

LOWLAND RFCA 20/21



ANNUAL REPORT
RISING TO THE OCCASION



RIISING TO THE OCCASION

We are a Government agency, working with the Ministry of Defence (MOD) which connects and promotes Defence to the people of the Lowlands.



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There are thirteen Reserve Forces' and Cadets Associations (RFCA) throughout the UK, each autonomously serving their region.



By Act of Parliament, the Association has 175 volunteer members drawn from many walks of life. The 14 Lowland Lord-Lieutenants are appointed President and Vice-Presidents by the Defence Council.

Our customers are: the MOD, the Royal Navy, the Army, the Royal Air Force (RAF) & the Defence Infrastructure Organisation (DIO).

We are contracted by our customers to provide services such as: Property Management, Employer & Community Relations and Cadet Administration.



We contribute to the External Scrutiny Team's Annual Report on the state of the volunteer Reserve Forces and the Annual Health Check on the Cadet Forces.

We partner with local and national Defence stakeholders to promote the Armed Forces and Cadet Organisations.



As an Association we partner with local civilian stakeholders to improve the lives of people in Defence within our area.

As an Association we enable a network of Defence-minded people in the Lowlands, who actively support and promote the work of the Armed Forces across their professional and community networks.





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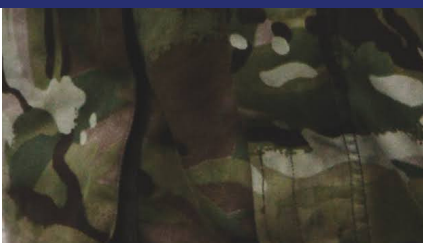
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'The purpose of my report is to provide an overview of the Association and the key drivers that direct and guide us. The highlights of the work undertaken by our permanent staff at Lowland House are to be found in the pages to follow.' Andrew Cowan, Chairman





WELCOME

COLONEL TED SHIELDS
CHIEF EXECUTIVE

It is an extraordinary privilege to be the Association's Chief Executive. The opportunities, through the Association, to connect and promote Defence to the Lowlands of Scotland as well as to support our Reservists, Cadets, Cadet Force Adult Volunteers (CFAVs) and their employers are hugely rewarding.

Such is his knowledge, experience and dedication to the RFCA that taking over from Colonel Robbie Gibson in May last year would have been daunting at the best of times. But I took over two months into the national lockdown, as we worked out how to keep things going and wondered how and when we might return to some form of normality. All the while, the virus has taken loved ones and close friends; to those who have suffered personal loss, I offer my deepest sympathies.

The work of the permanent staff at Lowland House has continued apace, albeit in different ways, as we have strived to support our Reservists and Cadets. Our core business of connecting and promoting Defence to the people of the Lowlands has only been possible on screen, by phone and through our new online newsletter, the *Lowland Quarterly*. Like everyone else, we have become more adept at using video-conferencing, but nothing beats talking to people face to face and getting them to see for themselves the ardour, talents and skills of our Reservists, Cadets and CFAVs from Kelso to Port Glasgow and from Stranraer to Dunbar.

Nevertheless, our first online Association meeting last November proved a great success. The stars of that meeting were unquestionably the Reservists, Cadets and CFAVs themselves. Their briefs were inspirational, our sense of pride tangible. We will hear more from Lowland Reservists and Cadets at the AGM on 20 May. The November meeting was such a success that post-pandemic we are planning on hybrid meetings whereby Members will be able to attend the meeting either in person or online. This will give us enormous flexibility, allowing Lowland House to decamp from Maryhill and hold our Association meetings in any part of the Lowlands.

The Integrated Review, the Defence White Paper that followed and the Reserve Forces 2030 Review (to follow in due course) will direct and guide us over these next few years. The detail has yet to be worked out but it seems likely that the Reserve Forces will grow in size and capability while there is to be further investment in the Cadets. It is an exciting time for them and for all of us in the Association.

The Association is supported in all of this by the terrific team at Lowland House. The Engagement and Communications Team, the Estates Team and those supporting Cadets and Youth have all been incredibly busy for, despite being a 'non-essential business', there is more than enough essential business to be getting on with! None of this would be possible without the dedicated professionals in the Finance Team and in the Front Office. I must also sing the praises of the 29 Professional Support Staff whom we employ in the three Army Cadet Force Battalions. I pay tribute to each and every one of them.

I am really looking forward to getting out and about once the 'all clear' has been sounded, not only to meet Members of the Association but also the employers – and potential employers – of our Reservists and CFAVs as well as those who help shape the Lowlands we live in. Most importantly, I look forward to extolling the many virtues of our Reserve Forces and Cadet Organisations to the 3.1 million people who live and work in the 7,500 square miles of the Lowland RFCA area.

I am always delighted to hear from Members, no matter the issue. If we can help, we will. If we can improve our service, we will. Meanwhile, thank you for all your continuing support.



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CHAIRMAN'S REPORT

PANDEMIC LIFE

COVID-19 has affected us all, some more than others. On behalf of the Association, I offer my condolences to those among us who have suffered the loss of family and friends. Those whose professional lives have suffered as a consequence of the crisis are also very much in our thoughts and we hope that they will find opportunities and success anew.

The pandemic has permeated every facet of our lives. Our Association, like every other organisation across the United Kingdom, has had to get to grips with the pandemic so we need not dwell on our particular COVID-19 challenges. Reassuringly but certainly not surprisingly, the Reserves, the Cadets and our Association have risen admirably to the challenges and responded, adapted and continued to deliver. We have got to grips with it and established how to live and work with it, most noticeably pushing a great deal of what we do – and how we do it – online and into a new world of living and working ‘remotely.’ In the process we have been reminded that we must do everything that is important and nothing that is not. Challenged and shaped by COVID-19, we are finding new and smarter ways of operating as an Association. We will carry forward the best of these new working practices. That said, I absolutely recognise that we are about people and that, despite the many benefits of video-conferencing, interacting with people ‘face to face’ remains at the heart of what we do.

INTEGRATED REVIEW

The purpose of my report is to provide an overview of the Association and the key drivers that direct and guide us. The highlights of the work undertaken by our permanent staff at Lowland House are to be found in the pages to follow.

The Associations themselves will form a link of great value between the central administration and the people . . . and will enable popular effort to be directed to the best advantage.

Their words speak for themselves; I pay tribute once again to their dedication and their unerringly uncanny ability to extract blood from the few stones that come their way.

It has been as much a year of COVID-19 as it has been a year of the big reviews, pre-eminent of which has been the Integrated Review. This provides ‘a guide of action for those responsible for aspects of national security and international policy across government, including in departments that would not previously have been considered part of the national security community.’ From the Integrated Review flow two supporting reviews of importance to us: the Reserve Forces 2030 Review and the RFCA Estate Review. And we continue, through my membership of the Council of RFCAs’ Council and Board and the Chief Executive’s membership of the Executive Boards, to contribute to the work which is taking forward the recommendations of the Sullivan Review.

RIISING TO THE OCCASION

Initiated in October 2019, the pandemic delayed publication of the Integrated Review until March this year. At just over 100 pages and freely available online, all of us with an interest in the Nation's Defence benefit from understanding this new strategic framework for the Government's overarching national security and international policy objectives to 2025. There are a number of relevant refrains in the Integrated Review such as:

'... our national security and international policy must do a better job of putting the interests and values of the British people at the heart of everything we do.'

'Success will depend on more integrated, adaptive and innovative structures and capabilities, reaching beyond central government where necessary.'

With which the RFCAs are ideally constructed and placed to help. Indeed, Viscount Haldane, a part of whose legacy we are, understood this when he successfully argued for the creation of the County Associations back in 1907. As the military correspondent at The Times, Charles à Court Repington, wrote in support at the time:

'Better results can probably be obtained by means of decentralized administration entrusted to local authorities.'

'The Associations themselves will form a link of great value between the central administration and the people ... and will enable popular effort to be directed to the best advantage.'

We must therefore ensure that we, as an Association, remain 'a link of great value.' We have been reviewing our membership this past year. We should seek, over time, a more diverse membership – Viscount Haldane's 'sons of the soil and employers of labour' remain absolutely relevant but what about data analysts, cyber security engineers and bio-technicians? We must also appropriately represent the breadth of Lowland society – regardless of race, gender, sexual orientation, disability, age or faith - which we, in our supporting role, exist to defend, now and in the future. Lowland House must also do better to facilitate two-way communication between 'the central administration' and 'the people.' The online *Lowland Quarterly* is an early product of this thinking as will be the regeneration of the Area Committees, initially online but moving to a 'hybrid' variant when the pandemic is behind us. Notwithstanding the fact that we are an Association of volunteers whose lives are already 'congested, cluttered, contested, connected and constrained' by the plethora of other activities in which we engage, there is clearly more that can be done.





THE WHITE PAPER

Springing from the Integrated Review is the Defence Command Paper (the White Paper) entitled 'Defence in a Competitive Age.' Whereas the Integrated Review gives us the strategy, the White Paper gives us 'an honest assessment of what we can do and what we will do.' Of interest to our Association:

'The challenges of the next decade will require us to maximise the outputs, talents and synergies of the whole force. Our Reserve Forces will be given new, more clearly defined roles. They will provide capacity, alongside their regular and civilian colleagues, and an alternative source of diverse talent to conduct operations at home and abroad.

'We will create an efficient and fluid spectrum of military service, providing our people with a range of commitment options at different stages of their lives. We will improve the way we recruit and employ Reserves, enabling us to bring expertise from across society, government, industry and academia to bear on some of the greatest challenges we face, and consider any recommendations from the Reserve Forces 30 review in due course.'

So, there is actually very little to go on at the time of writing other than that our Reserve Forces are likely to grow in size and capability. We might expect some clarity when the Reserve Forces 30 Review reports later this year. This work has been led by Brigadier The Lord Lancaster and will be taken forward by Brigadier Hugh Robertson as Head of the Reserve Forces 2030 Report Implementation Team.

The White Paper also recognises the vital part that our Cadet Organisations play in 'helping young people from across the UK to broaden their horizons and unlock their potential.' There is to be further investment in the Cadet Expansion Programme 'to bring this fantastic opportunity to more young people.' You may recall the findings in 2018 of Professor Simon Denny of the University of Northampton on the impact that the Cadets have on social inclusion, mobility and the mental wellbeing of young people. Another report is due to be published later this year which will set out how Cadets benefit from their experience and the contribution they make to wider society.

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ESTATE REVIEW

The RFCA Estate Review has also kept us busy. Not for the first time, Defence has sought to quantify and qualify our Estate. For the record, Lowland RFCA manages 348 buildings on 132 sites across 70 towns and cities in the Lowlands. Some of the Estate pre-dates the formation of the Territorial Force in 1908, such as the Army Reserve Centre at Jardine Street, Glasgow (1894), and as a result of Haldane's Reforms, such as the Army Reserve Centre at East Claremont Street, Edinburgh (1912). Having enabled Defence to better understand what we are managing and where, we will shortly join forces with the Directorate of Army Basing and Infrastructure (who have the joint lead for this) to work on the Reserve Estate Optimisation Programme (REOP). Since we do not yet know the future shape and size of the Reserve Forces, what 'further investment' is to be made in the Cadet Organisations and how any new builds or refurbishments would be funded, it is too early to predict anything other than the fact that REOP is on the cards.

