LOWLAND RFCA 25/26 ANNUAL REPORT



CONNECTING DEFENCE WITH SOCIETY

CHAIR'S REPORT

Air Commodore James Linter OBE



The purpose of our Association(s) has not changed since the day we were established in 1908 by the Territorial and Reserve Forces Act. The Motherwell Times reported the speech made by Richard Haldane, Secretary of State for War, to an audience of the Lanarkshire Territorial Force Association in March that year. He had told them that:

'The reason why we kept up a great Navy and Army was not to make war but to preserve peace. The more complete and adequate was our protection, the more certain it was that other people would not wish to break the peace with us, and that we were getting the very best security for the continuance of the state of things which wanted above everything else for our commercial and industrial development—peace and tranquillity.'

And that this . . .

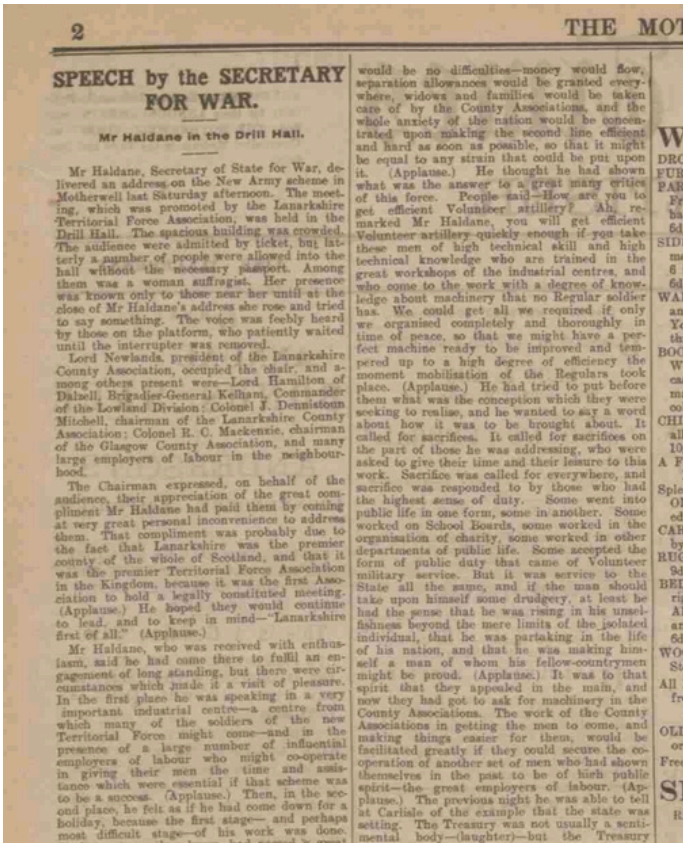
'. . . called for sacrifices on the part of those he was addressing, who were asked to give their time and their leisure to this work. Sacrifice was called for everywhere, and sacrifice was responded to by those who had the highest sense of duty . . . '

Haldane's essential construct – that our national defence is a national endeavour – inspires us still. We know that the more we do to promote Defence, to support and to enable our Reservists and our Cadets, the stronger our national defence and, for the Cadets, the more resilient we make them as citizens of our country.

The international security situation is, of course, bleak and certainly confusing. As a recent book reviewer quipped:

'If you reckon you have an understanding of international politics today, you probably haven't been listening properly. Vladimir Putin, Xi Jinping, Benjamin Netanyahu and Donald Trump are making history too fast for most of us to keep up.'

Looking back, I recall we were all encouraged when the Strategic Defence Review was published in June 2025. In his introduction, the Prime Minister stated:



2 THE MOT

SPEECH by the SECRETARY FOR WAR.

Mr Haldane in the Drill Hall.

Mr Haldane, Secretary of State for War, delivered an address on the New Army scheme in Motherwell last Saturday afternoon. The meeting, which was promoted by the Lanarkshire Territorial Force Association, was held in the Drill Hall. The spacious building was crowded. The audience were admitted by ticket, but latterly a number of people were allowed into the hall without the necessary passport. Among them was a woman suffragist. Her presence was known only to those near her until at the close of Mr Haldane's address she rose and tried to say something. The voice was feebly heard by those on the platform, who patiently waited until the interrupter was removed.

