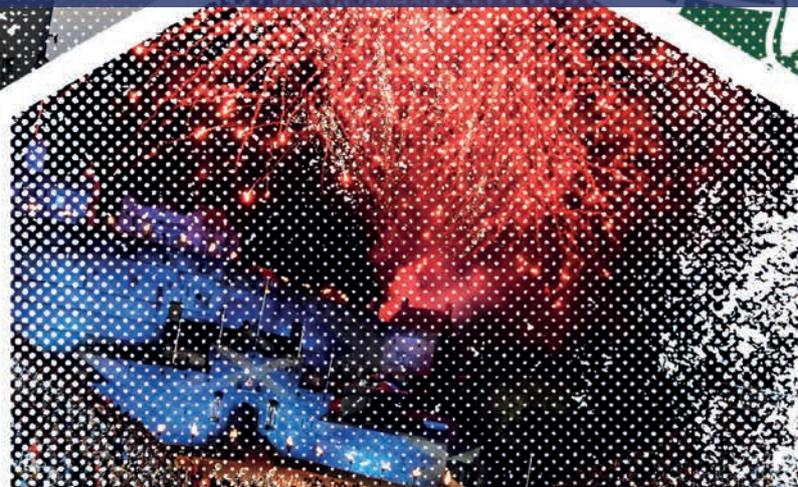
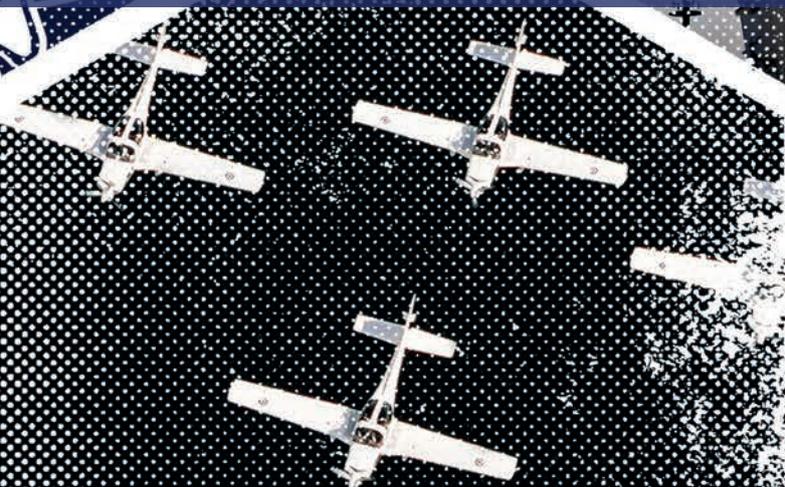




# LOWLAND RFCA

THE RESERVE FORCES' AND CADETS' ASSOCIATION  
FOR THE LOWLANDS OF SCOTLAND

# ANNUAL REPORT 2018/19



# THANK YOU

## FOR ANOTHER GREAT YEAR

What we do as an organisation is diverse; and it is important. We support and enable the reserve units of the Royal Navy, Army and Royal Air Force in our area; and similar for the Cadet Organisations - the Sea cadets, Army cadets and Air cadets - as national voluntary youth movements.

The ultimate focus of our work is to enable young people to gain the many benefits of the Cadet Experience, and to enable and support volunteer service in the Reserve Forces. The outcomes are considerable, to the demonstrable benefit of the individual, their local communities and the nation.

Under the leadership of our Chairman, Captain Andrew Cowan RD RNR, we are continually looking at how we can support the Cadet Organisations and Reserve Force units more effectively. As you will see from his report, the past 12 months has been a busy, challenging but immensely rewarding year.

Effective communication is at the heart of all that we do, even in our estate management function. We are constantly exploring new ways to engage, inform and work in partnership with employers, educationalists, the local communities that we serve as well as our own membership, and utilise digital means of getting our message out to all our stakeholders.

We have continued to work in close collaboration with the Council of RFCA and our 12 sister organisations across the UK, especially our colleagues in Highland RFCA so as to demonstrate combined impact in Scotland. We have the autonomy to respond to regional issues and to be that vital link between civic Scotland and Defence.

Thank you for your interest in what we do and I hope you enjoy reading the report.

**Colonel Robbie Gibson OBE**  
Chief Executive, Lowland RFCA

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The professional staff, based at Lowland House in Glasgow, deliver day-to-day operational support to the Reserve and Cadet units in our area, broadly focusing on three priority areas:

## SUPPORTING RESERVISTS AND THEIR EMPLOYERS

Lowland RFCA promotes Reservists of all three Services based in the Lowlands of Scotland. We engage with a range of stakeholders across Scotland to ensure that the Reserves continue to thrive in the communities that they are drawn from and serve.

We also champion, on behalf of the Ministry of Defence, the relationship between Defence and employers. We support employers to sign the Armed Forces Covenant and recognise those employers which go above and beyond through the Employer Recognition Scheme.

## PROMOTING THE CADET EXPERIENCE

The Sea, Army and RAF Air Cadet Organisations in Scotland offer unparalleled opportunities for young people to experience fun, friendship and adventure, take part in military-themed training, adventurous activities, the Duke of Edinburgh's Award scheme and so much more.

Lowland RFCA is also spearheading the Cadet Expansion Programme in Scotland. Pupils in school across Scotland are able to complete in-school cadet training as part of their school subject choices, and we continue to develop a suite of SQA-accredited qualifications that have been mapped to the existing Cadet syllabus.

## PROVIDING PLACES TO WORK AND TRAIN

Lowland RFCA is responsible for the upkeep of more than 130 Armed Forces Reserve and Cadet Centres across the Lowlands of Scotland. Our portfolio of properties provides and supports all Reserve and Cadet activity in the region.

WE ARE

# LOWLAND RFCA

Since 1908 Lowland Reserve Forces' and Cadets' Association has supported and promoted the Armed Forces Reserves and Cadets Organisations in the Lowlands of Scotland.

As part of a network of 13 RFCAs across the UK we make policy and operational recommendations to the Defence Council, comprising the Secretary of State for Defence, Permanent Secretary of the Ministry of Defence, plus the Chief of Defence Staff and the Service Heads for the Royal Navy, Army and Royal Air Force.

These recommendations are informed by our membership of more than 150 experienced individuals with a professional or personal interest in Defence. These include the Commanding Officers of Reserve and Cadet units in the region, as well as serving or retired Reserve and Regular personnel and representatives drawn from local government, employer and employee organisations and education.

The membership also advocates on behalf of Reservists, Cadet Force Adult Volunteers and cadets in the Lowlands, ensuring that there are high levels of understanding and support for what we do.

## PRINCIPAL OFFICERS

**President - Mr Guy Clark CVO JP, Lord-Lieutenant of Renfrewshire**

**Chairman - Captain Andrew Cowan RD RNR**

**Vice-Chairman (Navy) - Commander Alistair MacTaggart RD**

**Vice Chairman (Marines) - Mr Duncan Mackison**

**Vice-Chairman (Military) - Brigadier Paul Harkness MBE**

**Vice-Chairman (Air) - Group Captain Philip Cox MA FCMI**

**Vice-Chairman (Cadets) - Colonel Pat O'Meara**

**Chief Executive - Colonel (Retired) Robbie Gibson OBE**

**Deputy Chief Executive - Colonel (Retired) Tom Mathew**

# CHAIRMAN'S REPORT

It has been a really busy year across all of our outputs - Estate, Cadets and Engagement. In my first year as Chairman I have been very impressed with the unstinting efforts of Lowland RFCA staff, their ingenuity in getting the most from our modest budgets, and their enterprise in seeking to add value at every turn.