SULLIVAN REVIEW

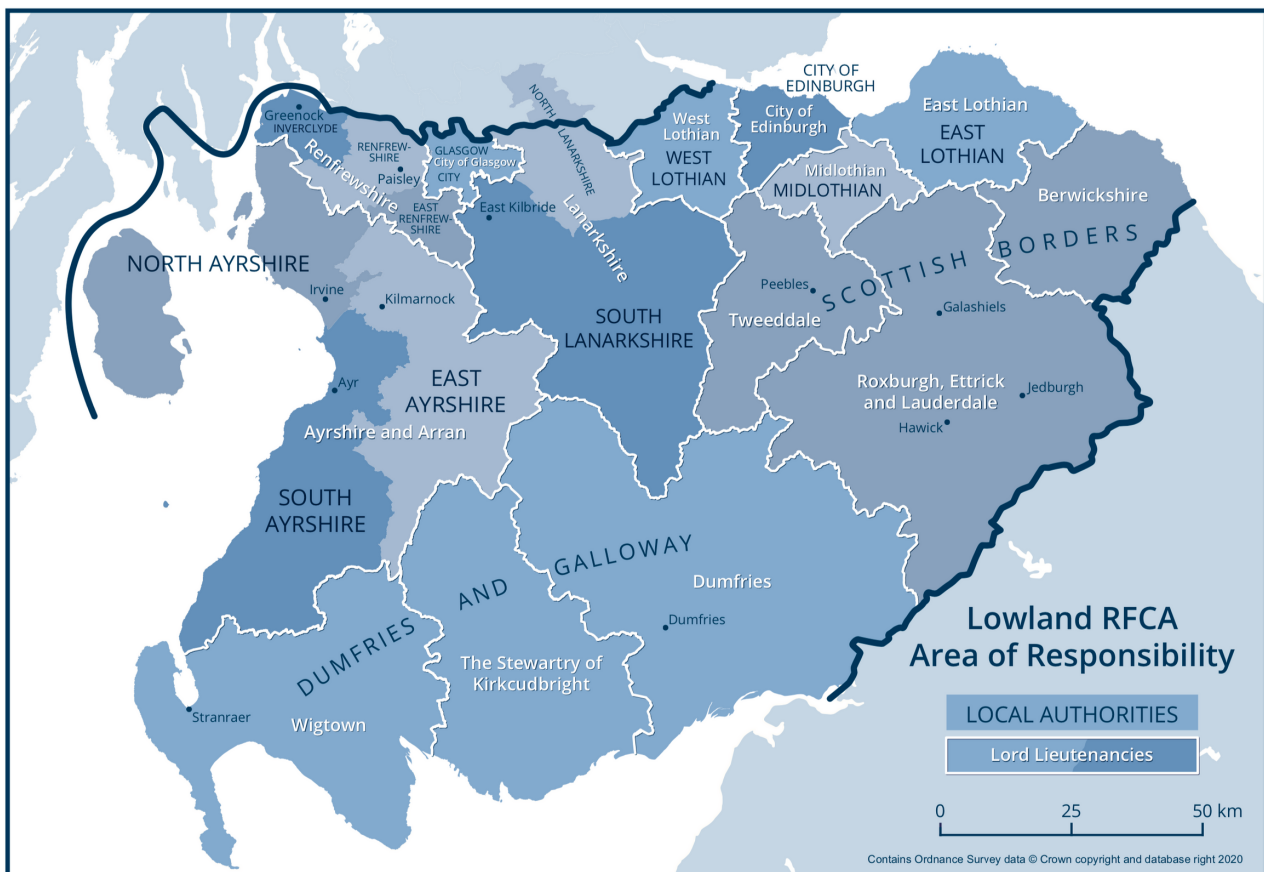
In this review of reviews, I must finally turn to the Sullivan Review and where we are with the recommendations, principal of which will see all thirteen RFCAs 'unify' as a single executive Non-Departmental Public Body (NDPB). Although the date for Initial Operating Capability is April 2022,

there is still a great deal of work to be done to ensure that we do not lose the value that each RFCA Board and every Association Member brings to the defence of the United Kingdom. If we are to continue to 'form a link of great value between the central administration and the people', then we must continue to be enabled to do so.

Our Association is therefore poised for change: re-purposing the Association, both ours and the greater collective of RFCAs; and the changes which are to be brought about by the Integrated Review and the Reserve Forces 30 Review. The staff at Lowland House continue to deliver, often against the odds, and I commend to you their reports that follow. I believe that our Association, that is our Membership and the permanent staff we employ at Lowland House and in our three ACF Battalions, is in good health, forward looking and raring to contribute to the re-shaping to come.

As ever, I am hugely grateful for your extraordinary support and I look forward to seeing you all online at our Annual General Meeting on Thursday 20 May.

CAPTAIN ANDREW COWAN RD RNR
CHAIRMAN, LOWLAND RFCA
MARCH 2021



COMMANDER 51 INFANTRY BRIGADE



Those serving in the Army Reserves and the Army Cadet Force have had as tumultuous a year as many, over this unprecedented period. There have been personal tragedies and our hearts go out to those who have lost loved ones and friends. But my overriding sense is that both organisations have risen to the challenge and delivered a very valuable contribution over the period.

Headquarters 51st Infantry Brigade has provided the Joint Military Command for military assistance to the civil authorities in the COVID response. The military in Scotland has delivered a significant amount of support.

This has included: planning support to the Scottish Government, to NHS Health Boards and to Local Authorities; the operation of Mobile Testing Units across the length and breadth of Scotland; the fitting of thousands of PPE face masks for NHS personnel; logistic support to PPE distribution and testing; the establishment of vaccination centres and asymptomatic test centres; and medics to vaccinate tens of thousands of people across Scotland.

At the heart of all we've accomplished has been Army Reservists – they have indeed risen to the challenge. They have provided planners in key positions, operational coordination within the Joint Military Command as well as mass for the delivery of tasks themselves. Their support has been invaluable. The plethora of skillsets inherent in the Army Reserve is deeply impressive; the enthusiasm and creativity individuals bring is energising and their connectivity with and within our communities has been a great asset, and well used. Significantly, the Army Reserve has also allowed us to ease pressure on the Regular force, enabling them to continue to meet the full suite of Defence outputs, despite the pandemic.

The Army Cadet Force has also been remarkable over the period. Tracking their progress and their achievements through the pandemic has been genuinely inspirational. The cadets in command appointments, the Adult Volunteers who lead them, the Professional Support Staff who have sustained them and the Cadet Training Team who have enabled them, have not only kept the flame alive, but kept it burning brightly. You will read of their individual and collective achievements in this annual report – they are hugely impressive. But equally impressive, and perhaps more importantly, has been the constructive outlet and sense of continuity the Cadet Force has provided, at a time when our young people have needed it most. The opportunity to continue with personal development, to be part of the wider community and to remain connected to the cadets will have been a great support to many over the period. For me, the Heroes of St Valery, performed virtually by Army Cadet Force Pipers and Drummers and musicians, was and remains an inspiration during difficult times.

Those that support the Army Reserves and the Cadets, should take both great credit and great pride in the results of that support. Thank you very much to everyone in Lowland RFCA for all your support.

Yours ever

Robin

**BRIGADIER R R E LINDSAY | COMMANDER | 51
INFANTRY BRIGADE**



ROYAL NAVAL RESERVE ENGAGED IN ENGAGING

Mobilising Reservists effectively and successfully undoubtedly relies upon the support and goodwill of employers. A successful mobilisation does not solely mean that the Reservist has served their country faithfully and diligently, albeit this is an essential ingredient. Rather, it requires the Reservist to be able to smoothly re-enter their civilian life after completing their mobilisation.

For those Reservists in some form of employment, the relationship they have with their employer is a crucial one. Ideally, after mobilisation, the employer will not only be pleased to have played their part by releasing their Reservist employee, but they will be more Defence friendly than ever. Not only is this good for the Reservist but it is also really good for Defence. During the initial few months of the pandemic, Lieutenant Felicity Chisholm acted as HMS Scotia's Employer Support Officer. Lowland RFCA caught up with Felicity to find out more about her life as a Reservist and the role she's played in keeping the Royal Naval Reserve's mobilised Reservists' employers engaged and happy.

The more involved employers feel, the more engaged they are, the more likely they are going to be to employ other Reservists and to partner with Defence in the future.



Felicity, you're currently down at HMS Collingwood working in support of current Operations, but what does life normally look like?

Life is normally pretty busy! I have two young children and I am an accountant for Standard Life Aberdeen, a Gold Employer Recognition Scheme (ERS) winner. Before the pandemic I was the Unit Engagement Officer (UEO) for HMS Scotia, a role which normally occupied a few evenings a week.

How did Covid-19 affect your role?

It was increasingly clear towards the end of March 20 that a significant number of our Reservists were going to be mobilised. The Command Team at HMS Scotia had to determine what our priorities would be, predominantly in terms of welfare and support to our people. All Royal Naval Reserve (RNR) units were asked to appoint a Unit Employer Support Officer (UESO). Given that my engagement role was likely to become quiet due to the cessation of face-to-face activities, I gladly took up the UESO mantle.

I was really happy to take on this position, even though it was a significant increase to my workload. With two young children, mobilising for Operation RESCRIPT was not really an option. This role allowed me to be at home with my children, yet play my part in the Nation's COVID-19 response.

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What did the UESO role involve?

Extensive guidance was provided from HQ regarding what was expected of me; they wanted weekly updates and an understanding of the sentiment of employers following the conversations I was having with line managers. I was sent helpful templates, policy guidance and lines to take. However, I wanted to do more than just copy and paste names into templates; I wanted to make it personal. So when our Reservists were mobilised I reached out to their line managers and sent them a personalised email with details of where they could find more information/support, including a link to the Lowland RFCA website, and encouraged them to get in touch if they had any issues.

Far from there being any issues, the employers all got back to me and seemed really pleased to have a point of contact. I decided to email the employers once every two to three weeks with an update on what their Reservist was up to and I tried really hard to get photographs of their Reservists in action.

How did the employers respond to these regular mobilisation updates?

The response I got back was really positive and I think the employers particularly enjoyed getting the photographs. There is a risk that employers can feel a bit left in the dark, a bit cut off from what their Reservist employee is doing, so this sort of communication just seemed to bring the mobilisation to life for them.

HSBC were particularly enthusiastic and they seemed awfully proud to have a member of their team mobilised. I think they were also quite pleased that someone had taken the time to get in touch in a less official way. Otherwise it's just a brown envelope with official mobilisation documents in it.

When it then came round to Armed Forces Week I had several employers asking whether they could send my updates on to their Communications teams. This was particularly satisfying because it meant these companies were taking it upon themselves to highlight the excellent work of Reservists and their commitment to the Armed Forces.



What impact does this sort of employer engagement have on the Reservists?

I think the answer is two-fold. Firstly, hopefully it makes returning to work easier for the Reservist. If the employer is happy, engaged and proud of their employee for their mobilisation, that's probably going to make the transition smoother. Secondly, I would hope that in the long term the engagement will have served to strengthen the relationship between the employer and Defence. The more involved employers feel, the more engaged they are, the more likely they are going to be to employ other Reservists and to partner with Defence in the future.



SWAPPING HELMETS FOR MASKS

Over the last year we've become well acquainted with the sight of Armed Forces personnel serving on home soil. But what exactly have these uniformed men and women been doing? Read about how Reservists Flight Lieutenant Mark Grange and Corporal Drew Gowland have risen to the occasion and played their part in fighting COVID-19.

FLIGHT LIEUTENANT MARK GRANGE

Why did you join the Reserves?

I began thinking about joining the Reserves towards the end of my civilian policing career. I had always had an affinity with the military and so it seemed like an obvious move. Normally I am a part-time volunteer Reserve Provost Officer and I command a flight of RAF Police personnel at 603 Squadron.