Lord Newlands, president of the Lanarkshire County Association, occupied the chair, and among others present were—Lord Hamilton of Dalzell, Brigadier-General Kelham, Commander of the Lowland Division; Colonel J. Dennistoun Mitchell, chairman of the Lanarkshire County Association; Colonel R. C. Mackenzie, chairman of the Glasgow County Association, and many large employers of labour in the neighbourhood.

The Chairman expressed, on behalf of the audience, their appreciation of the great compliment Mr Haldane had paid them by coming at very great personal inconvenience to address them. That compliment was probably due to the fact that Lanarkshire was the premier county of the whole of Scotland, and that it was the premier Territorial Force Association in the Kingdom, because it was the first Association to hold a legally constituted meeting. (Applause.) He hoped they would continue to lead, and to keep in mind—"Lanarkshire first of all." (Applause.)

Mr Haldane, who was received with enthusiasm, said he had come there to fulfil an engagement of long standing, but there were circumstances which made it a visit of pleasure. In the first place he was speaking in a very important industrial centre—a centre from which many of the soldiers of the new Territorial Force might come—and in the presence of a large number of influential employers of labour who might co-operate in giving their men the time and assistance which were essential if that scheme was to be a success. (Applause.) Then, in the second place, he felt as if he had come down for a holiday, because the first stage— and perhaps most difficult stage—of his work was done. would be no difficulties—money would flow, separation allowances would be granted everywhere, widows and families would be taken care of by the County Associations, and the whole anxiety of the nation would be concentrated upon making the second line efficient and hard as soon as possible, so that it might be equal to any strain that could be put upon it. (Applause.) He thought he had shown what was the answer to a great many critics of this force. People said—How are you to get efficient Volunteer artillery? Ah, remarked Mr Haldane, you will get efficient Volunteer artillery quickly enough if you take these men of high technical skill and high technical knowledge who are trained in the great workshops of the industrial centres, and who come to the work with a degree of knowledge about machinery that no Regular soldier has. We could get all we required if only we organised completely and thoroughly in time of peace, so that we might have a perfect machine ready to be improved and tempered up to a high degree of efficiency the moment mobilisation of the Regulars took place. (Applause.) He had tried to put before them what was the conception which they were seeking to realise, and he wanted to say a word about how it was to be brought about. It called for sacrifices. It called for sacrifices on the part of those he was addressing, who were asked to give their time and their leisure to this work. Sacrifice was called for everywhere, and sacrifice was responded to by those who had the highest sense of duty. Some went into public life in one form, some in another. Some worked on School Boards, some worked in the organisation of charity, some worked in other departments of public life. Some accepted the form of public duty that came of Volunteer military service. But it was service to the State all the same, and if the man should take upon himself some drudgery, at least he had the sense that he was rising in his unselfishness beyond the mere limits of the isolated individual, that he was partaking in the life of his nation, and that he was making himself a man of whom his fellow-countrymen might be proud. (Applause.) It was to that spirit that they appealed in the main, and now they had got to ask for machinery in the County Associations. The work of the County Associations in getting the men to come, and making things easier for them, would be facilitated greatly if they could secure the co-operation of another set of men who had shown themselves in the past to be of high public spirit—the great employers of labour. (Applause.) The previous night he was able to tell at Carlisle of the example that the state was setting. The Treasury was not usually a sentimental body—(laughter)—but the Treasury

The Motherwell Times, 27 March 1908.



'The fundamental truth is clear: a step-change in the threats we face demands a step-change in British defence to meet them. We will never gamble with our national security. So I have already acted, announcing the largest sustained increase in Defence spending since the Cold War . . . but our response cannot be confined to increasing Defence spending. We also need to see the biggest shift in mindset in my lifetime: to put security and defence front and centre - to make it the fundamental organising principle of government.'

10 months on, has anything actually changed? I think it has. Last year I would have said that hardly a day went by when Defence matters weren't in the news headlines. Fast forward a year and there is not a day when Defence doesn't feature on the front pages. More of us now appreciate that the Government has some very stark decisions to make: Decarbonisation? Defence? Welfare? Health? More tax increases? We cannot pretend that we can afford it all. It is this dilemma that faces us and our elected representatives in Government. Are our peace and security, as Thomas Hobbes set out in Leviathan (1651), the ultimate goals of government, to be achieved at all costs? What is it to be?