This year's report is different to previous years: as well as outlining our role in enabling and supporting the Reserve Forces and Cadet Organisations across the Lowlands of Scotland, we also want to demonstrate the impact of our work on the individuals, units and employers we support, and to tell their stories.

## SUPPORTING RECRUITING AND RETENTION

Reserve manning continues to grow to meet the requirements of Future Reserves 2020. This is a huge positive and reflects on the attractive "offer" to the many men and women who volunteer. Whilst we have no formal role in this, Lowland RFCA Board does its utmost to support both recruiting and especially retention. Our regionally generated income has allowed us to provide £33,500 to support local

Reserve recruiting, and we have awarded over £80,000 in grants which enable a host of retention-positive activities and adventurous training across all Reserve and Cadet units.

In addition to financial support, we promote recruitment to the Royal Naval, Army and RAF Reserves and to the thriving Cadet Organisations at every opportunity.

## ENGAGEMENT

Our engagement work with employers is an essential enabler of usable Reserves. It supports the employer too. In this, we have increased the number of employers signing the Armed Forces Covenant and

are now providing meaningful support to reserve personnel and service leavers. We have recognised their commitment and support through high-profile award ceremonies as part of the Defence

Employer Recognition Scheme. We have facilitated partnering arrangements with Reserve units where there is mutual benefit to both business and the Reserve. In all this we have worked closely with the Services throughout, supporting their discrete engagement work and endeavoured to maximise the outcomes for Defence and the employer.

Our Employer Engagement Strategy Group, led by Kenny Grieve, is a body of highly-committed employers that is a driving force of ideas and enterprise in this vibrant area. I value their input greatly. We are committed to employer visits to reserve training. In September 2018, employers travelled to Cyprus to visit and see the skills of Army Reservists from Scotland at close quarters. Indeed as I write, we are escorting a party of 18 employers in Norway, seeing first-hand the arctic warfare training of reservists in Royal Marines Reserve Scotland. These visits make a lasting impression and drive

home the value of the reservist, their qualities, and the routine training that Defence provides.

Our engagement beyond employers is no less purposeful in promoting the Reserves and Cadets across society. We engage a host of agencies and influential bodies: from CBI Scotland to Scottish Government; from Education Scotland to local authorities; from YouthLink Scotland to colleges of further education; and yet wider still. It is clear that our mutual interest in this is the Skills Agenda and Developing the Young Workforce. The Reserves develop skills and competencies in the workforce. The Cadets are a powerful contributor to developing the potential in young people to the benefit of the individual, future employers and society. More people need to know about it - do tell them!

We are supported in all this by a purposeful Engagement Strategy and dedicated staff.

## THE CADETS

The Cadet Organisations make an exceptional impact on the lives of young people, developing competencies, self-confidence, a sense of purpose and responsibility, and more besides. We promote them at every turn, and continue to drive forward our programme of mapping their syllabus across to SQA awards. This is evidencing the validated impact of the formal and outdoor learning that makes up the fun and challenge of the Cadet Experience. It is evidence that the cadet can take to employers and to further education. An Approved Centre of the Scottish Qualifications Authority, Lowland RFCA also trains and mentors Cadet Force Adult Volunteers in their role as assessors and verifiers. We take very seriously, this unique adjunct to our funded tasks.

The cadet Linked Detachment programme is maturing very well and involves Sea cadets, Army cadets and Air cadets. It is a partnership between Education and the Cadet Organisations to deliver the Cadet Experience as an elective timetable curriculum subject in secondary schools. The positive outcomes are considerable. They are highly prized by headteachers to the point that there is a waiting list of schools wishing to participate - clear evidence of the benefits of the Cadet Experience to young people and the broad support that the Cadet Organisations enjoy.

I am indebted to our small teams of professional support staff that provide administrative and logistic support to Army cadet battalions and Air cadet wings across our area. They do a marvellous job and do much to enable the volunteers and their delivery of the Cadet Experience.

## VOLUNTEER ESTATE

Our small Estates team continues to punch above its weight and make the most of lean budgets. Once again we have received considerable injects of additional money late in year and are working hard to deliver those projects by 31 March.

We make the very best of non-domestic rate relief on cadet properties to help sustain that element of the estate. This year we have provided new facilities for Tranent ACF, we have refurbished some 29 cadet detachment premises, and Lowland Board intends to do a host more in 19/20. I am grateful to our 15 local authorities, and their councillors who are members of the Association, for their support in this. I appreciate the pressure on budgets everywhere, however, your

rates relief helps to sustain a vibrant youth movement that is adding tangible value to young lives and communities across the region. Thank you.

Our Head of Estates has recently provided full input to the Army Infrastructure Balance of Investment process which will determine Army estate funding and project programmes out to 2030. The requirements of Lowland volunteer estate (Army) seem to score well against the core criteria so we await the proposed funding programme with anticipation. There are many competing pressures; however, we have also stressed the issue of look and feel and hope that is fully factored into the funding equation too.

We use elements of the estate to generate wider income, and plough that income back into wellbeing and support for Reserve and Cadet units. We have a dedicated contractor engaged in this and the spectrum of long term users is increasing steadily. However, we can

always do more to harness the redundant capacity on the estate (without burdening unit staff). If you have ideas as to how we might gain more, do get in touch with us. This income is targeted to very good effect.

## THE RFCA ORGANISATION

As an arm's length body of the Ministry of Defence, the RFCAs undergo external review every five years. The 2019 Review has just begun and will report in November. It will consider our effectiveness and value for money of course, however, it is also focussed on determining whether the RFCAs could do even more for Defence.

This is a significant opportunity for us all as I am convinced that we could provide

efficient, cost-effective services well beyond our current remit. We would need additional resources, but there would be benefits for Defence, and clear synergies with our current portfolio of tasks and the support we currently provide.

If you want to help us in our endeavour, or have suggestion for how we could support these vibrant organisations more effectively, do get in touch with us.

## FINALLY

There is much for us to do next year, and well beyond. We will keep you informed of major developments as they unfold. We will ensure that our Area Meetings provide our membership with an interactive forum for information, briefings and candid exchange of views on key matters that affect the Reserves and Cadets.

In return, I would seek your continued help to facilitate our work and our enduring engagement across all sections of society. So what is my "ask" of you? I would urge that you promote and advocate the values and benefits of the Reserves and Cadets at every opportunity. Thank you.



**Andrew Cowan RNR RD**

Chairman, Lowland RFCA

5 March 2019

# RAMPANT LION



## 2018 ANNUAL DEPLOYMENT EXERCISE

For five days in September, The Scottish and North Irish Yeomanry (SNIY), 6<sup>th</sup> Battalion, Royal Regiment of Scotland (6SCOTS) and 5 Military Intelligence Battalion (5MI) – three Army Reserve units from the Lowlands of Scotland – conducted a joint Annual Deployment Exercise.

By teaming infantry, light cavalry and military intelligence, the Reserve units were able to train alongside other units, as they would in a real-world battlefield scenario.

For individual Reservists the Annual Deployment Exercise is a chance to push themselves to the limit, to gain or improve skills, and for the Army Reserve in Scotland it offers the chance to bring together reserve units with different capabilities to undertake collaborative training.