Why did you decide to mobilise to help in the fight against COVID-19?

I could see that COVID-19 was going to have a huge impact on my business, so I volunteered at the beginning of Op RESCRIPT. The RAF have been great; they've paid for my business to be mothballed, they've paid for storage and for some of the bills too.

Since the start of the pandemic you've been mobilised twice. What was your first mobilisation?

I was mobilised in June to run a Mobile Testing Unit (MTU) in the North of England. On a normal morning we would be given a MTU vehicle which had all the fridges and testing equipment in it. We would then leave our base and drive to the Regional Testing Centre (RTC) to collect all of the new swabs. From there we would drive to our spot for the day, e.g. a car park in Hull or Grimsby. The public could drive in to these centres and we would assist them with their test, giving them a swab and some direction. We would then collect the swabs and take them back to the RTC at the end of the day.



What were some of the challenges involved with running the MTUs?

Our MTU was largely made up of RAF Regiment who are really trained to fire weapons and to react hard if there's a threat. That's quite a contrast to handling unwell members of the public in a Grimsby car park. So we all had to shift our mind-set, leaning more on our relational skills rather than our reactionary skills.

You're currently mobilised on your second operation since the start of the pandemic. What are you doing this time?

In mid-September I applied to be a military liaison officer in the North of England to work with the civil authorities. I meet with the Local Resilience Forum to provide a link with Defence in the face of local risks and emergencies. I've done a lot of emergency response tasks in my previous roles so I'm glad to get involved. As well as serving the country and being able to play my part I've also got an awful lot out of it!



CORPORAL DREW GOWLAND

What did life look like before 2020?

As well as owning The MGA Academy of Performing Arts, directing and producing plays and getting to travel the world with the creative arts, I've also been a RAF Reserve since 2012. I normally set aside one weekend of each month to go down to the Reserve centre. Training days involve weapon handling tests, administration, theory tests and fitness training.

You've been mobilised since April 2020, what exactly is it that you have been doing?

When I was first deployed I wasn't sure what I would be doing. So I was chuffed when I got assigned to RAF Brize Norton on Air Transport Security (ATSy) as that's what I had the most experience in. With this role I am responsible for: the security of the aircraft on base; personnel going on and off the aircraft; passenger, luggage and freight processing; the general security of the airfield and VIP transportation.

I have also had the opportunity to progress in my RAF career... I'm not 'That Reservist' anymore, I'm 'Drew from ATSy' - which is great.



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As well as being used by troops for deployment, Brize Norton is used by civilians to get to the Falklands and VIPs on various national and international tasks.

Was this mobilisation part of Op RESCRIPT?

With social distancing and the need to self isolate, there was concern at the start of the pandemic with regards to the military manning of bases. Under Op RESCRIPT we were brought in to support our regular troops. Additionally, Brize Norton saw extra traffic with the distribution of personal protective equipment (PPE) and now vaccines, and so needed extra help. The RAF has had a big role to play in the UK's response to COVID-19 and I know that if Reserves had not been mobilised this airfield would have struggled to maintain its full capabilities.

Has mobilisation been a good experience?

I've absolutely loved it! I've met so many amazing people and I've learnt so much about the RAF and the role I have to play. I have also had the opportunity to progress in my RAF career, I'm now in charge of my shift and overseeing two regulars. I'm not 'That Reservist' anymore, I'm 'Drew from ATSy' - which is great.

Would you encourage other Reserves to mobilise?

Without a shadow of a doubt. 603 Squadron has been absolutely amazing with the support they've given me, which included weekly phone calls at one point! Yes it's hard, yes you'll miss home, but you'll make amazing friends, you'll meet incredible people and you get to do things you would never normally get to do.

MAKING US PROUD

Cadets and CFAVs of the ACF, Sea Cadets and RAF Air Cadets in the Lowlands of Scotland have led by example ever since the nation was locked down in March 2020.

The Cadet community not only sought to strengthen their own mental and physical health but also rose to the occasion by helping those who found themselves in difficult situations.

From staying at home, helping the vulnerable, making PPE from old materials, clapping and saluting on their doorsteps for key workers, to entertaining us with their virtual musical performances and raising thousands of pounds for charities, nothing could stop this inspirational group of stalwarts.



1

Cadets of Lothian and Borders Battalion ACF researched and studied other cultures and traditions through the ACF Step Change Diversity and Inclusion Project.



2

Glasgow and Lanarkshire Battalion ACF virtually walked 2,428 miles to Normandy after their trip to investigate the D-Day landings was postponed due to COVID-19.

3

Cadets and CFAVs from West Lowland Battalion ACF, Minden Company, received Saltire Awards after completing 700 hours of voluntary effort during lockdown.



4

Ordinary Cadet Inika and Ordinary Cadet Natalie of Dunbar Sea Cadets volunteered to carry out litter picks during lockdown around their local area.

5

Cadets of 3 Platoon Royal Scots Borderers (Newmains) helped their local community by writing letters and making cards for elderly residents of a care home which had suffered much loss as a result of COVID-19.



6

Army Cadets from across Scotland joined fellow Cadets from around the UK in gaining valuable mental health awareness and setting a Guinness World Record for the most users to participate in an online mental health awareness lesson.



7

Ordinary Cadet Dallas from East Kilbride Sea Cadets won a virtual sailing regatta which involved Scottish Cadets.

8

Air Cadets offered assistance to beleaguered home-schooling parents in the form of applied STEM (Science, Technology, Engineering and Mathematics) with a lesson on how the sonic boom is generated by RAF Typhoon aircraft on operations.

9

Joel Greig of 26 Platoon Livingston, Somme Company, raised over £2,000 for the Harmeny Education Trust which supports young people who have experienced early years trauma. The Cadet took part in The Virtual Kiltwalk Weekend and set himself a challenge of 15 miles of walking, running and cycling over the three days. In the end he managed 26 miles and the cash he raised was then doubled by Scottish businessman and entrepreneur Sir Tom Hunter.



10

CFAV Sergeant Instructor Vivienne Bradley, of Minden Company, used old uniforms as fabrics to create and supply PPE to members of her local community during the COVID-19 pandemic.



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14

Cadet Corporal Megan Jenny Moore thanked the ACF for equipping her with the skills that led to securing a place at a NASA space school. Jenny represented Scotland on a once in a lifetime two-week virtual adventure to the American space base in Houston, Texas.

11

Army Cadets Lance Corporal Mitchell Gavin and Adam Jackson helped raise mental health awareness by setting up the social project, East End Empowering Stars. They helped feed and clothe the homeless in Glasgow, aided elderly residents, cleaned-up allotments and delivered pancake recipe boxes to children.



12

Scotland's Army Cadets and CFAVs racked up the most miles out of every region in the UK to win the National Army Cadets Sports, Colonel Cadets Running Competition.

13

Army Cadet Zakariya Riaz of Kohima Training Group worked with the Al-Khair Foundation to deliver food parcels to those most in need.

15

Members of 3 Troop Royal Engineers (Airdrie) took part in the John O'Groats to Lands End virtual challenge, which covers the distance of 1,083 miles, to raise money for the charity Chris's House - a Centre of Help, Response and Intervention Surrounding Suicide.

16

Kind-hearted Army Cadets from Moffat Academy Linked Detachment made Christmas packages of comfort for ex-service personnel after Covid-19 restrictions put their visits to the residential facility on hold. One group created a photographic calendar while another wrote a quiz book with service-based activities. Both items were then packaged into boxes along with a refreshment pack, sweet treats and a personally written message from a Cadet to each of the residents in the form of a Christmas card.



17

West Lowland Battalion ACF Deputy Commandant for the South, Graham Dempsey, was appointed to Officer of the Order of the British Empire (OBE) for his services in the Cadets.



18

Cadets and CFAVs took part in Walking With The Wounded's Walking Home for Christmas event - a nationwide walking challenge to support its work with the NHS. West Lowland Battalion ACF raised over £2,300.



19

Early into the first national lockdown Cadets and CFAVs from all three organisations donned their uniforms and joined the rest of the UK by clapping on their doorsteps in a tribute to the nation's key workers.



20

Musically-gifted Cadets from across Scotland joined together virtually to play a moving tribute to commemorate the 80th anniversary of the Battle of St Valery-en-Caux.



21

Some CFAVs and Cadets took to the streets to collect cash for the Scottish Poppy Appeal but many drove online campaigns to collect donations.

22

CFAV Hannah Whittaker ate nothing but ration packs to raise money in support of the PTSD Resolution charity and for the Lothian and Borders Regimental Band.



DRIVING AND FLYING IN THE FIGHT AGAINST COVID-19

FARES4FREE

The founder of a charity which provides free transport for veterans has hailed Reservists for stepping up during the COVID-19 pandemic to provide crucial services.

Fares4Free, a unique nationwide organisation which provides free journeys for ex-military personnel to access important services and combat loneliness saw requests for rides triple during the nation's first lockdown.

Reservists from around the country and members of the public quickly banded together to offer a lifeline which included free emergency transport to hospitals and shopping deliveries to those shielding.

Founder David Gibson made the decision to suspend journeys to social events after veteran centres closed their doors. This resulted in increased calls for aid but also saw more volunteers offer support.

David said: 'During the lockdown Reservists stepped up. Dundee City and Highland Squadron of the Signals were the first to step up and introduced us to further contacts around the country.

'We decided not to have older veterans in the car but panic buying soon set in. That's when our user base increased because people who

might have had underlying health conditions now needed a helpline.

'We then had to source things that people couldn't get like toilet roll. We were doing welfare checks, delivering prescriptions and we were even getting calls to help transfer homeless people from hotels or even the street to accommodation.'

As a former taxi driver himself, David was empathetic to customers who were isolated and offered free taxi journeys. Before long, David sought to find those who could benefit most from free taxis and began offering them to veterans while taxi drivers themselves were giving up four fares a month as goodwill.

Fares4Free has now completed over 13,000 journeys - totalling over 190,000 miles - and helped 1,072 individuals combat mental illness and isolation. The company is now looking to recruit a third co-ordinator to cover the east of Scotland.

The charity is also calling on the help of volunteer drivers, particularly Reservists in the Lowlands of Scotland, due to the nature of their job, life experience and mentality.

David said: 'The proudest part of what we do is the mental benefit. Often what occurs after these people get a lift is that they strike up a friendship with their driver. That is a very big part of why we do what we do.

'Getting that help from Reserve units throughout the country would be absolutely amazing, especially in the Lowlands because if you look at the geography, it's challenging.'

Having swiftly identified the challenges that many in the veterans' community have faced since the start of the pandemic, and successfully adapted its service to help them overcome those challenges, both Fares4Free and the Reservists who stepped in to provide extra support have undoubtedly and admirably risen to the occasion in combating the spread of COVID-19.

LOGANAIR

With airports emptied, flights grounded and international travel more limited than ever, the aviation industry has taken a substantial and costly hit over the last year.

But despite the dramatic decrease in passengers and quieter flying schedules, Scottish airline Loganair, currently a Bronze ERS Award holder, set itself apart as a trailblazer of innovation and inter-sector collaboration in unprecedented and challenging times.

After a chance conversation with the Scottish Ambulance Service, Loganair leapt into action to provide help to ensure the safe transport of patients between Scotland's mainland and islands.


