sense of 'belonging' – the mantra by which we recruit. Finally, we will continue to drive training excellence. To maintain our hard-won reputation as a world class training facility we must continuously question what we do and the way we do it. Reports like these, and external scrutiny by organisations like Ofsted, enable us to do exactly that.

Recognising the recommendations made by the IAP this year, we will continue to work with both recruiting group and training command to ensure the right young people are coming to the College, suitably prepared. In addition, we are actively searching for ways to support and reward the College staff for their extraordinary efforts over the last 9 months. We must continue to develop them and support the teams within which they work.

Thank you to the IAP for holding us to account whilst we do our work providing basic trained soldiers to their chosen corps and regiments. The British Army is continuing to recruit and train young people for fantastic careers in an organisation ready for the challenges of the future, both at home and overseas.

Lieutenant Colonel Simon Farebrother MC QDG
Commanding Officer
Army Foundation College

Annex 1: IAP members in 2020

Alamein Company: **Richard Corby** is a Chartered Surveyor with wide experience in the property sector and is the director in charge of the Leeds office of a national practice. He has been a trustee of Leeds Counselling for over 20 years. He lives in Harrogate and was appointed in August 2014.

Alamein Company: **Ruth Lewis** worked for 25 years as a consultant in corporate and financial public relations in London and Leeds. Previous Chair of the Chernobyl Children Life Line Harrogate branch, responsible for the care and well-being of young people visiting Harrogate for a respite holiday. She has four grown up sons, one of whom serves in the Royal Marines. She was appointed in February 2020.

Burma Company: **Ann Mannion (Vice Chair, outgoing)** has worked in IT and project management for over 20 years and is currently managing a DfE funded project for the University of York. Ann was appointed May 2014, and became Vice Chair January 2019.

Burma Company: **John Parker** is a retired businessman with extensive international experience, most recently in the healthcare sector. He was for nine years Chair of By the Bridge, a private fostering business. Appointed September 2014.

Cambrai Company: **Mark Roberts (Chair)** undertook a series of senior marketing roles before founding and running his own speciality beer company. He is also Deputy Chair of the Leeds City Region LEP Board, and lives in Harrogate with his young family. Appointed July 2014, Vice Chair from June 2017, Chair from January 2019.

Cambrai Company: **Sarah Nattress** is a Chartered Accountant who was a Director at PriceWaterhouseCoopers. She specialised in Government and Public Services assignments and was the national lead for the firm's contract to quality assure Work Based Learning for young people, including within the Armed Forces. She now has a young family and lives locally. Appointed in August 2015.

Peninsula Company: **Kenny Primrose (Vice Chair, incoming)** was once a Junior Soldier himself, joining the Royal Signals at 16 and enjoying an 8-year army career serving in both Germany and the UK. He joined HM Prison Service where he had a successful 32-year career reaching the rank of Prison Governor (Operational Manager). Now retired from the Prison Service, Kenny works part time as an exams invigilator in a local High School in Harrogate. Appointed March 2020

Waterloo Company: **Caroline Hatton** is a lawyer by training with experience in the public and private sectors. She has worked as an in-house legal adviser for various organisations and has served as a non-executive director within the NHS. Caroline is a school governor at a local primary school and is also on the board of a local organisation which provides educational provision for young people with special educational needs and disabilities. She has two grown up children. Appointed June 2016.

Waterloo Company: **Guy Dickie** is Associate Director of Digital at Leeds Teaching Hospitals NHS Trust, a group of 8 hospitals that treats around 1.5 million patients per year. He was previously a management consultant with Johnson & Johnson, PriceWaterhouseCoopers and Deloitte, where he worked across EMEA in Healthcare Technology. Guy served as a Captain in in The Royal Artillery and also spent 5 years as a Reservist. He lives in Harrogate with his family. He was appointed in November 2020.

Peninsular Company: **Philippa Everingham** has taught mathematics at Rossett School, Harrogate, for the last ten years. Prior to this she worked at St Aidan's High School and Henshaws Arts and Crafts Centre. Philippa came to England from Australia with her husband David in the 1990s and together they established an art restoration business which she still works in, on a part-time basis. Appointed October 2020.