Prior to joining Ex RAMPANT LION, each unit spent the first week of their camp focusing on their own unit training.

6SCOTS went to Sennybridge in Wales to carry out a mixture of training alongside soldiers from their paired Regular unit, 2 SCOTS (Royal Highland Fusiliers). They carried out urban operations training, honed traditional infantry skills and took part in a high quality live firing exercise.

For the Reservists of SNIY, Ex RAMPANT LION was a complete gear change. The week before the entire regiment – which was formed in 2014 – was busy preparing for, then executing, a fantastic Guidon Parade, receiving their first Guidon (Colours) from Her Majesty's Lord-Lieutenant, the Lord Provost of Edinburgh.

All four squadrons from SNIY immediately deployed from their ceremonial activity to annual collective operational training activity, joining their 6SCOTS and 5MI colleagues at West Freugh Airfield near Stranraer, before heading out into the Galloway Forest to put their training into action.

SNIY's role in Ex RAMPANT LION was far closer to their combat recce role. SNIY engaged with 5MI to build the intelligence picture and shape their understanding of the enemy, before handing over responsibility for the infantry manoeuvre to 6SCOTS – as they would in a real world scenario – and provided overwhelming fire support for the final strike with their mounted heavy and general-purpose machine guns.

The opportunity to train alongside counterparts from other units was viewed as a positive step forward for the soldiers involved: it allowed them to build understanding about other units when the training focus is so often internal.

The greater numbers of Reservists coming together improved training for



everyone. The exercise gave commanders an opportunity to experience the breadth of capabilities on offer in practice rather than in theory.

The units involved will use this learning opportunity to help their planning in the future.

“ IT'S QUITE EXCITING TO GO INTO ATTACKS WITH VEHICLE SUPPORT, KNOWING THAT THEY'RE FIRING OVER THE TOP OF US. ”

**150**  
RESERVISTS TOOK PART

**17**  
LIGHT-ARMOUR VEHICLES

**5**  
DAYS IN GALLOWAY FOREST

# COMBAT MEDIC

**For Private Wijnand Ng, splitting his time as a full time medical student and a Combat Medical Technician with the Army Reserves is the best of both worlds.**

Aberdeen-born Wijnand moved to Henley-on-Thames in Oxfordshire when he was 14 and was introduced to the Armed Forces when he joined the Sea Cadets.

"It was the May Day Gala in Henley and I had a chat with the guys from the TS Guardian Sea Cadets, who were manning a stall at the gala which was literally across the river from the detachment hut."

Having never thought about becoming a Cadet, Wijnand turned up at drill night the following week. He enjoyed the experience so much that he also joined the Army Cadets and the Royal Marines Cadets.

Unsurprisingly then, after completing his A levels and a gap year travelling around his parents' native Hong Kong and China, he considered joining the Army.

"My mum wanted me to go to uni first. So I enrolled on a Biomedical Science undergraduate degree at UWE Bristol. To be honest I was pretty average at school but I've always been interested in biology and this course gave me options."

Three years later he graduated with a First Class honours degree, had his dissertation published in a medical journal and planned to go on to complete a PhD or study medicine.

"Mum's advice was to work at the lowest level in the area you want to work, and if you enjoy it at the bottom you'll enjoy it further up."

So Wijnand became a Nursing Assistant at University Hospital Bristol, and signed up as a Combat Medical Technician with 39 Signal Regiment, Army Reserves.

"Being a Nursing Assistant was really hard work, but something clicked into place and convinced me that I did want to pursue medicine. That's why I put up with the long hours and nightshifts while people I graduated with were out starting their careers."

Wijnand applied to study medicine at Glasgow and in September 2018 became a student of Glasgow University, and a member of 6SCOTS - the Royal Regiment of Scotland's reserve battalion in the Lowlands. As he prepared to move to Glasgow, Wijnand took a "summer job" with 39 SIGS, running social media and working with recruiting, and continued his nursing role at the weekends.

"In the space of six months I went mountain biking for a week in Germany, snowboarding for three weeks in Austria, learnt to ride a horse, got my driving licence, completed a medical placement and took part in shooting competitions. You get to do some pretty cool stuff and get paid to do it."

"In lots of ways, being in the Army Reserve is like being a student. In the Reserves we all wear the same kit and do the same training, and it feels like you

are part of a team. As a student, we go through the same experiences - Freshers' Week, classes, study, exams. There's 300 students in our year, split into different cohorts and then into study groups, which kind of mirrors the structure and team spirit in the Army. We spend a lot of time in each other's company, so it becomes almost quite tribal.

"The Army drives high standards, especially during exercise where the training is quite fast paced, so you want to get things right. It helps build resilience in stressful situations. And at the same time I can apply what I'm studying at uni to understand what I'm learning as a Combat Medical Technician with 6SCOTS so it's the best of both worlds."

And serving as a Private offers a different perspective and lifestyle.

"I get to practice the core soldiering skills, roll about in mud and have fun. After I graduate I hope to go into regular service as a Medical Officer specialising in emergency medicine, critical care medicine or surgery. The Reserves has shown that I can thrive in challenging, fast paced and stressful situations."

"The Reserves recruit civilians with full-time jobs so they get that people have other commitments. With the Reserves you can give as much or as little as you want, but most people find a way of fitting it into their lives. There is an element of the more you put in, the more you get out, and the more time you spend helps you develop your career - inside and outside the Reserves."

“  
**WHAT I REALLY LIKE  
 IS THE VARIETY  
 - SPENDING THE  
 MORNING LEARNING  
 HOW TO USE  
 STETHOSCOPES AND  
 PRACTISING PISTOL  
 STOPPAGE DRILLS IN  
 THE EVENING.**  
 ”

# BOARD GRANTS

## FINANCIAL SUPPORT FOR ADVENTUROUS TRAINING

The armed forces has a longstanding commitment to promoting adventurous training and sport as a way of developing confidence, team-building, improving fitness and supporting individuals and teams to perform at the highest level.

The Board of Lowland RFCA shares this aspiration, and is committed to enabling our Reserve and Cadet units to benefit from adventurous training and participation in high-level competitions.

The Board also believes that these types of activity are retention-positive and by supporting participative and competitive sporting opportunities, the Reserves provide a more rounded experience to individuals that make them more likely to continue to volunteer with the Reserve Forces.

Board grants to units are funded through Regionally Generated Income (the money we are able to generate from the Reserve and Cadet Estate) and fund adventurous training and non-military activity (ie skiing, sailing, mountainbiking, watersports), high-level sporting competition and qualifications.

# £80k

VALUE OF BOARD GRANTS DISTRIBUTED  
IN 2018/19

## 154 (SCOTTISH) REGIMENT RLC

### Alpine Nordic Ski Race Team 2019

One of the units supported with a board grant in 2018/19 is 154 (Scottish) Transport Regiment, Royal Logistic Corps, which has squadrons in Edinburgh, Glasgow and Irvine.

Lowland RFCA Board grants supported the Regiment's ski racing team, enabling the team to achieve individual and collective podium performances in Army and tri-service championships in the French Alps.

Having become the first Reserve team to win a major trophy at the Army Downhill Championships in 2018, the 154 RLC ski team performed exceptionally well in divisional championships at Les Cotamines in early 2019.