The Scottish Ambulance Service's aircraft was unable to properly accommodate epishuttles, isolation devices used to safely transport COVID-19 positive patients. Loganair's answer to the problem was to modify its Saab 340 aircraft so that it not only allowed sufficient space for the epishuttle but also facilitated cabin access for patient-bearing stretcher trolleys via the vessel's larger rear baggage door. Since the modifications' approval by the Civil Aviation Authority Loganair has successfully transported patients between Shetland and Aberdeen, overcoming a major logistical issue. It has even extended its new transport services

to the Northern Ireland Health and Care Board.

Aside from its generosity and ingenuity in supporting the Scottish Ambulance Service's vital work throughout the pandemic, Loganair has underscored its status as a Forces-friendly organisation in recent months. The reduction in flight demand allowed the company to release an Army Reserve staff member for mobilisation, - supporting on-the-ground operations with NHS Greater Glasgow and Clyde. The mobilised Reservist's work included the creation of a model to calculate daily PPE usage among NHS employees, and co-ordinating the set-up of an excess deaths mortuary facility.

The skills, acquired by the Reservist in project management and inter-sector negotiations, will be of exceptional value to Loganair in both the immediate and long-term as it continues to support the Scottish Ambulance Service and prepare for the eventual return to more regular service. Moreover, after experiencing first-hand the value of having a skilled Reservist within its workforce, Loganair is committed to recruiting more members of the Armed Forces community in future.

With such inspiring innovation and a proactive, public-spirited approach to the situation in which the pandemic placed its business, there can be no doubt that Loganair has risen ably to the challenge.

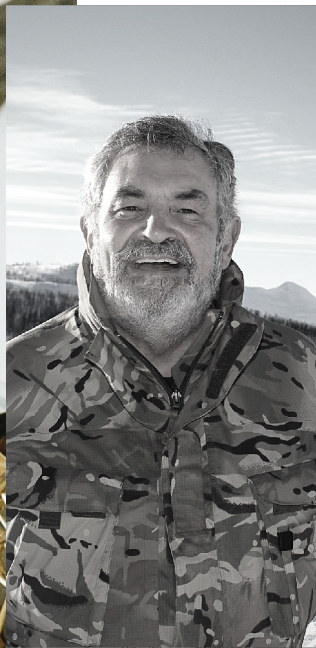


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ENGAGEMENT

COLIN VOOGHT
HEAD OF ENGAGEMENT



Given that engagement relies so heavily on face to face meetings, you can imagine how bizarre this year has been for the Engagement team.

Communication platforms that most of us had never heard of a year ago (Zoom, Microsoft Teams and Skype for Business) now regularly trip off the tongue. The Engagement team has had to significantly develop the way we communicate - being both innovative and learning best practices from businesses on the vanguard of online communications.

Historically the Communications team have been seen as the backroom part of our operations. That all changed in March 2020 with the Communications team leading much of our engagement. The flagship event was undoubtedly the CARAs (Cadet Adult Recognition Awards), an exciting new awards scheme which allowed us to engage with Cadets, CFAV) and businesses alike.

Taking their opportunity during a brief lull in restrictions, the Communications team also managed to deliver an online ERS campaign. With social media content, a letter from the Chief Executive, an email promotion and a congratulatory film from the Governor of Edinburgh Castle, the Communications team made it their mission to both celebrate and publicise this year's ERS Gold and Silver winners.

Our social media presence has continued to grow, allowing for continual engagement with new and old audiences. From an Employer Engagement perspective our use of LinkedIn has been particularly vital in keeping our stakeholders in the loop and engaged.

Meanwhile the Employer Engagement team turned their hands to employer support. Rather than advocating for the employment of Reservists and CFAVs, our Regional Employer Engagement Directors (REEDs) focussed their efforts on supporting employers with mobilised Reservists.

The employers within our network have been excellent and quite exemplary, willingly giving up their Reservists to serve on Operation RESCRIPT and in some cases offering their own facilities to assist in the fight against COVID-19.

This year has also seen the Engagement team develop its ability to host and produce industry standard webinars, highlighted by our NHS Scotland webinar and our annual Association meeting.

The phrase 'talk the talk, walk the walk' was embodied by the Engagement team this year when one of our REEDs was mobilised to assist with Operation RESCRIPT. Whilst said REED was mobilised to work as a Liaison Officer for Joint Military Command in Scotland, our remaining REED quickly assumed extra work to pick up the slack. This ensured a continuity of service which proved vital for our employers and units during mobilisation - an excellent example of smart mobilisation in action.

We are longing for the day when 'you're on mute' becomes 'fancy a coffee' again. But whilst it has been an unusual year, I'm proud to say the Engagement team has most certainly 'Risen to the Occasion'.



We are longing for the day when 'you're on mute' becomes 'fancy a coffee' again!

ARMED FORCES COVENANT

NG HOMES

It takes a lot to make a home. Few understand this better than Margaret Fraser, Head of Regeneration at NG Homes, Glasgow's largest community-controlled housing association and recent Armed Forces Covenant (AFC) signatory. Margaret and her team are firm believers in the idea that a house should be a home; that is why NG Homes are committed not just to providing good-quality housing, but also to helping residents thrive and prosper through employability training and community engagement.

Margaret said: 'NG Homes was established in 1976, at that time it was Springburn and Possilpark Housing Association. It came from a group of local people who just wanted to make a difference in their community, and who wanted better housing, so they established a committee and it has grown and developed since.'

At present, NG Homes holds around 7,000 properties spread across the north of Glasgow. Ranging from multi-storey flats and tenements to new-build housing and care homes, NG Homes caters to inhabitants from a wide range of cultures, backgrounds and age groups.

For nearly a decade, Margaret has been building and nurturing a strong sense of community spirit, ensuring that everyone feels able to have a say in what happens in their area. This has involved encouraging residents to organise a vast array of events, including 'Welcome to the Community' meetings, tai chi lessons, Burns/Rumi Suppers and family breakfast clubs.

When the pandemic put a stop to social gatherings and forced residents indoors for an entire year, Margaret remained determined to keep the community spirit alive. Afternoon teas were soon bagged up and delivered to older neighbours; local fast food outlets prepared hot meals delivered en masse to keep the 'Welcome to the Community' programme moving, and pen pal projects and community memory collections were set up to encourage communication and relationship-building.

With so much planning and distribution work needed, especially in recent times, it is little wonder that NG Homes were inspired, both as a housing association and as an employer, to sign the AFC.

Margaret explained: 'Prior to signing the AFC, we employed members of the Armed Forces, and we were well aware of the many transferable skills they had, which would be a benefit to an organisation like ourselves. We recognised very clearly that, as the AFC says, no-one should suffer disadvantages, and as a local employer we were more than happy to take part.'

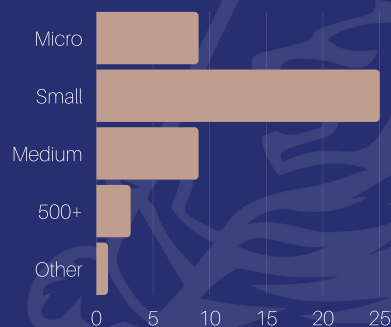
As an AFC signatory, NG Homes are now fully committed to exploring ways of providing both employment and housing support to those in the Armed Forces community, and would highly recommend that other businesses in their network consider doing the same. Margaret said: 'We realise that there may be times when other support is needed, and we feel that as an employer that that's what we should be doing anyway. We would certainly encourage people to look at it and to participate in it.'



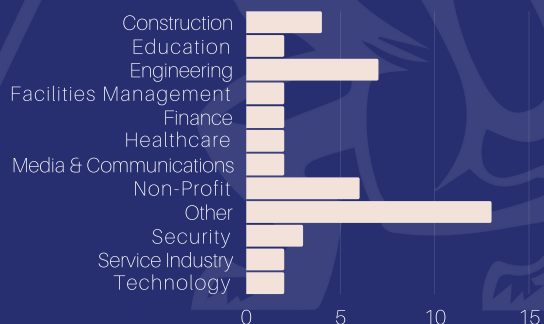
FIGURES

These 20/21 statistics demonstrate the variety of Armed Forces Covenant signatories in the Lowlands of Scotland.

AFC SIGNATORIES BY COMPANY SIZE



AFC SIGNATORIES BY SECTOR



ENGAGING VIRTUALLY

NHS/DEFENCE WEBINAR

Lowland RFCA led its first webinar with NHS Scotland to reinforce the collaborative relationship between Defence and the NHS services.

The virtual event informed attendees about COVID-19 and outlined the great progress that has been made with regard to treatment and prevention.

Those attending the webinar heard from a number of distinguished guests on Friday 9 October including; Jill Young MBE (Chief Executive of NHS Louisa Jordan), Retired GP, Professor Colville Laird MBE, Pauline Howie OBE (Chief Executive of the Scottish Ambulance Service) and Brigadier Robin Lindsay (Commander of the 51st Infantry Brigade and Army Headquarters Scotland).

From the Defence side of the virtual table, Brigadier Lindsay spoke about his organisation's efforts to support civil authorities through 'smart' mobilisation of Reservists: identifying skill sets relevant to specific tasks, and formally mobilising Reservists with the agreement of their civilian employers. Attendees also had the opportunity to hear from Jill Young MBE who discussed the creation of Glasgow's new emergency NHS Louisa Jordan hospital.

Professor Laird gave a detailed outline of the virus itself and the evolution of treatments. He played an active role in setting up reactive services in the early days of the outbreak.

Pauline Howie OBE explained how the Ambulance Service has adapted to the ever-changing COVID-19 situation and is now working to deliver testing services throughout Scotland. The webinar was concluded with a question and answer session, led by Colonel Ted Shields.

Martin Bell, Director of Primary Care and Counter Fraud Services, was one of many who attended and benefited from the webinar. He said: 'I enjoyed hearing the different perspectives of our three contributors. It was food for thought and a good way for the MOD and NHS to learn from each other.'

Richard Smith, Health and Wellbeing Officer for NHS Dumfries and Galloway, commented: 'The webinar showed the great skill and dedication from all involved. It also showed that in times of need our Forces can be relied on to deliver in a professional and timely fashion and all involved are a credit to our nation.'

PARTNERING WITH DEFENCE

Thursday 11 March saw Defence Relationship Management (DRM) take its annual Partnering with Defence (PwD) conference online, welcoming over 1050 attendees. Centred around the theme of Resilience, the conference's key aims were to discuss crisis response within the next decade, and to explore opportunities for the MOD and civilian employers to support Reserve Forces personnel.

Proceedings began with introductions from DRM Director Neil Jackson and the Minister for the Armed Forces, James Heappey MP. Both applauded the 'partnered response' of military and civilian services in responding to the COVID-19 pandemic. One striking example was that of an Army Reserve whose career in e-commerce helped him identify an opportunity to improve PPE distribution to the NHS by setting up an online portal. Praise was equally lavished upon troops who assisted in setting up Nightingale hospitals and testing centres. This highlighted how cherished the increase is in engineering and technology companies signing the Armed Forces Covenant. In fact, despite the limitations placed upon employer engagement by the nationwide lockdowns, Covenant signatures have seen much 'growth and increasing momentum', according to Jackson, reporting an average of 30 new signatories per week.

To illustrate how businesses can support Reservist employees and Defence, attendees heard from RNR Lieutenant Shivali Sitters and her manager at HSBC, Alexandre Dietz. Sitters keenly praised both the HSBC HR department and the RNR for making the deployment process so straightforward. Likewise, Dietz spoke of his pride at working with a Reservist who was involved in a national community effort, and expressed gratitude for the transferable skills that Sitters has brought to HSBC through her service.

The conference ended with a moving keynote address by Colonel Dame Kelly Holmes DBE, who paid tribute to the Armed Forces community for the profound sense of identity and resilience it has given her over the years, calling on those in attendance to remember during dark times: 'I have purpose, I have passion and I can do this'.