Our response cannot be confined to simply increasing Defence spending. Spending more on anything doesn't, as we well know, necessarily lead to better outcomes. As far as we are concerned, tighter budgets demand that we are more judicious and more innovative. We also know in Lowland RFCA that we must accept what we cannot change, have the courage to change what can be changed and do our best to know which is which. As a result, our work is that much more focused. We spend wisely and to best effect.



The Chief Executive and the Senior Management Team highlight some of Lowland's achievements in their reports and we will hear more about them at our Annual Association Meeting. We all fully appreciate that the more we communicate, cooperate, coordinate and collaborate with our many partners, the better and the more rapid is our progress.

This, then, is the theme of our Annual Association Meeting at Heriot-Watt University on Thursday 14 May: 'Partners in Progress.' Given our daily news, you will be reassured to learn at first hand that at the 'regional' level we – together with our partners – are making a very real difference. Just as Lord Haldane intended when he designed and launched the County and City Associations back in 1908. Lowland RFCA is more than playing its part.

As you read through this Report, I am confident that you will share the Board's view that our staff at Lowland House and in our Cadet organisations are dedicated, diligent and innovative. Whether it is enabling our Reservists and Cadets, engaging with employers or taking the initiative, our staff know that we make our own as well as our collective luck. On behalf of the Association and Defence, I am extremely grateful to them all for their commitment and resolve.

I must also thank our President, Vice-Presidents, Board and Association Members more widely for all their hard work and support, so freely given. You are all surely more than 'twice the citizen.'

I look forward to seeing as many of you as possible at our Annual Association Meeting on 14 May. In a world where there seems to be so little good news, our Meeting will demonstrate that there are some really good things happening right here in the Lowlands of Scotland!

CHIEF EXECUTIVE'S REPORT

Colonel Ted Shields MBE DL



Introduction

It has been a highly rewarding and enjoyable year in so many ways. Our days are 'good busy' not 'bad busy' which is to say we spend our time making good things happen and don't waste any time lamenting on how things might be if only we had x, y or z. Our default setting is 'WILCO' and then we'll work out how we are going to do it.

I first highlight our work with our 14 Lord-Lieutenants and 15 Local Authorities to develop mutually beneficial outcomes on the Volunteer Estate, better serving our people and local communities. It is too soon to broadcast these initiatives but there are some very encouraging signs.

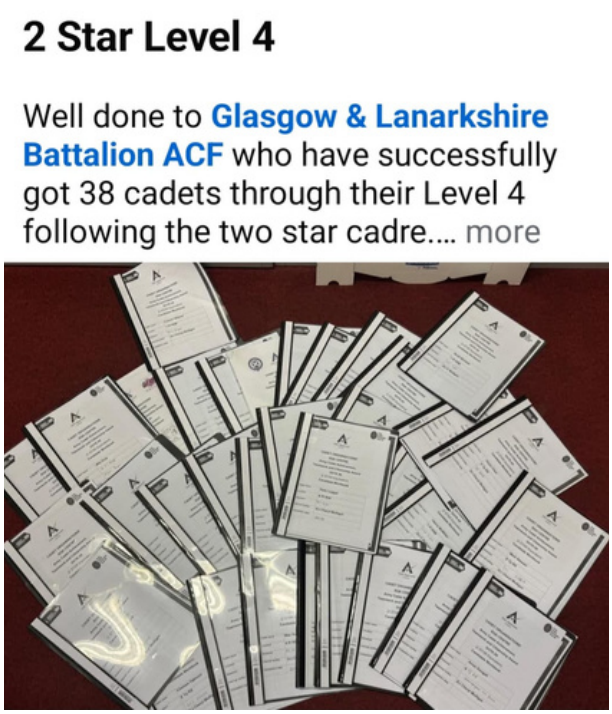
I'll pay tribute to Alistair Forsyth and his Estates Team as well as our 'industry partner' Mitie who are managing the not insignificant challenges of an ageing estate of 127 sites (28 Reserve Centres, 92 independent Cadet sites and 7 miscellaneous sites) with next to no resource. Our increasingly successful 'Alternative Venues' programme – exploiting our properties for commercial gain – enables us to fund essential maintenance, repairs and replacements. Of course, this places more of a burden on the more profitable sites, especially in Edinburgh and Glasgow, but much of what we now do on the Reserve Estate could not be done without 'Regionally Generated Income.' I am extremely grateful to those units who support our 'AV' work, understanding that it is for the greater good of all Lowland units. Our partnership with Mitie grows ever stronger, our ways of working together improving every day. The key to it all is unit participation in the Fortnightly and Monthly meetings. We have recently amended the meeting schedule to better suit the needs of our 'customers.' Commanding Officers, Officers Commanding and Commandants have been reminded!