Private Poth (pictured below) led the team to second overall at the Army Alpine Championships in Serre Chevalier – the highest position ever achieved by an Army Reserve team. Winning eight of the nine races he competed in, he was crowned Army Slalom Champion, Army Giant Slalom Champion and Army Super Giant Slalom, won Silver in the Army Downhill championship and became the first Reservist to be crowned the Army Alpine Champion.

Private Poth was selected to represent the Army at the Inter Services Championships in Meribel, France. Poth again won all but one of the races he entered becoming the Inter-Services Alpine Champion 2019.

Private Poth is a member of the GB Europa Cup Squad and is striving for selection to represent Great Britain at the 2022 Winter Olympics in Beijing. The Board of Lowland RFCA is delighted to be helping him to achieve his dream

The 154 RLC Nordic team also had success in Ruhpolding in Germany, retaining their position as Champion Reserve Alpine and Nordic Team, .

In Germany Private Morven Todd, the newest and youngest team member of 154 RLC ski team, was crowned Female Junior Champion, Private Maxwell won every Reserve medal possible and Warrant Officer Class 2 Mike Roberts was crowned Champion Alpine racer 2019.



## RAF100

## FLYING HIGH

1 April 2018 marked the start of RAF100, a nation-wide campaign of events to “Commemorate, Celebrate and Inspire” the centenary of the formation of the Royal Air Force. 603 (City of Edinburgh) Squadron RAuxAF, the Scottish capital’s RAF Reserves unit, took this opportunity to grasp the ceremonial thistle with both hands with the honour of mounting the ceremonial guard at Edinburgh Castle; thus ensuring a constant RAF presence whilst the Castle was open to the public.

Following on from guarding the Castle, the Squadron quickly prepared to receive the Freedom of the City of Edinburgh.

603 Squadron received the Freedom of the City – a civic honour which dates back more than 500 years – on 3 July in a ceremony outside Edinburgh’s City Chambers. The official scroll was presented to Air Marshal Sir David Walker by Edinburgh’s Lord Provost outside the City Chambers on the Royal Mile.

Having received the freedom scroll, the Squadron marched off in true fashion with “drums beating, colours flying and bayonets fixed” to rousing music provided by the RAF Central Scotland Pipes & Drums.

From the City Chambers, the parade proceeded down the length of the Royal Mile and onto the forecourt of the Palace of Holyroodhouse. On dismissal, the Squadron then had the honour of being

received at a private reception by their Royal Honorary Air Commodore – Her Majesty The Queen – who wore her 603 Squadron brooch to mark the occasion. In other centenary celebrations, Squadron members took part in the RAF100 parade in London, as well as the annual national Festival of Remembrance.

Beyond RAF100, the Squadron is focused on its operational role providing support to the RAF Police and RAF Regiment at home and abroad.

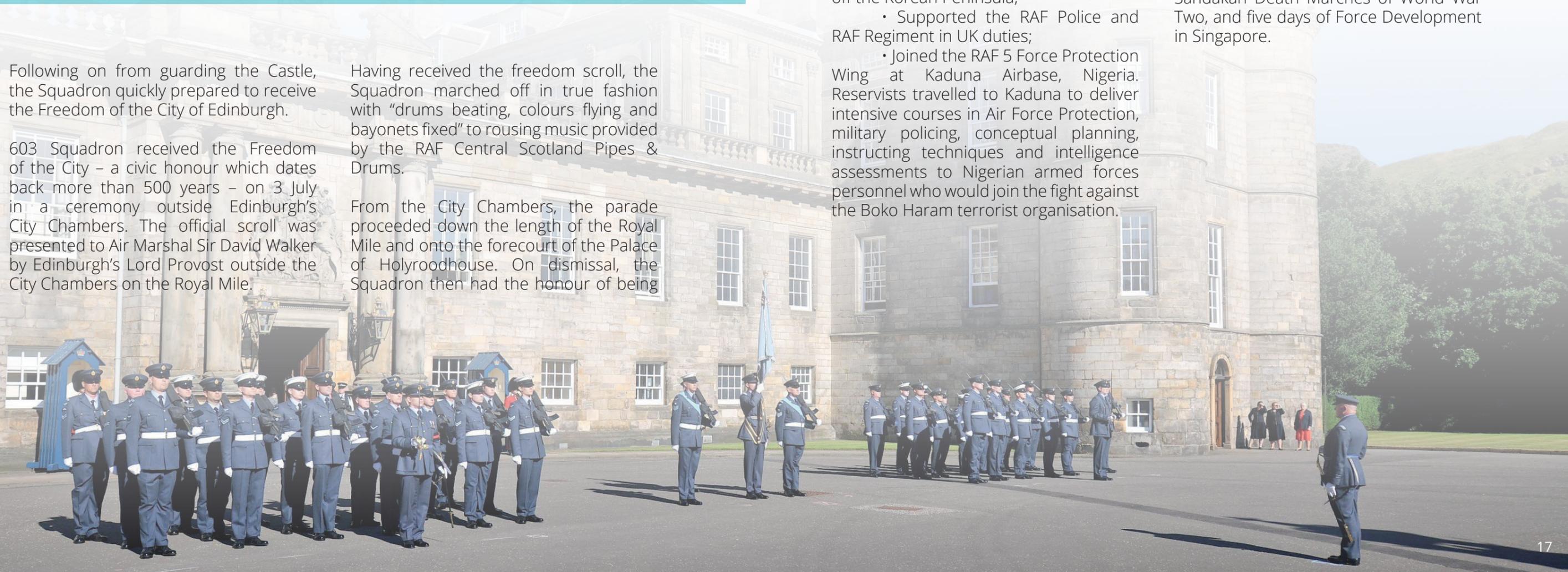
In the past 12 months 603 Squadron’s personnel have:

- Undertaken various duties as part of Operation KIPION at the Al Minhad Air Base in the United Arab Emirates;
- Provided aviation security and air transport security worldwide including in support of a change of personnel on a Royal Navy vessel whilst it was patrolling off the Korean Peninsula;
- Supported the RAF Police and RAF Regiment in UK duties;
- Joined the RAF 5 Force Protection Wing at Kaduna Airbase, Nigeria. Reservists travelled to Kaduna to deliver intensive courses in Air Force Protection, military policing, conceptual planning, instructing techniques and intelligence assessments to Nigerian armed forces personnel who would join the fight against the Boko Haram terrorist organisation.

During September, our RAF Regiment personnel took part in a joint annual camp with Reservists from 2622 (Highland) Squadron in Magilligan Training Camp in Northern Ireland, and the RAF Police contingent went to RAF Leeming.

Personnel undertook various adventurous training activities. By far, the most challenging was a three week Exercise MALAY GRIFFIN, which was designed to develop a range of essential leadership and teamwork qualities through moral and physical courage and effective communication skills in the unfamiliar, arduous tropical jungle environment to reinforce the RAF’s ethos, core values and standards.

One of our Squadron members also took part in five days of mountainbiking near Kuala Lumpur; five days of trekking the jungles of Borneo in remembrance of the Sandakan Death Marches of World War Two, and five days of Force Development in Singapore.



# GOING FOR GOLD

## STANDARD LIFE ABERDEEN'S JOURNEY TO EMPLOYER GOLD

Following the tie-up between Standard Life and Aberdeen Asset Management in August 2017, Standard Life Aberdeen plc is the UK's largest asset management firm and one of Scotland's top armed forces-friendly organisations.

The Edinburgh-headquartered firm is a long-standing supporter of the Armed Forces. In 2013 it was among the first to sign the Armed Forces Covenant. The financial giant was awarded the Ministry of Defence's Employer Recognition Scheme Silver Award in 2014 (reviewed and renewed in 2017) and in 2018 achieved the ERS Gold Award.