I have purpose, I have passion
and I can do this.



EMPLOYER RECOGNITION SCHEME AWARDS

Whilst we were not able to celebrate with this year's Gold and Silver ERS award winners in person, we are delighted to be able to honour them within these pages. Congratulations to all winners, your attitude and commitment is highly commendable.

GOLD WINNERS

Glasgow Caledonian University

Glasgow Caledonian University has excelled in demonstrating its support for the Armed Forces, including launching Higher Education: Further Education - Veterans and Armed Forces Champions Network. Additionally, GCU frequently hosts Lowland RFCA events.

Scottish Engineering

Scottish Engineering understands how often Defence and industry cross paths, particularly in areas like engineering and infrastructure. To that end, SE has hosted networking events enabling engineering and Defence personnel to explore the mutual benefits of working together.

Bell Decorating Group

The Bell Decorating Group has taken significant steps to support Armed Forces members. Aside from employing Reservists, veterans, and CFAVs, it offers 10 days' paid leave for Reservists, and actively encourages their suppliers to sign the AFC.



'This prestigious award only serves to reinforce our commitment to being an enthusiastic long-term partner and advocate for Defence.' Paul Sheerin, Chief Executive of Scottish Engineering.



CAMOR Limited

CAMOR Ltd prides itself on supporting the Armed Forces. Flexible shift patterns are offered, along with at least 15 days of paid leave for Reservists and CFAVs for mandatory training. CAMOR also reaches out to Cadet Forces with advice on staying safe online.

BD Print

Alongside its commitment to employing Reservists, BD Print offers apprenticeships to Cadets. Furthermore, BD Print advocates the benefits of the Armed Forces within its network leading to 15 new AFC signatories.

Forrest Precision Engineering

Since hiring a Reservist and a veteran after attending a Lowland RFCA employer engagement event, Forrest Engineering's Managing Director Scott Forrest has become a vocal advocate for the skills that Armed Forces members bring to any business.



SILVER WINNERS

St Andrews Timber & Building Supplies (West) Ltd.

Not only has St Andrews Timber & Building Supplies endeavoured to show its commitment to the AFC, but it also encourages clients and suppliers to consider joining the Defence Employer Recognition Scheme.

Virtue Recruitment Services Ltd.

With five days' additional leave available for training, extra support for mobilised Reservists and the appointment of an Armed Forces mentor to assist in the workplace transition process, Virtue Recruitment Ltd. is the definition of a 'Forces-friendly' SME.

Lochlie Construction Group

Lochlie Construction deeply respects the work of the Armed Forces, promoting both the AFC and ERS among other companies. LC has also teamed up with a number of Armed Forces charities.

Taylor Wimpey PLC

Taylor Wimpey often looks to Career Transition Partnership and to the REME Jobs Association to promote new opportunities. It also supports military spouses and relatives, offering additional leave in the event of mobilisation.

Annan Athletic Football Club

Annan Athletic FC proudly supports their local Reserve unit, 6 SCOTS, in whatever way they can. For example, AAFC hosted the Army Reserve Challenge cup final and has opened its conference hall to Cadet units for parade evenings.

GE Photography

GE Photography has worked closely with Lowland RFCA, hosting talks with the South of Scotland Rotary Club and Chamber of Commerce, showcasing the benefits of signing the AFC.

Gallacher Roofing

Gallacher Roofing takes great pride in its commitment to the Armed Forces community. With two family members of personnel involved in the Air Cadets, GR's Director has actively contributed to Cadet Forces fundraising events.





CADETS

TOM MATHEW
DEPUTY CHIEF EXECUTIVE

I am of course biased but in my opinion the Sea Cadets, ACF and the RAF Air Cadets (RAFAC) are the finest of the uniformed youth organisations.

Not only do Cadets gain valuable life skills but they are taught the same values and standards of the Services they represent. Young people who are members of the Cadet organisations emerge into adulthood with a plethora of skills, many of which prepare them well for the world of employment.

Our whole society has faced a challenging and, in many ways, a bitterly tragic year. The Cadet organisations have magnificently risen to the challenge of adapting how they work, with great enthusiasm and ingenuity. You will read in the following articles much about how the CFAVs and the Cadets have, to poach an Army Cadet phrase, kept the flame alive.

The CFAVs are the bedrock of the Cadet organisations. We must not forget the dedication, time and effort they put in to train, develop and mentor the Cadets. It was particularly heartening to see the enthusiasm with which the Cadets flooded the organisers of the CARAs with nominations. The support of the business community for the CARAs was also huge, demonstrating the close relationship that exists between employers and their employees who are also CFAVs.

Over the past eight years we have been developing a suite of Scottish Qualifications Authority (SQA) awards for the Cadets in order to provide evidence of their achievements. Our hope has always been that a young person who has been a Cadet, and who seeks employment, would be able to demonstrate their potential value to an employer by the Cadet SQA awards appearing on their Record of Attainment.

Jill Simpson has been running the Cadet SQA Approved Centre in Lowland House for nearly six years and is soon to retire. Jill has been responsible for the development and introduction of the Cadet SQA awards and has done a terrific job. We thank Jill for her hard work in significantly improving the Cadet experience for young people and wish her a long and happy retirement.

With the Cadet SQA awards now largely in place our next step is to look at how we can link Cadets with employers - particularly employers offering modern apprenticeships. One of the key soft skills the Cadets very quickly develop is reliability and this can be summed up as, 'right kit, right place, right time'. I am quite sure many employers would regard this as a highly desirable personal characteristic in one of their apprentices.

We are all hoping that we will soon return to some semblance of normality and none more so than the Cadets. They cannot wait to get back to face to face training and to meet up with their friends again. Lowland RFCA continues to deliver timely support to the Cadet organisations and we, likewise, cannot wait to see them back in their units, detachments and squadrons.



The CFAVs are the bedrock of the Cadet organisations. We must not forget the dedication, time and effort they put in to train, develop and mentor the Cadets.



REAL-LIFE SKILLS MAKE REAL-LIFE IMPACT

First aid is a skill that nobody wants to have to use but can be vital in unforeseen circumstances.

The ACF encourages Cadets and CFAVs to learn and to keep their knowledge and skills up to date through the first aid courses available. The training is part of the Cadet's core syllabus which will eventually lead to a St. John Youth First Aid qualification - a qualification recognised by civilian employers. During 2020, thanks to the first aid training they gained in the Cadets, two members of ACF battalions in the Lowlands of Scotland saved the lives of two people.



Caitlin Fitzsimmons was able to effectively support her partner's mother, Mary-Ann Shankland, who went into an anaphylactic shock after digesting honeycomb-flavoured ice cream.

With Mary-Ann falling in and out of consciousness and with hives across her body, Caitlin was able to quickly spot the signs of someone suffering from anaphylactic shock. She placed Mary-Ann in the recovery position, phoned an ambulance and kept them both calm in an extremely stressful situation - all thanks to the vital training she received in her three years as an Army Cadet with the Royal Engineers Detachment in Paisley.

Caitlin, who is now an adult volunteer with the same detachment of West Lowland Battalion ACF, said: "I was worried at first and a bit scared but that was when I had to remember everything I listened to over the years. You're not just listening to it because you are told to, you are listening to it because first aid training really does work.

"It wasn't nice to witness but I was glad that I was there because I feel if I didn't have the training I wouldn't have known what to do.

"I was able to stay calm and when I couldn't hear her breathing I was preparing for the worst which was to do CPR. Which, if I didn't attend Cadets, I would never have known.



Someone can describe it over the phone to you but you will never actually know how to do it properly unless you've done it before."

Meanwhile, Lance Corporal Ciaren Adam was honoured with The British Citizen Award after he saved a man from a suspected heart attack with the first aid skills he had gained with 26 Platoon Livingston detachment.



The teenager was cycling to meet a friend during the summer of 2020. He came across a man on the ground and another beside him near St Margaret's Academy in Livingston, West Lothian.

After asking if they needed assistance, Ciaren took control of the situation, spoke to the man on the ground and established he had chest pain and could not breathe. He moved him into a comfortable position and continued to talk to him after calling an ambulance. Emergency Services personnel advised Ciaren to obtain the defibrillator unit from the nearby school, in case they needed it, and ask the man to take an aspirin. Ciaren sent the passerby down to collect the defibrillator while he kept the man calm before the paramedics arrived. When the paramedics arrived, they said Ciaren had done everything perfectly and that he had probably saved the man's life as they suspected he was having a heart attack.



THE CARAs

The lives of thousands of young people in the Lowlands are improved and supported through the contribution of CFAVs. With the exception of a small body of Permanent Support Staff, a huge proportion of the people who deliver the Cadet programme are volunteers.

With busy lives, busy jobs and families to consider, the commitment and dedication to serving the Cadets is remarkable. With this in mind, last summer Lowland RFCA launched a new initiative, the Cadet Adult Recognition Awards, to give Cadets the opportunity to officially thank their CFAVs.

Throughout the month of July, Cadets had the opportunity to nominate a CFAV of their choice for one of 11 service-specific and regional awards.

Each award was sponsored by a local and Defence friendly business. Our sponsors were: Scottish Rugby Union, Tunnocks, City Building, Rangers Charity Foundation, Sked Construction, Loganair, Caledonian MacBray, Forrest Precision Engineering & Bruce Stevenson Insurance Brokers.

In spite of the pandemic, the inaugural award ceremony took place on YouTube. Over 1000 viewers tuned in to see the 11 winners accept their awards. It was moving to witness the sincere appreciation of the CFAVs.

Warrant Officer Sarah Taylor said: 'I feel honoured and privileged to be the first recipient of the West Air Cadets CARA.

'The award to me is particularly moving because my volunteer role means I'm not in regular contact with the Cadets, so to be recognised for making a significant impact on the young people is heartwarming. I find working with the Cadets is exceptionally rewarding and to see them grow in confidence and self belief is truly gratifying.'

Glasgow & Lanarkshire ACF winner Lieutenant Kenny Boag, said: 'It's fantastic, it's such a great feeling to know you're having such a positive impact, so much so that someone would nominate you for an award like this. I'm so grateful and so humbled by it, it's a great feeling to be recognised in this way. I'll treasure this award very highly.'

Given the success of the awards and the hundreds of other CFAVs ripe for thanking, we are planning to run the CARAs again this year. We are also delighted to announce that other RFCAs have decided to participate in the CARAs and will be running the awards in their own regions. To ensure the strength of the brand, Lowland RFCA is taking the lead and is helping other RFCAs to take part.

WINNERS 2020

Glasgow & Lanarkshire Winner: Lt Kenny Boag
Glasgow & Lanarkshire Runner-Up: Lt Joyce Quin

Lothians & Borders Winner: C/Sgt Mcdevvit
Lothians & Borders Runner-Up: CSM McCauley

West Lowland Winner: CSM Finnigan
West Lowland Runner-Up: Sergeant Major Gary Wakelam

East Air Cadets Winner: Fg Off Peter Brown
West Air Cadets Winner: WO Sarah Taylor
East Sea Cadets Winner: Lt Lewis Bisset RMR
West Sea Cadets Winner: Lt James Hearl
Overall Winner: - Flt Lt Grahame Kirsopp

GETTING AHEAD OF THE GAME

Lowland RFCA and the SQA have developed a suite of recognised qualifications which formalises the learning and development young people achieve as members of the Cadet organisations in Scotland.