That same Regionally Generated Income has also funded circa £120,000 of Unit Grants this past year. As a result, our Reserve Forces and Cadets have – or soon will – enjoy snowboarding, skiing, mountaineering, rock climbing, mountain biking, diving, gym equipment, laser guns, air rifle shooting and equipment to support Science, Technology, Engineering and Mathematics (STEM) training. Although Capita took over recruiting responsibilities in 2012 and will hand over to Serco in early 2027, we are working now with the Directorate of Army Recruiting to determine if there's anything we can do more locally, especially with social media.

Led by our Deputy Chief Executive, David Pettigrew, our work in support of the Cadets is also bearing fruit. As we reported last year, the 'Qualifications Scotland' (formerly SQA) programme continues to make a real difference for Young Scots and other UK nations too as the programme rolls out UK-wide. A total of 961 awards were made last year, 53 of them to Cadets in Wales. Eventually, Cadets from Canterbury to Carmarthen, from Cornwall to Carlisle and from Caithness to Carrickfergus will benefit from this pioneering Lowland RFCA work.

What is the social impact and return on investment resulting from expenditure on the Cadet Forces in the UK? (2021) https://www.gov.uk/government/news/independent-report-celebrates-positive-impact-of-cadet-forces; What is the impact of the Cadet Forces in Scotland? (2023); https://www.lowlandrfca.org.uk/denny-report-the-impact-of-the-cadet-forces-in-scotland/; The Impact and Value of School-Based Cadet Forces in the UK (2025) https://www.northampton.ac.uk/wp-content/uploads/2025/04/institute-for-social-innovation-and-impact-cadets-report-2025.pdf

Sticking with the Cadets, other work being undertaken by David Pettigrew with our extensive business networks is also of note. Backed up by Professor Denny's three reports, David extols the many virtues of the Cadet Experience to select businesses across the Lowlands. They are alerted to the considerable talents that these Young Scots can bring to the work place when they leave school. This initiative is in its early days but is already proving its worth.



Our Cadet Executive Officers, the Cadet Quartermasters and other members of the Professional Support Staff in the ACF battalions remain the bedrock for the Cadet Experience as they turn their Commandants' plans into action. Scotland is all the better for their dedication, devotion, diligence and determination.

Colin Vooght and his Engagement Team go from strength to strength. There are now 83 Gold and 77 Silver recipients of the MOD's Employer Recognition Scheme (ERS) in the Lowlands of Scotland. The award ceremonies are slick and smart, one highly respected recipient calling the Gold Awards at Edinburgh Castle 'world class.' The latest touch to the Defence Relationship Management tiller seems to have steadied the Engagement ship. Elsewhere, our Lord-Lieutenants' Awards around the Lowlands remain ever popular with our Lord-Lieutenants and, of course, with those honoured, their families and their employers. We are indebted to Colin and his team for their exemplary delivery of our 'public-facing' events which present Defence in such a strong and positive light.

Ciara Irwin has taken over from Kate Johnston as Head of Communications. Lowland's Comms continue to be highly and widely regarded. Particular successes have been the Cadet Adult Recognition Awards (the CARAs), this year from the Royal Hospital Chelsea with Sally Orange, the ERS Awards and an Employer Engagement visit to RAF Lossiemouth.

Angela Emslie and her stalwarts in Finance and Admin provide sterling service to us all at Lowland House, to our Professional Support Staff in the Army Cadet Force battalions and, of course, to our 'customers.' Understanding and managing the enigma that is the 'budget' and its machinations is not for the faint of heart. The same can equally be said of our information technology; we look forward to broader, more sunlit uplands. But above all else, it is their professional, courteous and helpful approach to every one of us and to our partners that makes all the difference for first impressions do count. Thank you!

Together, we have a vital role in national defence. It is hugely rewarding. We make our own luck, we seek opportunity and innovation through connecting, communicating, cooperating, coordinating and, where appropriate (which it usually is), collaborating. Lowland value is being added whenever and wherever we can. We know why we exist and why we have stood the test of time. This is all possible because of the commitment, dedication, flexibility, diligence and 'can do' approach of every single member of our staff. It is my privilege to be a member of this great team. Life is invigorating, rewarding, fun. Our work is essential.