The Employer Recognition Scheme recognises employers who go beyond the broad commitments set out in the Armed Forces Covenant: that no member of the Armed Forces Community should face disadvantage, and in some circumstances, special treatment may be appropriate, especially for the injured or bereaved.

To achieve ERS Gold, SLA set out a series of enduring commitments, not only as a way of attracting and supporting serving and

ex-military personnel to their business, but to support Scotland's Armed Forces community.

SLA updated its employment policies to recognise the benefits reservists bring to the company, and make it easier for them to continue to serve.

The organisation understands the skills that ex-regulars and reservists can bring to their business. The rigorous training undertaken by members of the forces develops key attributes including leadership, resilience, team-working and meticulous organisation – all of which contribute to a positive working culture.

Reservists can also bring advanced, current, technical expertise in key areas of business risk such as cyber-security, strategic planning and vulnerability analysis – military skills that are readily transferable across many civilian industries and job roles.

But the firm also recognises that it can be difficult to balance a civilian job and time with family with the requirements of reservist training.

To support reservists' operational role training, SLA offers two weeks' paid leave per year. Through their Reserve Forces Call-up policy, the firm ensures that their current job role remains open to them to return to, and all their employment benefits (including membership of their pension scheme and access to private healthcare) is maintained for up to 12 months, allowing reservists to be mobilised on active duty.

Support is also provided to employees who are spouses or partners of Armed Forces personnel. SLA provides up to five days flexible paid leave which can be taken before, during or after their partner's deployment: all in one go, on separate days or half-days. As with their Reservist policy, all employee benefits are guaranteed.

Looking to enhance support for reservists and deepen their relationship with the Armed Forces Reserve, SLA established a mutually beneficial relationship with 5 Military Intelligence Battalion – Scotland's Intelligence Corps' Reserve unit, based in Edinburgh.

5MI hosted an Insight Day for 30 SLA hiring managers to demonstrate the range of skills and experiences that reservists and veterans bring to organisations and give a better understanding of how these skills can be translated into civilian job roles. This is really important for the organisation as it is often individual recruitment managers who make the call on who to hire so it is important that there is high awareness and understanding of the benefits reservists and ex-forces personnel bring to the workplace throughout the organisation, not just in the HR department. SLA employees have also been involved in military-inspired leadership and problem-solving exercises delivered by 5MI.

The relationship is two-way so SLA has also briefed 5MI on SLA as a workplace,



the diverse roles on offer within the organisation and the support provided to reservists including the Armed Forces Network.

SLA is also supportive of its reservists who serve with other Army, RAF and Naval Reserve units and has supported both them as individuals, and also their units, when requested.

SLA's Armed Forces Network has 170 members, encompassing Reservists, ex-forces personnel, and individuals with family connections or a genuine interest in the Forces. The Network's executive sponsor is Richard Charnock, CEO of Aberdeen Standard Capital (who himself is ex-military) demonstrating the management buy-in the network has within the company.

Standard Life Aberdeen's journey – from early adopter of the Armed Forces Covenant to Employer Recognition Scheme Gold Award winner has been a learning process and a period of continuous improvement. But they show that with the right corporate leadership, ethos and policies it is something all employers should aspire to.



# COLD WAR

## EMPLOYERS ON EXERCISE WITH THE ROYAL MARINES

Employers learn how Royal Marines Reservists thrive in temperatures of **-30°C** and in only a couple of hours of daylight.

There are many business benefits Reservists bring to their employers but, for many employers, understanding what their employees get up to when they put on uniform can be a bit of a mystery.

Not so for senior executives from Edinburgh Trams, Scottish Rugby, Bruce Stevenson, Rangers FC Charity, Bullet Express UK and West College Scotland - employers in the Lowlands who got the unique opportunity to visit the Royal Marines Reserves taking part in Exercise HAIRSPRING - cold weather warfare training in northern Norway in March 2019.

Travelling to the training area near Bardufoss - 200 miles inside the Arctic Circle - the visit was an opportunity for employers to understand and gain an appreciation for the RM Reserves, seeing how snow holes and snow shelters are built, how cold weather rations are prepared and served in the arctic weather conditions and how the Royal Marines' specialist equipment is used.

There was also an "ice breaker" demonstration. In this climate, suddenly plunging through the snow and ice into freezing cold water is a constant risk and so it is essential that Commandos are able to deal with the initial shock, extricate themselves using their ski poles and get themselves warm and dry.

As well as understanding the Defence role that some of their Reservist employees undertake on behalf of the UK and NATO, it was also an opportunity for their employees to demonstrate the skills, leadership and tenacity that they develop through the Reserves, and how these can be applied back in their civilian careers.

In addition to employers from the Lowlands, this year HRH Prince Harry, Captain General Royal Marines, took time to visit the Commandos, and the Defence Secretary Rt Hon Gavin Williamson MP also headed north to visit the troops and completed his own ice breaker challenge.

As NATO's mountain and arctic warfare specialists, the Royal Marines train alongside allied forces that have responsibility for the defence of NATO's strategic northern flank.

Reservists have to be able to operate to the same standard as their Regular, full-time, counterparts in all environments and conditions. They are taught how to survive, navigate and move around on skis and operate in the difficult conditions. They must be able to ski while carrying a weapon and a 70lb Bergen, learn how to use specialist arctic equipment and clothing and to operate from specialist vehicles including skidoos and tracked BV206s. It takes two years in order to become fully trained in this environment.

## EMPLOYER ENGAGEMENT OPPORTUNITIES

### DEEP HEAT

February

One-day humanitarian themed leadership and problem-solving challenge for employers, delivered over five days by Officer Cadets from City of Edinburgh University Officers' Training Corps.

### MEDICAL CHALLENGE

May

One-day medical themed challenge for employees of the National Health Service, delivered by 205 Field Hospital and 225 Medical Regiment, Army Reserve.

### EXECUTIVE STRETCH

July

Weekend leadership and problem-solving challenges for employers, delivered by the Royal Navy, Army and Royal Air Force.

### MINI STRETCH

November

One-day command task and crisis exercise for employers, delivered by the Royal Navy.

**-30°C**

OPERATING  
TEMPERATURE

**6**

EMPLOYERS  
INVOLVED

**200**

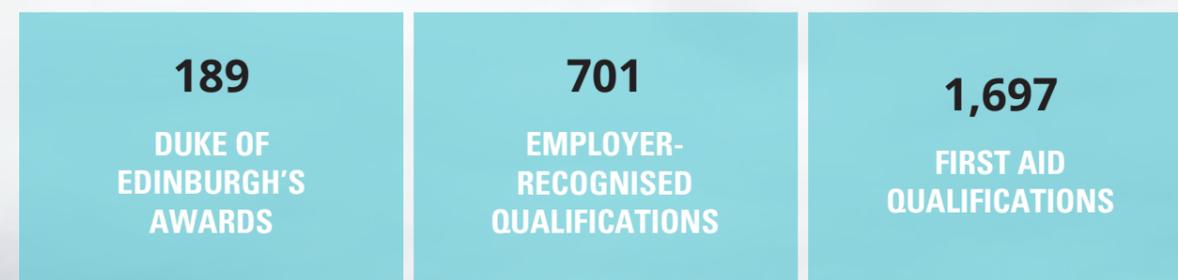
MILES INSIDE THE  
ARCTIC CIRCLE

# READY FOR ACTION

## EQUIPPING YOUNG PEOPLE FOR THE WORLD OF WORK

Around 10,000 young people are part of the Cadet Organisations – Sea Cadets, Army Cadets and RAF Air Cadets - in Scotland, supported by nearly 2,000 Cadet Force Adult Volunteers.