The Cadet SQA Awards equip Cadets with qualifications that are easily recognised by people outwith the Cadet organisations. The awards also translate the learning and experiences into credits for a university application, and employers can easily recognise the qualifications on a CV.

Sergeant Angus Bryans, of West Lowland Battalion ACF, Erskine Detachment, used his Leadership Level 5 qualification and its equivalent credits to boost his chances of securing a place at university.

He said: 'The Cadet experience isn't easily recognised by some people. People might not know what navigation or skill at arms is about but the SQA Award translates what you do in Cadets into a more civilian-friendly manner. That's why I wanted to do it. It's much easier for an employer to see you have got a qualification because they recognise what it is.

'When I leave Cadets I want to take as much as I can with me. It is certainly going to show universities and employers, and anyone else who wants to see, what experience I've had in Cadets. They might ask what leadership experience I've had and a SQA Award will show on paper that I can do it.

'In Cadets you have got all these amazing resources and adults that can help you, why not get the recognition for it?! It is a really easy,

simple thing to do. The adults are by your side the whole time.'

So far 142 Cadets have achieved the Army Cadet Achievement, Teamwork and Citizenship award, while 341 Cadets have attained the RAFAC Aviation Practice 2 award since the start of 2020.

Of course the qualifications on offer to Cadets, which also include first aid and The Duke of Edinburgh's Award, could not be achieved without the selfless dedication of senior Cadets and CFAVs.

The volunteers who assess the Cadets and send the results to SQA show great aptitude for delivering meaningful training and leadership in an unprecedented quality and scale, particularly in recent times.

Lieutenant Joyce Quinn, a CFAV with A Troop Royal Artillery, Glasgow and Lanarkshire Battalion ACF, has encouraged other volunteers to become assessors to give Cadets a good standing before entering the world of work and further and higher education.

She said: 'The reason I assess the awards is to make sure the Cadets have the best possible CV when they leave the ACF.

'They learn so much, they achieve so much and it's just difficult to explain to someone on the outside exactly what that means.

'Any Cadet who has an SQA Award immediately is in a better position than their counterparts, whether that's going for a job, going for an apprenticeship, applying to college or university. It just really helps them stand out from the crowd.

'It definitely doesn't take extra time. The Cadets are already learning all of the information. They are already being assessed as part of the Cadet syllabus so all you do is log their achievements into a booklet and then that is assessed and passed to the SQA.'

To find out more about achieving or assessing SQA Awards for Cadets please visit the Lowland RFCA website.



When I leave Cadets I want to take as much as I can with me. It is certainly going to show universities and employers, and anyone else who wants to see, what experience I've had in Cadets.

LANDING APPRENTICESHIPS WITH CADET EXPERIENCES



Apprenticeships can offer a route to skilled employment and an opportunity to earn while you learn. Aspiring individuals can combine the training in a workplace alongside classroom-based studying.

With competitive recruitment processes, sometimes it can be difficult to stand out from the crowd. However, members of Cadet organisations can feel confident that their past experiences can put them a step ahead of their fellow job applicants.

CFAV Darrell Reid, 24, a former Cadet, was thankful for his several years in the RAFAC that led to landing an apprenticeship with Zurich Insurance.

When asked for an example of a time he had to adapt to change, Darrell's interviewers looked up from their notes with intrigue when he gave his answer.

He explained: 'In the one-to-one interview they asked me the question: "Can you tell us about a time when you had an ambition and it didn't go to plan?"

'So I described a scenario from my Junior Leaders course, which is a dedicated, and tightly regulated, leadership course run annually by the RAFAC HQ. I spoke about a fieldcraft training exercise situation I was on. I had a team on my right and they were simulating rapid firing on the enemy and I had another team on the left but one of the guys rolled his ankle and we had to change things up and had to control things differently.

At the time I looked up and noticed the shocked interviewer as they had not expected someone to answer the question like that. I certainly stood out in the interview process that's for sure!

As Darrell did not receive any interview training at school, he credits his success as a Claims Digital Experience Consultant to his former Cadet squadrons, 137 (Ayr & Prestwick) and 327 (Kilmarnock). Due to his practice interviews with his Commanding Officer he was used to interview scenarios

And when it came to the group task, Darrell was able to subconsciously call upon his leadership skills he had gained in the RAFAC to not only control the conversation but also give each of the other eight applicants a chance to speak.



RIISING TO THE OCCASION



The ACF also gives young people a lot of exposure to high-pressure situations that can help build resilience and teaches them how to work effectively with one another.

Sergeant Instructor Adam Stewart has now returned to volunteer at the same unit he spent several years with which gave him the edge when applying for a telecoms and network engineer apprenticeship.

The 20-year-old CFAV, of 1 Platoon REME (Royal Electrical and Mechanical Engineers) in East Kilbride, is adamant he could not have done so without his ACF experience.

He said: 'They were looking for someone who was going to work well as part of a team. Through the Cadets, that's something I had a lot of experience of - working as part of a unit and working with lots of different people.'

'My people skills and social skills were improved thanks to Cadets. Even going into situations such as my interview, I was a bit more relaxed than others might have been because I had been in so many different scenarios through the Cadets. I had interview experience from my Regimental Sergeant Major interview which was really helpful.'

Adam continues to learn and teach as a CFAV with the ACF. He enjoys the leadership aspect of the Cadets - a trait that has come in useful in his day job.

He said: 'At present I am office-based so I have been given the role of team manager where I am responsible for assigning the jobs to engineers who are out in the field.'

'Quite a lot of the time I'll come across situations where I have to use different skills to work things out. You do a lot of problem solving in command tasks at Cadets so I'm used to those types of situations and can approach them with a different mind set in the workplace.'



They were looking for someone who was going to work well as part of a team. Through the Cadets, that's something I had a lot of experience of.



ESTATES

AUDREY GREENWOOD
HEAD OF ESTATES

One might assume that with our buildings being used less frequently as a consequence of multiple lockdowns, the Estates team might have had a quiet year. How far from reality that would be! The demand for repairs and the continuation of projects has kept us all greatly occupied over the last twelve months.

Our Duns and Drumchapel projects (new ACF centres) which began in 2019 have now been completed. Similarly, the Royal Marine Reserves detachment at Colinton Road has been reconfigured and refurbished to provide a more efficient training space.

Immediately after the first lockdown, we were hit hard by Project Aintree, which aimed to improve armouries and ammunition stores. In phase two of the project, we had eight sites with eleven installs needing to be completed. All but three of these are now complete.

The refurbishment of Glasgow and Strathclyde Universities Officer Training Corps also began this year, and is ongoing. The work required for this particular project includes: installation of new boilers, windows, lighting, reroofing, new fire alarms, redecoration and new flooring.

Progress continues with the proposed new build for 278 Battery Royal Artillery at Livingston Army Reserve Centre. This will allow for Cadets to move into the main building and out of their current temporary building.

Whilst we were aware of many projects before the year began, we rapidly became involved with other initiatives throughout the year. One such example is the construction of a new South East Wing Headquarters for the Air Training Corps at Colinton Road. We are currently seeking planning permission and hope to complete this project by Nov 21.



FIGURES



GROUNDS:
£96,129



REACTIVE
MAINTENANCE
REPAIRS: £418,326



STATUTORY
MANDATORY
INSPECTIONS:
£380,057



STATUTORY
MANDATORY
TESTING: £89,604



STATUTORY
MANDATORY WORKS:
£210,788



OLD POLICE STATION GETS NEW LEASE OF LIFE

Drumchapel's ACF unit had long been a youth hub in the area which provided opportunities for the area's young people to excel, to have fun and to prepare for the world of work.

So when David Townsley, one of Lowland RFCA's Area Works Officers, surveyed the old Army Cadet centre, he identified a desperate need to provide better and safer training facilities for Cadets. With the backing of senior management, the team jumped into action.

As well as there being some concerns about the safety of the location, with remote and unlit access, the building had become uneconomical to repair. It was agreed that the most sensible plan of action would be to secure a new building and to remodel it to suit the needs of the Cadets.

In 2017 the old Drumchapel police station was put up for sale and the buyer leased the property to Lowland RFCA immediately after purchase. Lowland RFCA's Estates team were successful with their funding application and could start refurbishment works on Drumchapel Cadets' new home.

Whilst the old police station ticked many of the right boxes, it needed a considerable amount of repurposing to make it fit for Cadet activity; flooring, electrics, re-modelling and much more. After months of Estate team toil, budget negotiations, designing and planning, work was due to commence in March 2020.

However, like the rest of the nation, the team was about to experience a big blow due to the COVID-19 pandemic.

Mr Townsley said: "The workmen went in on the Monday to start the job with a project time of three months. But by Wednesday we had sent everyone home. It was a disappointing false start. They'd just about had enough time to bring in their tools and materials."

Months later, the team was allowed back on site but that did not come without its challenges.

"Even when we could get the site back up and running it was really complicated," Mr Townsley recalled.

"It was a big team in a relatively confined space, with lots of skills needed. We had plumbers, electricians and carpenters in. Trying to safely regulate who was on-site and when was a nightmare and considerably slowed the project down."

Despite the many challenges the Estates team rose to the occasion to create a brilliant new space for the Cadets to gather and train in. The new ACF building will be one of the largest and best equipped in the area, with two floors, multiple classrooms, an unusually large drill hall and an outdoor parade space.

Mr Townsley said: "Cadets benefit because they have somewhere safe to go, to be inspired and to be invested in. Rather than messing about on the streets they can learn discipline and gain real skills which can help them get into college or to gain employment. If home life is tough they've got a place to go to have fun and to make new friends."

"Ultimately the community benefits too. A lot of the Cadet curriculum is incredibly community focussed. Cadets learn how to become better citizens and so the neighbourhood they live in reaps the benefit."

With the work complete it won't be long before Drumchapel's Army Cadets can start using their new facility.

NEARLY DONE IN DUNS

For Lowland RFCA providing excellent Cadet spaces isn't just about satisfying our contractual requirements, it is about making a real and positive impact on the lives of young people in our region. Despite this year's trials, Lowland's Estate team has kept calm and carried on, completing both complicated and key projects. One such project has been the development of Duns ACF hall in the Lord-Lieutenancy area of Berwickshire.

Historically Duns ACF and Duns ATC shared a site, a two-storey period building (Volunteer Hall) in the centre of Duns. Project manager Alistair Forsyth (Estate Works East Officer) said: 'Before I started the Estates team had decided to sell Volunteer Hall back to the local community and to buy the building next door, an old Royal British Legion (RBL) property.'

'Whilst the RBL property had bags of potential, it needed a fair bit of work to make it functional for the Cadets. It was a half-demolition, a full rip-out and a complete do-up.

'As well as the building being incredibly dark and run-down, it also had a bar, which for obvious reasons we needed to remove.'

Work began on the project in January 2020, coming to an abrupt halt with the ensuing lockdown.

Forsyth said: 'The start of lockdown was obviously a big blow, it was just as we were getting the project off the ground. But as soon as we could do so safely and within the guidelines, we began to push on.'

'The new design had created space for a couple of classrooms, two offices, a naffy and a drill hall. Part of the demolition work was to make room for a new outdoor drill facility and car parking spaces.

'For me it was really important to include the Cadets in the process. Rather than just issue the standard magnolia walls and blue floors, I asked the Cadets for their input on the colour scheme. I hope that makes them feel more at home once they move in.

'I'm particularly proud that this building has full access for disabled people. As well as the building being single-storey, we've put in a ramp and a disabled toilet. We did that to make sure any Cadet, CFAV or Cadet parent can have access to the building.'