CADETS AND YOUTH REPORT

David Pettigrew || Deputy Chief Executive



With the publication of the Strategic Defence Review; these are exciting times with the Government committing to a 30% increase in Cadets by 2030 with an investment of £70 million. This does of course present a number of challenges to RFCA`s not least, increasing the number of Cadet Force Adult Volunteers (CFAV`s) to deliver the Cadet experience to a greater number of Cadets. CFAV`s work tirelessly to ensure that the Cadets in Scotland are given every opportunity to take part in challenging activities and to learn invaluable life skills to prepare them for success in their chosen way of life. I must also acknowledge our Professional Support Staff who provide invaluable backing to the CFAVs to make the delivery of these activities possible.

The second challenge to the expansion of the Cadets is infrastructure as many of the existing buildings are either not fit for purpose or simply could not physically facilitate such expansion. A good example of this is the Cadet Training Centre (CTC) and Battalion Headquarters for West Lowland Battalion, Seaforth Road in Ayr which would require significant investment due to Reinforced Autoclaved Aerated Concrete (RAAC), Asbestos, failing roller shutter doors and general dilapidation.

Even with all these factors resolved, the CTC would still be in the wrong place, crammed into a housing estate with no outside training space. With this in mind, we at Lowland RFCA have taken an innovative approach and in partnership with East Ayrshire Council are in advance stages of purchasing the former Kirkstyle Primary School in Kilmarnock which, with some investment, will become the new CTC and ensure the future of West Lowland Battalion at a fraction of the cost of repairing Seaforth Road with the added value of outside space. This is a model we hope to replicate across the estate to resolve infrastructure limitations to expansion.

Organisation	CFAVs	Cadets
Army Cadet Force	431	1901
RAF Air Cadets	266	1207
Sea Cadets	318	599

The added benefit to Local Authorities is that, through our Alternative Venues programme, local community groups can continue to have access to these assets which will further strengthen the Defence connection with the communities.

The report of Professor Simon Denny, "What is the impact of the Cadet Force in Scotland" clearly demonstrates that the taxpayer-funded Cadet Programme represents excellent value for money and is making a significant contribution to the attainment challenge. This is particularly evident in respect of SQA Cadet Qualification with Lowland RFCA working in partnership with the Scottish Qualifications Authority (SQA) to develop a suite of recognised qualifications which formalises the learning and development that young people achieve as members of the Cadet Organisations in Scotland, and equips them with qualifications recognised worldwide. In the financial year 2025/2026 the SQA Assessment Centre has delivered 656 awards to Army Cadets and such is the success of the SQA programme, it has been expanded to cover the entire United Kingdom with Royal Air Force Air Cadets (RAFAC) developing their own assessment centre. It is staggering to imagine that the SQA programme, instigated and developed by Lowland RFCA , will see Cadets as far afield as Devon and Cornwall now be working towards SQA awards.

Good news stories from the Cadet world are constantly highlighted in our social media channels and within the Lowland Quarterly accessible here.







ENGAGEMENT REPORT

Colin Vooght || Head of Engagement



On 1st April 2025, a new operating model for engaging with employers was introduced. Over 15,000 organisations have now signed the Armed Forces Covenant, and the majority have taken up the challenges of the Employer Recognition Scheme from Bronze through Silver to Gold.

The new model splits employers into three groups: Managed, Engaged and Informed. The employers in the Managed group are identified through the demand signal that emanates from Defence and informs DRM and in turn the regions, such as us in Lowland, with whom we need to engage to supply the current Defence capability required, i.e. construction workers, logisticians, cyber and space experts, etc.



At present, this demand signal is issued every six months; this is likely to become an annual event. This is by far and away the hardest group to engage with, and many will have had no interaction with Defence. In Lowland RFCA, we see this as a joint venture with the RFCA providing engagement expertise complemented by the skills and knowledge of relevant units.

The Engaged group is the area of most activity for the Defence Relationship Managers (Former Regional Employer Engagement Directors) In this area, employers are encouraged to sign the Armed Forces Covenant and then to embark upon the Employer Recognition Scheme from Bronze through Silver and in some cases Gold. The 'players' within this group will often change as we have limited control over who signs the Covenant and decides to enter the Employer Recognition Scheme since the applications moved to a digital platform. Similarly, if an employer is not seen as a force multiplier, they may well be moved to the Informed group.