These organisations are providing young people with more opportunities to gain qualifications and experiences that prepare them for the world of work.



Lowland RFCA has been working with education partners including the Scottish Qualifications Authority (SQA) to evidence the tangible developmental impact of the Cadet Experience to education and employers.

The training gained through involvement in all three Cadet Organisations have been mapped to SQA qualifications at SCQF levels 4, 5 and 6 - the same level of learning as National 4, 5 and Highers.

In addition cadets are also achieving other vocational qualifications such as St John's Ambulance Awards and Duke of Edinburgh's Awards that are recognised and valued by employers.

The range of formally accredited qualifications young people can now achieve through the Cadet Organisations enhances their employment prospects after leaving school, whether they want to pursue a military or civilian career.

## EVIDENCING THE VALUE OF THE CADET EXPERIENCE

An independent report by academics at the University of Northampton published in 2018 concluded that involvement in the Cadet Organisations has a huge positive impact on social inclusion, mobility and career prospects of young people, including:

**INCREASING INDIVIDUALS' BELIEF IN THEIR ABILITY TO COMPLETE SPECIFIC TASKS**

**IMPROVED MOTIVATION**

**IMPROVED SCHOOL ATTENDANCE BEHAVIOUR AND ATTITUDES**

**GREATER ACADEMIC SUCCESS CONTRIBUTING TO INCREASING SOCIAL MOBILITY**



Lowland RFCA has been at the forefront of work to develop the concept of school-based Cadet activity to increase the number of young people who can benefit from the Cadet Experience and to increase the number of state schools benefiting from having a Linked Detachment as part of school life.

Linked Detachments were developed in response to demand from school leaders and were first piloted in 2011. This pilot proved the concept of school-based Cadet activity and in parallel to the development of the UK-wide Cadet Expansion Programme which has been rolled out across the country since 2012.

The Linked Detachment model - which is specific to Scotland - has been championed by Head Teachers with an understanding of the value of the Cadet Experience and supported by local authority education departments and the Scottish Government.

Pupils in participating schools choose to take cadets as part of their subject choices from S3 onwards. The school determines which pupils would benefit most from this work-based learning opportunity and the result is Linked Detachments have a broad mix of abilities.

Pupils spend programmed time during the school week (usually two double periods) learning the Cadet syllabus which is delivered by a qualified Cadet Instructor with direct support from a nominated member of school staff. Due to the variety and volume of the cadet syllabus, pupils also attend their local Cadet Detachment on weekday evenings, training weekends throughout the year and a two-week residential during the summer holidays to meet the required volume of learning and achieve an SCQF level 4 award.

Crucial to its success, the Linked Detachment model is clearly and deliberately aligned to the four competencies underpinning Curriculum for Excellence - successful learners, confident individuals, responsible citizens and effective contributors - and recognises learning and attainment that takes place outside the school.

The Linked Detachment programme has also reinforced partnership working between community Cadet Detachments and local schools.

## MAKING LINKS

EXPANDING THE CADET EXPERIENCE TO SCHOOLS

### LINKED DETACHMENTS IN SCOTLAND:

Harris Academy, Dundee - Sea Cadets  
 Broxburn Academy, West Lothian - Army Cadets  
 Govan High School, Glasgow - Army Cadets  
 Kilwinning Academy, North Ayrshire - Army Cadets  
 Lasswade High School Centre, Midlothian - Army Cadets  
 North West Community Campus, Dumfries & Galloway - Army Cadets  
 Moffat Academy, Dumfries & Galloway - Army Cadets  
 Viewforth High School, Fife - Army Cadets  
 Beath High School, Fife - Army Cadets  
 Armadale Academy, West Lothian - RAF Air Cadets

# DEVELOPING THE NEXT GENERATION

**When injury ended a potential career in the Regular Army, RSM Graeme Murray discovered another way to serve.**

Graeme Murray had joined the Army Cadets as a 12 year old living in Kilmarnock.

Settling in quickly, Graeme found that he excelled in the military elements of the Army Cadets – drill, fieldcraft, weapons handling and shooting - and quickly made friends with people from other schools.

“As I progressed up the ranks I earned qualifications on specialist courses and learnt more and more about leadership, organisation and entry-level management. I loved the responsibility and acquiring new qualifications and eventually became Cadet Company Sergeant Major, commanding and representing Cadets in detachments in Ayrshire.

“This was the high point of my cadet career. I really enjoyed being able to put into practice the techniques and training instructing that I had gained throughout my cadet career.”

When Graeme turned 16 he signed up to join the British Army and started basic training at the Army Training Regiment at Catterick Barracks.

“I was gutted when I was told I had to leave Catterick and give up on a career in the Army after I dislocated my knee.”

Starting an apprenticeship in joinery instead, Graeme also signed up as a Cadet Force Adult Volunteer (CFAV).

“I wanted to become an adult volunteer as it would enable me to stay in the organisation long-term and give something back to the younger generation.”

“What I really enjoy about being a CFAV is instructing Cadets to a high standard and equipping them with life skills – the same life skills I got as a cadet.

“I qualified as a joiner in 2010 and now work for a large construction company in Glasgow. As I have progressed up the ranks as a CFAV I have found that there are quite a few management, administration and instructional skills and techniques from cadets that I use in my work – and vice versa.

“There’s also a good social dimension to being a CFAV – I actually met my wife through cadets. As a voluntary organisation that’s reliant on adult volunteers it’s really important that the adults enjoy their time too, and that they are getting something out of their volunteering as well as the young people they are working with.”

Graeme has volunteered his time and effort as a CFAV for the past 11 years. In August 2018 he was appointed Regimental Sergeant Major of West Lowland Battalion ACF – the high-point, so far, of his time as an adult volunteer.

It is relatively unusual for someone as young as RSM Murray to be appointed into this role (he turns 29 later this year) but he clearly has the skills, experience and

“  
**I SEE IT AS MY JOB AS RSM TO MAKE SURE THAT OUR PEOPLE ACHIEVE AS MUCH AS POSSIBLE IN THEIR TIME IN THE CADETS.**  
 ”

aptitude to be appointed as the Battalion’s most senior non-commissioned officer.

While fulfilling the traditional role of an RSM, Graeme sees a greater role for himself in training and instruction of cadets and adult instructors.

“As RSM I want to take on a greater role in preparing cadets for the specialist courses and competitions that I took part in as a cadet.

“I really enjoy instructing on fieldcraft and skill-at-arms, and also working as part of a team of other adult volunteers committed to drawing the best out of the cadets.”

Clearly RSM Murray relishes the challenge of being RSM, and there’s still plenty of potential for him to rise up through the ranks of the ACF. What won’t change though is his commitment to the ACF.

“I am not long in the post and am intent on enjoying it and leaving my mark as RSM. Whatever the future holds I’m planning to be here for the long haul.”

# GIRL POWER

## LEADING FROM THE FRONT

Cadet Sergeant Amy Barbour is a member of Saltcoats Detachment ACF which is affiliated to the Royal Scots Dragoon Guards – Scotland’s cavalry regiment.