For the Estates team it has been hugely satisfying to see this project come together. At present the Cadets of Duns aren't able to meet locally, meeting in Eyemouth instead, which has been less than ideal. Aware of the impact it will make in the community and the opportunity it will provide to Duns' youth, all of the setbacks and snowy drives from Glasgow make this project very worthwhile. Duns ACF are looking forward to moving into their new facility in the coming months.



Whilst the property had bags of potential, it needed a fair bit of work to make it functional for the Cadets. It was a half-demolition, a full rip-out and a complete do-up.

GILBERTFIELD CTC ON THE COVID-19 FRONT LINE

Glasgow & Lanarkshire Cadet Training Centre, otherwise known as Gilbertfield, is currently being used as accommodation by members of the Royal Scots Dragoon Guards during their mobilisation and fight against COVID-19. We caught up with Paul Graham and John Creighton, two of Gilbertfield's permanent members of staff, to find out more about how Gilbertfield is used and why it makes such a great Alternative Venue.



What is Gilbertfield normally used for?

Gilbertfield is home to Glasgow & Lanarkshire (G&L) Battalion ACF's permanent support staff and is also used as a Cadet Training Centre. That means our day to day work includes taking care of Gilbertfield, ensuring it is ready to be used by Cadets, whilst also administratively supporting all 24 detachments in our Battalion.

How often do Cadets use the site?

Gilbertfield is used by the Cadets at least three weekends a month. That might be for training, overnights or sporting events. G&L Battalion also uses Gilbertfield for its Company camps. In total, we can accommodate 150 Cadets and adults, with a mixture of dormitories and smaller occupancy rooms. The site is also well equipped with a modern commercial kitchen, large communal spaces and plenty of grounds. We love it when the site is full of Cadets; they're so well behaved and it's great to see the site come to life.

What other groups use Gilbertfield?

We have a real mix of external users. To name but a few, the Scottish Ambulance Service and Police Scotland have both used Gilbertfield for events and coaching. Police Scotland bring their sniffer dogs down here for training which is always very interesting. The officers plant contraband around the site and then the dogs have to try and find it. Given the complexity of the site it is always really impressive to watch.

Occasionally the officers plant contraband on our car tyres so you have to be careful not to drive off before the dogs have got to it - that could get complicated!

As well as the civilian users we also have many guests from Defence. In fact, since the start of the first Lockdown, the site has been used by troops who are assisting the NHS and the Scottish Government in the fight against Coronavirus. Gilbertfield is currently being used as accommodation for 40 members of the Royal Scots Dragoon Guards who are helping to set up vaccine centres in Scotland.

What is it like having troops at Gilbertfield?

Given that we can't have Cadets here at present it is a great use of the space. We rarely see the soldiers as they tend to be out most of the day and just return to Gilbertfield to relax, sleep and eat. When they are on site it is really fascinating to see what they get up to. Normally in the evening they hang out together in the mess and play computer games. As well as the grounds within the compound, we have fields and forests out back, so quite a lot of them use our expansive estate to exercise. With their own military chef and a local business doing their laundry, they are largely self-contained. It is really satisfying to know that our building and the work we do to maintain it is in some small way contributing to the fight against COVID-19.

FINANCE

ANGELA EMSLIE
HEAD OF FINANCE

CUSTOMER OPERATING RISKS

There are continuing concerns with regards to the DIO budget. Inevitably we have seen a rise in reactive works due to the lack of a planned maintenance budget. Regardless of the Estate being less busy than usual, the budget spend has continued apace, with significant spend needed for statutory and mandatory consequential works. Whilst the list of works required to keep the Estate at condition grade grows, Lowland RFCA is only undertaking essential Reactive Maintenance Works in order to manage the allocated budget through 20-21.

ESTATE FUNDING

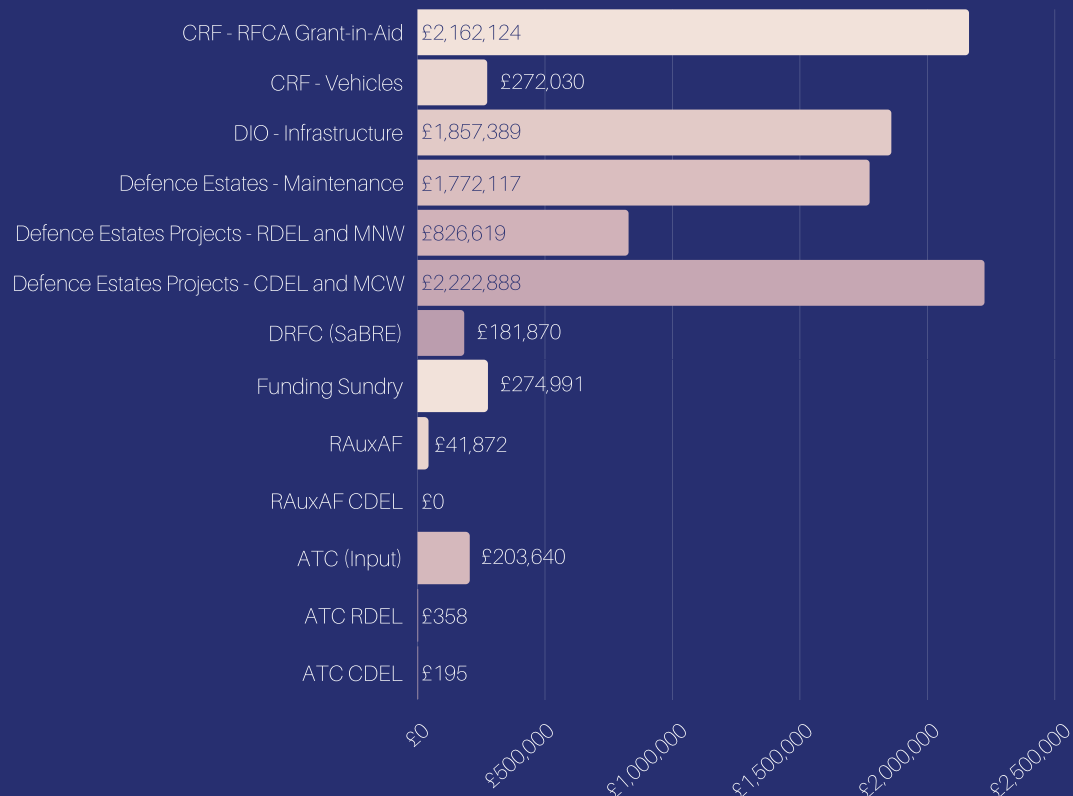
Although the requirements of the DIO Service Level Agreement are fully funded, the cost of any consequential works are not. This has a direct impact on our ability to maintain the properties

Whilst DIO owns the risk to the fabric of the Estate, the impact of deteriorating facilities (aesthetic and structural) falls squarely on the Reserves and Cadets.

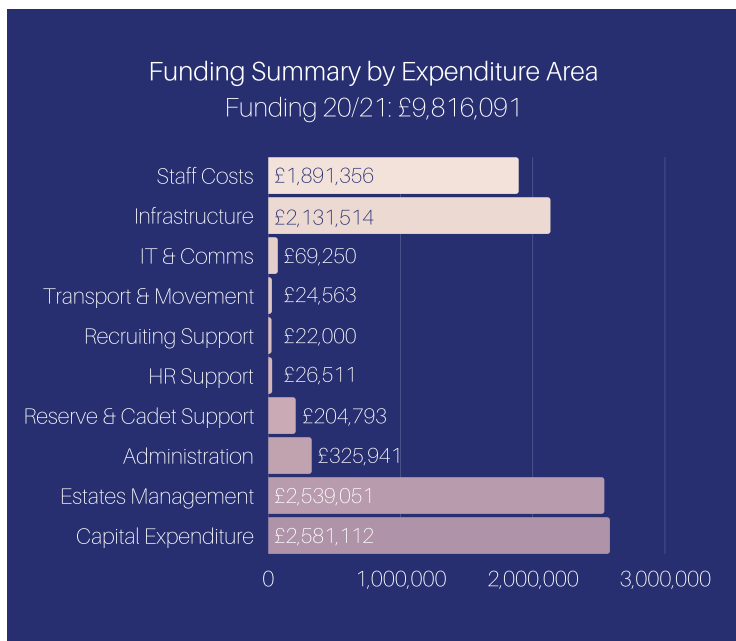
RISK

Due to the current economic climate budgets have been under strict review throughout 20-21. Lowland RFCA managed to return £131k to Council of RFCAs (CRFCA) as part of the £1.8m spending review. However, all essential operating costs have been ring-fenced.

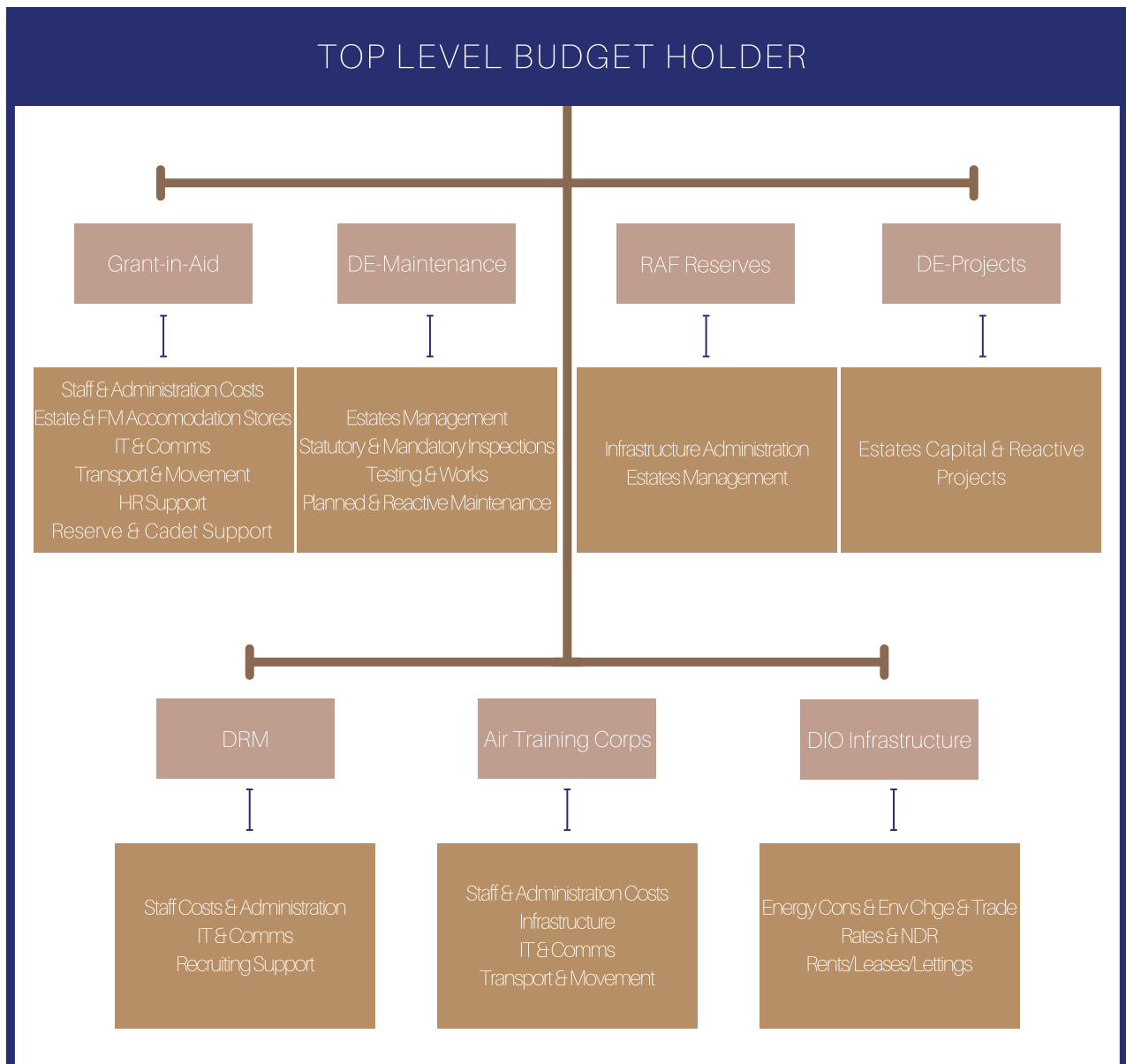
Funding Summary by Source
Funding 20/21: £9,816,091