The third group is 'Informed', and as the title implies, Defence communicates digitally with this large group via emails twice a year. This work is carried out regionally by the Heads of Engagement and Communications team before being sent to London for a Defence-wide message to be added.

In the current fiscal climate, this new model is perceived as the most effective way to deal with our ever-increasing customer base.

The changes were considered significant enough to warrant a central briefing for Gold ERS holders. This took place at Archers Hall (Home of the Royal Company of Archers) in Edinburgh, prior to the introduction of the new model, and was led by Director Engagement at the Council of RFCAs.

Having established the new model, the remainder of the engagement year progressed with very little change. Companies applying for the Silver and Gold ERS awards continued and were presented with their awards at a drinks reception in the Summerlee Museum of Scottish Industrial Life in the case of the Silvers; and a black tie dinner in the Great Hall of Edinburgh Castle in the case of the Golds. For the Silvers, Air Officer Scotland presented the awards and for Gold, it was His Grace the Duke of Hamilton. Both events had their usual style and panache and were enjoyed by all. It is worth mentioning that we now utilise the members of the Advocacy and Strategy group to host at the Gold awards, and the broader Association membership at the Silvers. It's a particularly good formula that is particularly useful for encouraging employers to remain alongside Defence.



We continue to utilise the Royal Edinburgh Military Tattoo to good engagement effect and have broadened the audience to include hosts and guests from the RFCAs of Highland, Lowland, Northern Ireland, North-West England, Yorkshire & Humber, North of England and East Midlands. A night that attracted some 220 participants and was thoroughly enjoyed by all. In addition, we continue to be able to offer individuals of influence a trip to the Royal Balcony, which continues to prove the worth of this higher-level engagement.

We delivered 5 Lord-Lieutenants' awards event in 2024 and delivered the 2025 awards by the 9th April 2026. The scene is set for the 2026 awards, and it would be nice to see more Commanding Officers and Commandants nominating their Reservists and Cadet Force Adult Volunteers for these prestigious awards.

Alongside these formal ceremonies and events the EE team has had great success with a business breakfast at Turnberry for over two hundred employers, a pub quiz held at a local curry establishment and a very well publicised visit to RAF Lossiemouth for a group of lucky volunteers.





The Comms team have worked closely with Employers, Reserve Units, the Cadets and the rest of the RFCA to produce excellent publicity and marketing. This continues to enhance not just our reputation but also that of our stakeholders, most notably the single Services.

The Employer Engagement trip taken to RAF Lossiemouth was a resounding success for Lowland Comms. We were able to create some really valuable and engaging content, thanks to being able to get up close to aircraft like the Typhoon, and interview excited Employers afterward. We have already released posts on Social Media, with more to come in January. Opportunities like this are a goldmine for Comms.



Growth in Followers	How many followers we've gained across all five of our social media channels. (Total audience 7,064)	(640) 1,560
Growth Rate	A % measurement of how many new followers we have in relation to our total audience.	(4%) 32%
Views	The amount of times content is viewed on our social media platforms.	(443,285) 1,816,906
Engagements	The total number of interactions on our content including: likes, shares/retweets, links clicked etc.	(14,808) 30,391
Engagement Rate	A % measurement of how much our audience interact with our content.	(3.3%) 20%

Table shows social media (Facebook, LinkedIn, and Instagram) statistics for 25/26





Both the ERS Silver & Gold Awards have given us the opportunity to collaborate with employers on Social Media and showcase how the RFCA puts our support for employers into action.

We held the Cadet Adult Recognition Awards (CARAs) on 5th December 2025, which have once again proved incredibly valuable for promotion of our CFAVs. It is hard to quantify the true impact of recruitment & retention, but we are reaching more people every year.

Army Expo 25 was a masterclass in engagement from a Comms point of view. The exciting displays, with the dynamic machinery, not to mention the fantastic weather, lined up to create the ideal entertaining and engaging content to share on Social Media.

We weren't sure what to expect at first when planning our attendance, but being given such.a warm welcome, having the opportunity to interview one of the SNIY Reserves, and engage with our surroundings allowed us to create some really valuable content which brought in fantastic results:







ESTATES REPORT

Alistair Forsyth || Head of Estates



The Lowland Estates team have been developing and understanding the new Future Defence Infrastructure contract which has been in place since 1 August 2024 and delivered by Mitie. We have developed a great collaborative working relationship with Mitie, who carry out all of our Hard FM tasks to MOD SFG20 standard and ensure the Reserves and Cadets train on a safe, functional and compliant estate. We currently hold fortnightly delivery and monthly reporting meetings with all units and Mitie representatives to provide a clear and accurate update to all key stakeholders.