She is currently a fifth-year pupil at Wellington School in Ayr and is completing Highers in Maths, English, Biology, Chemistry, Physics and History, having earned nine National 5s last year.

In the three years since she joined, the Army cadets has become a very happy second family to her.

“I had no idea that the Army cadets existed. Following a visit by the Army into my school, I really liked the idea of joining the Army and I decided that’s what I wanted to do with my life.

“Doing a bit of research about what to do to prepare for a life in the Forces I came across the Army cadets and it seemed like a perfect fit.”

She has made the most of the opportunities life in the cadets offers – achieving a number of SQA Awards and valuable First Aid qualifications, competing in several national sporting competitions, spending a week in Bavaria taking part in Klettersteig (navigating cliff-faces attached to wires) canyoning, rafting, and hiking.

She has completed her Silver Duke of Edinburgh’s Award and is well on the way to her Gold Award, amassing as many skills as possible for her future career in the Army.

For Amy, however, being an Army cadet is more than just picking up employability skills, qualifications and certificates. She thrives on the life skills, welcoming social atmosphere and cherishes the friendship the ACF has enabled her to forge.

“As a Sergeant I see my role as helping younger cadets who are just like I was. I remember the kindness that more senior cadets showed me when I first joined. I also thrive on being able to give back to the Community – taking part in Remembrance parades, and collecting for the Poppy Appeal.

“Being a cadet has massively developed my communication and interpersonal skills, my time-keeping and leadership ability, boosted my confidence and self-esteem and helped me to become a more resilient and capable young woman.

“I’m proud to be a Sergeant. Going up the ranks, it’s nice to get the recognition for what I’m doing. But taking on more responsibility is more about who I am as a person rather than chasing the next promotion.”

Cadet Sergeant Barbour has immersed herself fully in the Army Cadet Force, and has taken advantage of every aspect of the organisation to shape her future.



Amy hopes to study medicine at university, but understands the highly competitive nature of getting into university so she is balancing a full school timetable by getting as much value and experience out of the cadets as she can.

Beyond cadets, she aspires to be commissioned as a Medical Officer in the Army. She is certain that the skills and opportunities the ACF has provided her will be of massive benefit going forward. On this route she is working hard to complete her 4 Star and Master Cadet qualifications over the course of 2019 in order to enhance her university application in 2020.

“I have embraced every single experience being a cadet has given me so far. I am enjoying the challenge and responsibility of being a Cadet Sergeant and I hope I might be worthy of promotion to Cadet

“  
**AS A MSYP I  
 REGULARLY HAVE TO  
 SPEAK IN FRONT OF  
 HUNDREDS OF PEOPLE.  
 THERE’S NO WAY I  
 WOULD HAVE HAD THE  
 CONFIDENCE TO DO  
 THIS IF I HADN’T BEEN  
 A CADET.**  
 ”

Sergeant Major of my Training Group in what’s left of my cadet career.”

Away from cadets, but clearly influenced by the attributes she has gained from being a cadet, Amy has banked more than 150 hours volunteering with the Salvation Army and more than 700 hours volunteering at a local care home where she developed a very special rapport with Armed Forces Veterans.

She has been appointed a Young Carers’ Ambassador for Scotland and has received awards in this role, and is also a Member of the Scottish Youth Parliament (MSYP), and has raised young carers’ related issues in the Scottish Youth Parliament.

## SUPPORTING RESERVES AND ADULT VOLUNTEER

# RECRUITMENT

Lowland RFCA continues to play a key role in supporting the Reserve Forces to recruit new people to their units, in pursuit of manning requirements set out by the Ministry of Defence.

In the last financial year £33,500 was made available to Reserve and University units to support recruitment activity and supplemented funding from their parent Service.

In addition to financial support, Lowland RFCA has been working with individual Reserve units to promote them via our social media channels, and we've worked with a number of them to develop professionally-designed marketing materials - all compliant with single Services' brand and visual identity guidelines.



Similarly, we have supported the on-going efforts of the Sea, Army and RAF Air Cadets to identify, attract, recruit and retain young people and adult volunteers into their organisations. Throughout Scotland, more than 10,000 young people are members of the Cadet Organisations, and more than 2,500 adults (many of whom have no prior military experience) volunteer their time, enthusiasm and experience to make the Cadets one of the largest and most successful voluntary youth organisations in the UK.

In January 2019 we launched a social media campaign, leveraging our social media networks to raise awareness of Cadet Force Adult Volunteering opportunities and successfully engaged more than 13,000 potential instructors.

Through income from the Army Cadet Force Association we provided more than £4,000 to support our three Army Cadet Force Battalions (Glasgow & Lanarkshire, Lothian & Borders and West Lowland) to recruit new adult volunteers into their organisations.

## RESERVES DAY

### Armed Forces Reserves Recruitment Campaign

Lowland RFCA helped to deliver a national Reserves Day event in Edinburgh's Waverley Station. The event was part of a co-ordinated effort to hold Reserves Day activity in each of the UK's four capital cities. Army, Navy and Air Force Reservists were present in uniform at the station, one of Scotland's busiest transport hubs, and engaged members of the public and politicians on the role of the Reserve Forces.

On Reserves Day we unveiled a new recruitment drive for the Reserves in Edinburgh. Working with our friends at Lothian Buses, we launched a double-decker bus featuring an over-sized image of a Scottish and North Irish Yeomanry light cavalry vehicle. The bus was launched at Redford Cavalry Barracks in Edinburgh, headquarters of SNIY.

The bus continues to serve popular routes across the city, raising awareness of units in Edinburgh and east-central



Scotland. The campaign is augmented by paid keyword advertising on Google which has been seen by tens of thousands of potential recruits.

Our combined Reserves Day activity reached more than 380,000 people via Twitter.

We also relaunched our Lowland RFCA website. The new design is a more useful platform to enable us to promote Reserve and Cadet news to a wider audience, and to help potential recruits find their nearest unit.

**BRINGING IT ALL TOGETHER**

# ESTATES

Lowland RFCA's Estates department is a small team of professionally-qualified individuals which is responsible for the upkeep, maintenance and development of the Armed Forces Reserve and Cadet estate across southern Scotland.

The bulk of the estate sits across the central belt, but extends as far south as Stranraer and Hawick and out to Ayrshire and the Isle of Bute. It is a diverse property portfolio that deals with property assets ranging from purpose-built reserve centres, and historic buildings like 603 Squadron RAF Reserves' HQ on Learmonth Terrace in the heart of Edinburgh's UNESCO World Heritage site.

The Estates department brings commercial property experience and planning to support the development

plans and through to on site delivery and operations.

This year the focus has been on securing the future location of Glasgow & Strathclyde UOTC, enhancement of the Royal Marines Reserves Edinburgh Detachment at Colinton Road, and to creating a new facility for 278 Battery (Royal Artillery) and 243 Provost Company (Royal Military Police) at Beveridge Square, Livingston.

This year we introduced a new help desk facility to better support units' accommodation needs. In the past 12 months we have responded to more than 1,500 reported faults, achieving a 90% response target for repairs and a reported satisfaction rate of 98%.