RISING TO THE OCCASION



TOP LEVEL BUDGET HOLDER





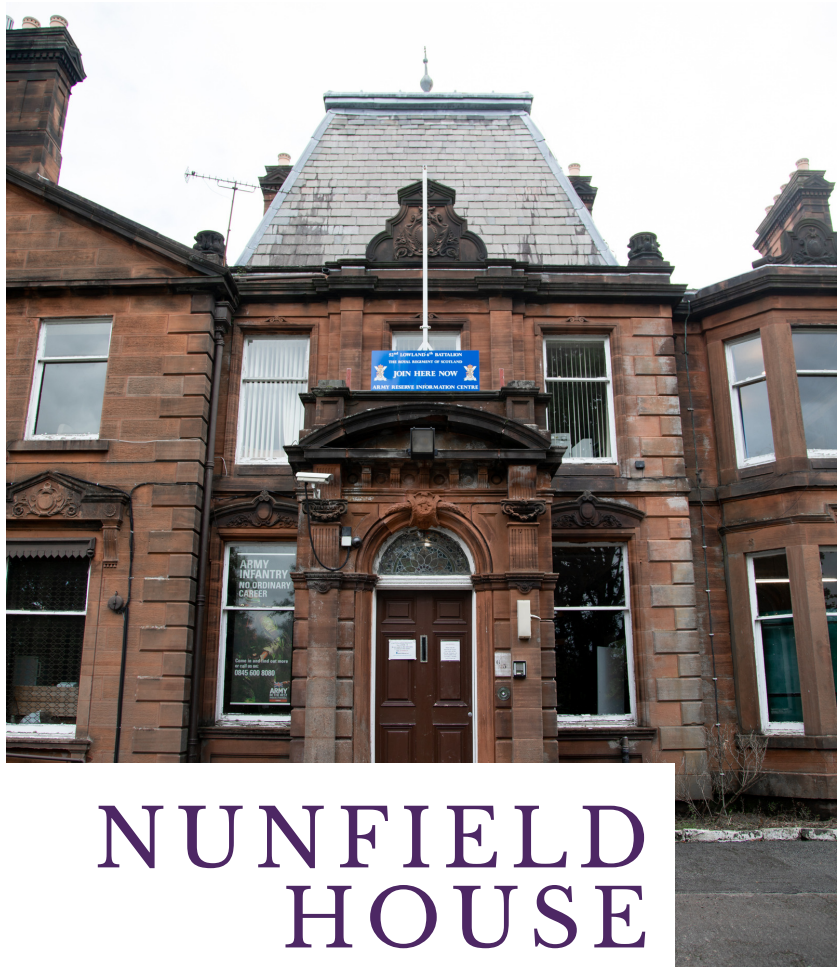
HMS DALRIADA

Alternative Venues Lowland (AVL) is an initiative managed by Lowland RFCA. AVL manages the public use of the Lowland RFCA Estate, when not in use by the military. To find out more please visit AlternativeVenuesLowland.co.uk or contact Denise Regan lo-av@rfca.mod.uk.



Alternative
VENUES
LOWLANDS

Nestled within a small industrial estate in Govan, HMS Dalriada provides first class training, meeting and filming facilities. Acquired in 2012, this hidden gem includes lecture halls, meeting rooms, a modern sports hall, social areas, dining spaces and a commercial kitchen. This well-maintained site is located within a secure compound providing added privacy, security and parking.



NUNFIELD HOUSE



Nunfield House was built in 1875 and was acquired by the Ministry of Defence during the Second World War. One mile from the centre of Dumfries, Nunfield House is privately located next to Dumfries and County Golf Club. This pretty and vast B listed country house retains

many original features making it an ideal TV and film location. The property boasts large and flexible meeting rooms and an excellent commercial kitchen. With ample grounds and large garages there is plenty of room for vehicular storage or exhibition.

LORD-LIEUTENANT AWARDS 2020



Becoming a Lord-Lieutenant's Cadet is the highlight of my five-year Cadet career.



Lord-Lieutenants certificates of meritorious service are awarded to Reservists and CFAVs who have provided exemplary service to their organisations and are recognised as laudatory honours throughout the MOD.

Her Majesty's Lord-Lieutenants are representatives of the Crown, appointed by HM The Queen, to be her personal representative in each county of the United Kingdom.

Lord-Lieutenants' Cadets are also appointed to support Lord-Lieutenants and assist them in carrying out their official duties, including civic functions and Royal visits. Lord Lieutenants' 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.

In 2020 Cadet Regimental Sergeant Major Leah Flett of West Lowland Battalion ACF was appointed Lord-Lieutenant's Cadet for Dumfries. Although the coronavirus pandemic postponed many of her duties in her new role, Leah is proud to have been given the accolade.

She said: 'Holding this appointment is a great honour and is one of my greatest achievements but I'm absolutely devastated COVID-19 has had an impact.

'I was really looking forward to accompanying my Lord-Lieutenant at Remembrance Day as I've always looked up to whichever Cadet is there by her side.'

Cadet Flight Sergeant Abigail Cameron has been appointed Renfrewshire's Lord-Lieutenant's Cadet for a second year in a row. In 2019 she assisted the Lord-Lieutenant at a British Empire Medal presentation and the Remembrance Sunday parade.

She said: 'The appointment of Lord-Lieutenant's Cadet has to be the pinnacle of all my achievements so far at Cadets.

WINNERS 2020

Ayrshire & Arran

Staff Sergeant Instructor Scott Black (Army Cadet Force)
 Captain Brian Burns (Army Cadet Force)
 Staff Sergeant Instructor Derek Cowan (Army Cadet Force)
 Staff Sergeant Instructor Andrew Garman (Army Cadet Force)
 SSI Alexandra Greenwood (Army Cadet Force)
 Cadet Sergeant Niamh Firth (Army Cadet Force)

Berwickshire

Cadet Sergeant Ariana McCulloch (Army Cadet Force)

Edinburgh

Sergeant Major Instructor Christopher Cotton (Army Cadet Force)
 Sergeant John Meikle (Combined Cadet Force)
 Staff Sergeant Instructor Lisa Millar (Army Cadet Force)
 Lieutenant Yasmin Shorter (Army Cadet Force)
 Captain (Chair) Andrew Shearer (Sea Cadet Corps)
 Vice Chair Eileen West (Sea Cadet Corps)
 Cadet Staff Sergeant Zoe Leask (Army Cadet Force)
 Cadet Warrant Officer Hugh Hetherington (RAF Air Cadets)

Glasgow

Staff Sergeant Samuel Bleakley (Army Reserve)
 Corporal Diane Clark (Army Reserve)
 Staff Sergeant Instructor Mick Cobb (Army Cadet Force)
 Lieutenant Colonel Derek Coulter (Army Cadet Force)
 Bombardier Jenny Findlay (Army Reserve)
 Corporal Jonathan Harry George Gillespie (Army Reserve)
 Sergeant Christopher Peter Abiodun Tevi Lawson (Army Reserve)
 Sergeant Gilbert Smith (Army Reserve)
 Captain David Wardle (Army Reserve)
 Staff Sergeant Mark Wardle (Army Reserve)
 Leading Hand Craig Watson (Royal Naval Reserve)
 Cadet Sergeant Callum Hepburn (Army Cadet Force)
 Cadet Warrant Officer Joseph McClay (RAF Air Cadets)

Dumfries

Cadet Sergeant Leah Flett (Army Cadet Force)

East Lothian

Cadet Sergeant Layla Walker (Army Cadet Force)

Cadet Sergeant Fergus McClintock (RAF Air Cadets)

Lanarkshire

Lance Corporal Stephanie Bannan (Army Reserve)

Sergeant Instructor James Connolly (Army Cadet Force)

Corporal Stuart Michael Dodds (Army Reserve)

Staff Sergeant Scott Jamieson (Army Cadet Force)

Corporal Stuart Kimsey (Army Reserve)

Captain Alan Long (Army Cadet Force)

Staff Sergeant Steven Williams (Army Reserve)

Able Cadet Mirren McIver (Sea Cadet Corps)

Cadet Sergeant Sophie Logan (Army Cadet Force)

Cadet Warrant Officer Mhairi Lees (RAF Air Cadets)

Midlothian

Cadet Corporal Zoe Watson (Army Cadet Force)

Renfrewshire

Warrant Officer Class 2 Lawrence Johnston (Army Reserve)

Sergeant Hannah Knox (Army Reserve)

Warrant Officer Class 2 Samuel Vandal (Army Reserve)

Cadet Flight Sergeant Abigail Cameron (RAF Air Cadets)

Cadet Sergeant Andrew Morrison (Army Cadet Force)

Roxburgh, Ettrick and Lauderdale

Cadet Corporal Calum Gray (Army Cadet Force)

Cadet Sergeant David Murray (RAF Air Cadets)

Stewartry of Kirkcudbright

Cadet Corporal Georgia Johnston (Army Cadet Force)

Tweeddale

Cadet Lance Corporal Robbie Wood (Army Cadet Force)

West Lothian

Cadet Corporal Shaun Aird (Sea Cadet Corps, Royal Marines Cadets)

Cadet Colour Sergeant Morgan McCauley (Army Cadet Force)

Cadet Warrant Officer Felix Cave (RAF Air Cadets)

Wigtown

Cadet Corporal Fraser Baird (Army Cadet Force)

The appointment is a real honour. It is something that shows great responsibility, commitment to the RAFAC and something that many Cadets strive to achieve in their Cadet career."

Leading Cadet Mirren McIver, Lord-Lieutenant's Cadet for Lanarkshire, credited her accomplishment to the work of personnel in the Sea Cadets and added: 'Becoming a Lord-Lieutenant's Cadet is the highlight of my five-year Cadet career and is an amazing achievement.

'I look forward to accompanying the Lord-Lieutenant when COVID-19 restrictions are lifted and hopefully I will inspire others.'

Traditionally Lowland RFCA and Lord Lieutenants would host ceremonies throughout the region and welcome the recipients of the award to prestigious venues in Edinburgh and Glasgow. Unfortunately due to current restrictions such events have been postponed. However, the Lord-Lieutenant of Edinburgh, Frank Ross, wished to congratulate all recipients and thank employers for supporting Reservists and CFAVs to enable them to do the work they do.

He said: 'These certificates are the city's way of celebrating the exceptional contribution these individuals make every single day. Be it for the Navy, Marines, Army or Air Force, every single award-winner has made a real difference to their units and their communities or has made an impression in service.

'I'm disappointed that I am not able to present the certificates in person but I would like to congratulate you all and thank you on behalf of the Capital.

'Of course none of it would be possible without the enduring co-operation of employers who support and encourage their Reservists and Cadets to commit when duty calls and I call on others to follow suit if they can.'