Over the past 12 months we have been working on securing three new locations: for a new Battalion HQ & Cadet Training Centre; and a single service Cadet Centre.

We have conducted a review of our Cadet sites and carried out refurbishments at the following 8 Cadet Centres (Hotspur Street ACF, Troon ACF, Cambuslang ACF, East Kilbride ACF, Livingston ATC, Livingston ACF, Dechmont Range toilet block and Drumshoreland CTC range roof) with a further sixteen planned for the next financial year.

It has been a busy but rewarding year. FDIS is here and following some teething problems we're making it work for the betterment of our Volunteer Estate. I pay tribute to the Lowland Estates Team and to our Mitie partners – together, we are making a difference.





Drumshoreland Range roof project photos.

Estates Funding figures 25/26

Defence Infrastructure Organisation	DIO Funding injected for Priority Based Funding and Sale & Legal	£255,611.00
Lowland Reserve Forces' & Cadets' Association	Lowland RFCA Regionally Generated Income & Non Domestic Rate Relief injected for Cadet infra review projects, gas defects, boiler replacements, RAAC structural support and over IRT works required following full commitment of DIO injected funding.	£750,000.00

Reserve Centre Decoration Trial

Following on from our Quick Impact Projects across Cadet Centres we have selected a Quick Impact Project at one of our Army Reserve Centres in Ayrshire to trial the concept on Reserve Centres. We instructed Mitie to carry out external decoration at Chalmers Rd ARC, Ayr, in the region of £20,000. We have provided images below of completed works. The final bill was £21,975. We will shortly be reaching out to unit COs/OCs to request Quick Impact Projects that could make a big difference.

We anticipate works to go in front of our Board early summer; if approved, we expect projects to start as soon as August 2026. The main focus of the projects will be to improve Reserve Centres' overall condition which will in turn boost recruitment and retention.



Before



After (1)



After (2) Estates Team to clip hedge and weed



After (3)



After (4)



After (5)

BUSINESS SUPPORT SERVICES REPORT

Angela Emslie || Head of Finance and HR Lead

Lowland has continued to deliver its statutory objectives while maintaining robust financial discipline and constantly seeking value for money.

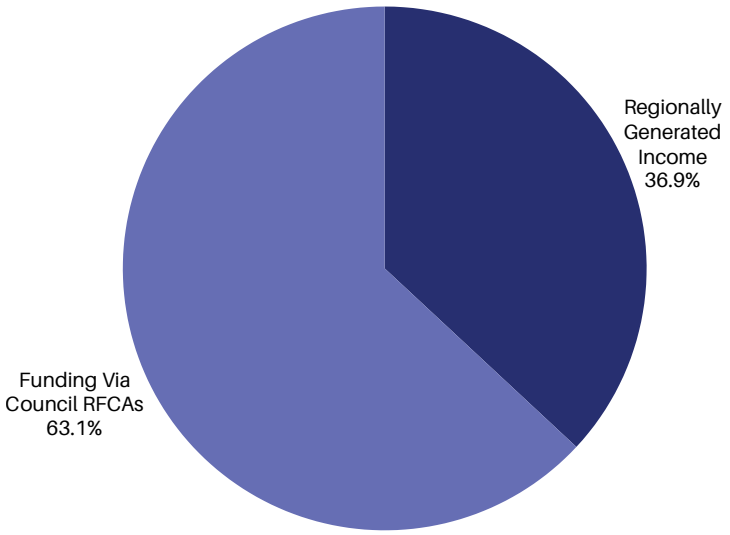
LRFCA operated within our approved budget and complied with all relevant financial controls and delegations in the 25/26 period..

Income & Expenditure

Total Income for the year was £7.6m. Funding via Council of RFCAs was £4.8m while our Alternative Venues delivered £2.8m of Regionally Generated Income (RGI).

Grant-In-Aid accounted for 50% of Council's £4.8m. Defence Infrastructure Organisation (DIO) provided 45% and Defence Relationship Management (DRM) 5%.