## OUR INVESTMENT OVER THE PAST 12 MONTHS...

**£720k**  
**REFURBISHING 22 CADET HUTS**

Mandatory and statutory testing

**£602k**

**£507k**  
**ON URGENT REPAIRS**

Purchasing new cadet buildings in Tranent

**£430k**

and Duns

**£184k**  
**ADDITIONAL REACTIVE MAINTENANCE**

## RAF KIRKNEWTON

RAF Kirknewton was built during the Second World War to support the war effort. It has had a range of uses since then, but more recently had been neglected and the extensive site and flying surfaces had fallen into disrepair.

Lowland RFCA supported the aspiration of the RAF Air Cadets to resume flying by funding, planning and delivering £2m of capital investment in infrastructure to support the return of glider flight operations.

This included the introduction of drainage, grounds landscaping works and hard standing repairs to the runways.

We also funded, planned and delivered upgraded cadet and volunteer accommodation, new crews rooms, training facilities and hanger upgrades.

We are also fulfilling ongoing maintenance of the airfield and technical areas. For example the grass has to be cut regularly to meet strict, operational specifications.

As a result of this major programme of capital investment 661 Volunteer Gliding Squadron, RAF Air Cadets were cleared for autonomous operations in August 2018. RAF Air Cadets resumed flight operations in November 2018, but the number of flights has been reduced due to weather but has flown 40 sorties.

Alongside the flying operation the RAF Air Cadets have installed a flight simulator which has seen more than 700 cadets take part and work towards flying badges.

Since RAF Kirknewton returned to flight operations three personnel have completed their very first solos with this number due to increase to ten in spring 2019.



**£133k**  
**GROUND MAINTENANCE**

**£75k**  
New cadet accommodation at Drumshoreland Cadet Training Centre

**£48k**  
**ADDITIONAL IMPROVEMENTS TO THE ARMY RESERVE ESTATE**

**£48k**  
Access, security and other improvements at Edinburgh URNU

# LORD-LIEUTENANT'S AWARDS 2018

Lord-Lieutenant's Certificates of Meritorious Service are awarded to Reservists and Cadet Force Adult Volunteers who have provided exemplary service to their organisations.

Lord-Lieutenants also appoint Lord-Lieutenant's Cadets to assist them in carrying out their official duties. Lord-Lieutenant's Cadets are the most promising and able young people in their respective Cadet Organisation and being appointed to this role is typically the highlight of their cadet career.



## EDINBURGH

Cadet Sergeant Ellis Reynolds (ACF)

## GLASGOW

- Sergeant Major Raymond Bell (ACF)
- Cadet Sergeant Ross Bovill (RAFAC)
- Leading Hand Brian Cartlidge (RNR)
- Warrant Officer Deryck Carruthers (RAFAC)
- Sergeant Scott Cunningham (Army Reserve)
- Warrant Officer Class 2 Thomas Malcolm (OTC)
- Sergeant Ross Milvenan (RMR)
- Captain Derek Morrison (ACF)
- Cadet Sergeant Billy Reid (ACF)
- Lieutenant Matthew Robertson (ACF)

## LANARKSHIRE

- Sergeant Major Henry Canavan (ACF)
- Second Lieutenant Mhairi Jack (ACF)
- Major Donna Laird (ACF)
- Staff Sergeant Andrew McIntyre (ACF)
- Cadet Sergeant Major Josh Monteith (ACF)

## AYRSHIRE & ARRAN

- Lieutenant Martyn Clark (SCC)
- Sergeant Major Graeme MacAlister (ACF)
- Sergeant Major Graeme Murray (ACF)

## STEWARTRY

- Chief Petty Officer Alan Candlish (SCC)
- Chief Petty Officer Andrew Sexton (SCC)

## RENFREWSHIRE

- Sergeant Major Gordon Campbell (ACF)
- Captain Frank Lee (ACF)
- Lieutenant Lesley McDonald (SCC)
- Chief Petty Officer Paul McQuarrie (SCC)

## WEST LoTHIAN

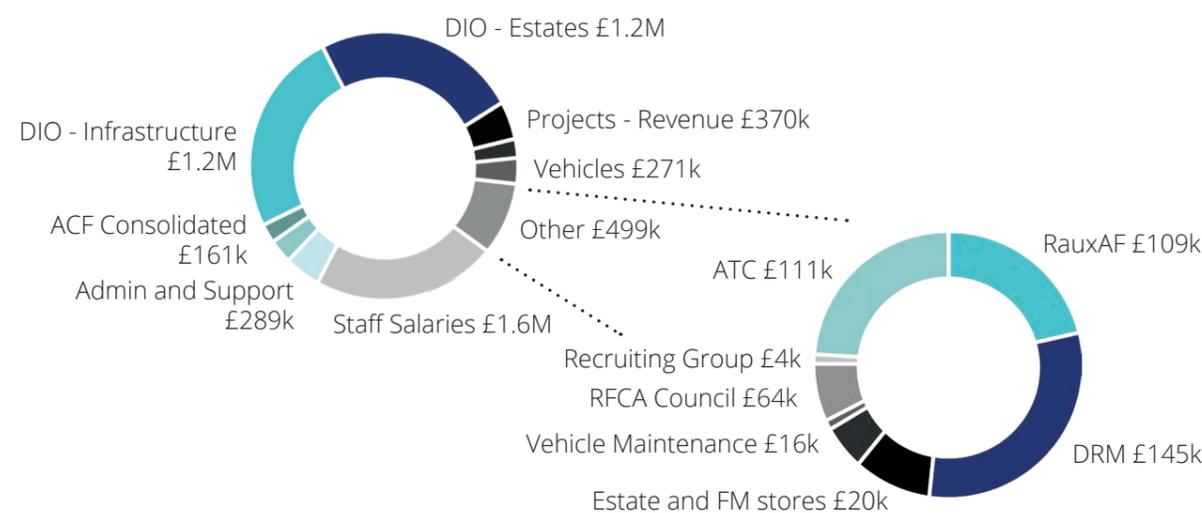
- Captain Stuart Marshall (Army Reserve)

# FINANCE

This report is produced in advance of the year end for 2018/19 and therefore some figures may be subject to minor amendment. The Audited Annual Accounts will be available from 1 June 2019.

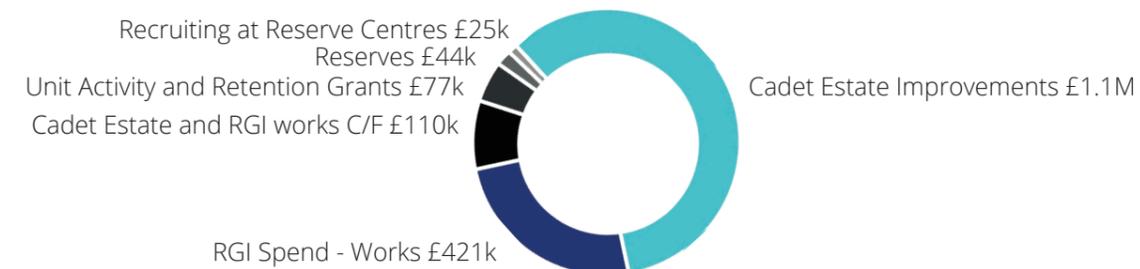
## EXPENDITURE

All spend has been assigned to the various budget headings as determined by the single Services and spend has closely mirrored allocated budgets.



## REGIONALLY GENERATED INCOME

RGI has been allocated by Lowland RFCA Board to the most pressing areas of need.





ASSOCIATION FOR THE LOWLANDS OF SCOTLAND

AND CADETS' ASS



MARINE CADETS



[www.lowlandrfca.org.uk](http://www.lowlandrfca.org.uk)