It can readily be seen that RGI is critical to our operations; were it not for RGI, our Estates Team would be unable to undertake Safe and Legal works and Reactive Maintenance. In other words, many of our 364 buildings on our 127 sites would have had to have closed due to compliance issues for which there has been no funding from Centre.

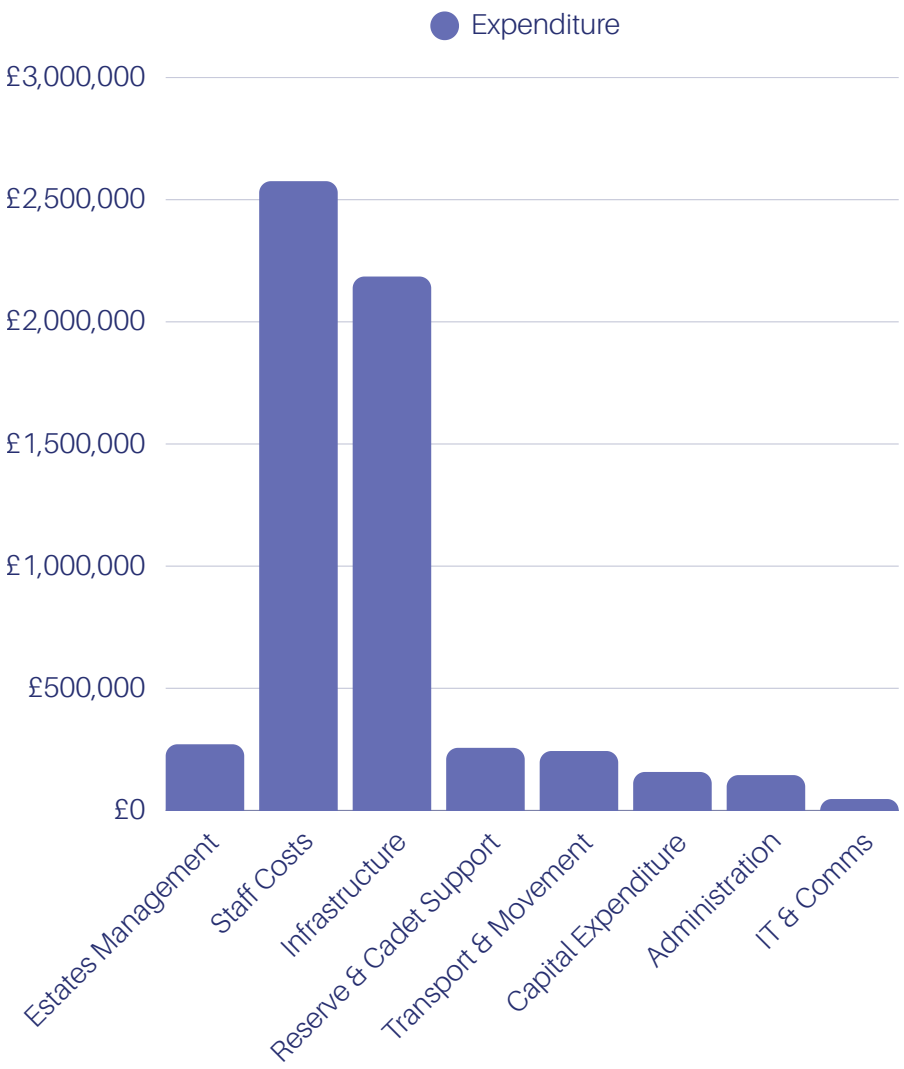


Regionally Generated Income (RGI)	£2,828,896
Funding via Council of RFCA's	£4,830,581
Total Annual Income	£7,769,477

Note: The numbers above are preliminary and are subject to change upon audit. The final audited numbers will be available from 31 May 26 onwards.

Total Expenditure for the year was £5.9m. This is a 22.7% decrease compared to the previous year and is a result of Future Defence Infrastructure Services (FDIS) whereby our industry partner, Mitie, is now funded to deliver our Hard Facilities Management.

Staff costs remain the largest area of expenditure at £2.5m or 43% of total spend.



Risks and Uncertainties

The main financial risks facing Lowland RFCA are:

- Funding uncertainty in future Spending Review periods
- Cost pressures from inflation and pay settlements
- Demand variability for services

These risks are managed through regular financial reviews, engagement with our Resource Managers and with CRFCA, alongside Reserve Forces and Cadets at the MOD.

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