

Annual Report



2024/25

CHAIR'S REPORT

INTRODUCTION

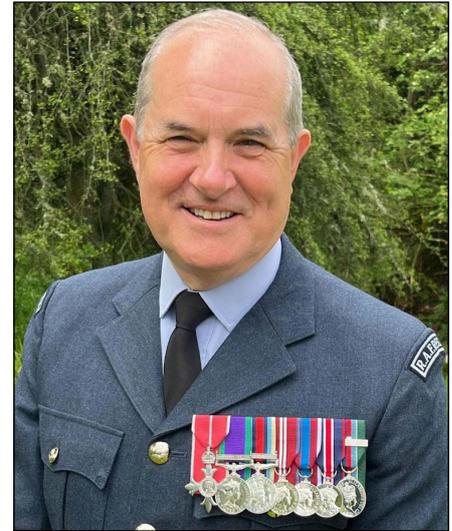
Welcome to our 2024/25 Annual Report.

Once again, the staff at Highland RFCA, without exception, have produced an excellent output across our three delivery areas of Estates, Engagement (employer and community) and Cadets.

However, as you will see this is being delivered against a backdrop of organisational change, reduced, and continually reducing, budgets and not a little uncertainty in the global strategic context, UK Defence policy and overall

spending on Defence. The future is no less uncertain; except we know that we will face challenges and change in the coming months and years, of at least the same magnitude if not greater.

However, all is not doom and gloom. Our Reservists, Cadet Force Adult Volunteers (CFAV) and cadets continue to amaze me with their professionalism, determination, great humour and achievements, and we look forward with you, our members, help to continuing to support them to the very best of our ability.



HRFCA Chair David Caddick.

HIGHER LEVEL CONTEXT

Strategic Defence Review. The Strategic Defence Review team, headed by Lord Robertson with General Richard Barrons and Fiona Hill as the other members, are due to produce their report this summer. For those who heard Richard Barrons speak at our Annual Association Meeting in 2024, it will be very interesting to see which of his ideas and suggestions make it through into a funded defence programme. With the dramatic interventions by Mr Trump on Ukraine, and Europe's need to better fund its own Defence, this is a very dynamic area at present and little to nothing has leaked out. We do believe that the expansion of the Service Cadet Forces may feature as will the use of the Strategic Reserves. The Council of RFCAs (CRFCA) has proposed a role for the RFCAs in assisting with the mobilisation plans for Strategic Reserves using some of our Cadet Training Centres and Professional Support Staff.

Ukraine. The Government's commitment in support of Ukraine continues unabated. It significantly impacted the Army Cadet Force (ACF) Annual Camp programme last summer with short notice changes to allocations and some cancellations for cadet units.

Future Defence Infrastructure Services (FDIS). As I said last year, the most significant change programme for us has been the incorporation of the Reserve and Cadet Estate within the FDIS programme on 1 August 2024. Estates staff underwent a significant package of training to prepare them for their new roles as assurers of the Regional Prime Contractor Mitie. The Estates team also continue to remain responsible for:

- Managing title deeds, leases and rentals.
- Working with single Service customers to identify future estate priorities and drafting Statements of Need.
- Commissioning Non-Domestic Rate Rebate-funded new works and betterment.

- Soft Facilities Management (unless part of Project Aquatrine).

Of the three Regional Prime Contractors Mitie seems to have adapted better than others. However, it has taken units and ourselves time to fully adapt to the new delivery model and work out how the RFCAs can best add value.

We have not been helped by an HM Treasury decision that VAT should be paid on the Volunteer Estate part of the FDIS contract, but not on the Regular part. In crude terms it means the contract is 20% more expensive than anticipated, which has resulted in a significant shortage of funding to deliver any billable works in Year One. The Council of RFCAs has bid for additional funds from the Defence Infrastructure Organisation to offset this in Year Two, but this has not been agreed. It is very unsatisfactory for all concerned that this flagship project has been launched without adequate funding to deliver the same level of service as that produced by the thirteen RFCAs previously.



December 2024 – The new Joint Cadet Centre in Dingwall.

RFCA Estate Optimisation Programme (REOP). We have been working on three REOP-funded projects in our area:

- The first was the extending of the Cadet Training Centre at Dingwall to incorporate a Joint Cadet Centre (JCC), thereby enabling the sale of two nearby run-down cadet huts. This has now been completed.
- The plan for a JCC in Nairn has been abandoned due to lack of space. Instead the single Service Cadet huts will be upgraded in due course.
- The creation of a JCC in Alness, by expanding the buildings on the Air Cadet site, will be completed later this year, leading to the release of the nearby Army Cadet hut.

That will officially complete the REOP programme in our area. However, following the move of the Medical Regiment out of Oliver Barracks in Dundee, the REOP team are having another look at the possibility of moving the occupants of Strathmore Avenue and Mid Craigie Reserve Centres into Oliver Barracks, so there may be more work to come.



HRFCA's Defence Relationship Managers Hayley Munro and Ray Watt.

Defence Relationship Management 10 Year Review.

The findings of the review into how Employer Engagement is delivered by the RFCAs and CRFCA in the future was signed off by the Ministry of Defence in late 2024, and an implementation plan came into effect from 1 April 2025. So as to deal with the sheer volume of participants, employer accounts have been re-categorised into:

- Managed – priority for engagement and invitation to key events.
- Engaged – help progress up the Defence Employer Recognition Scheme ladder and attend events.
- Informed – receive digital newsletters and updates.
- Regional Employer Engagement Directors, now titled Defence Relationship Managers, roles move from looking for new accounts to managing specific Defence targeted accounts by sector. The key sectors are engineering, STEM, IT, cyber & digital, drone technology, haulage, shipping, driving and logistics.
- The number of accounts for HRFCA under the new system is 325:
 - o 53 Managed, 58 Engaged and 214 Informed.



January 2025 – Reservists from 7th Battalion The Royal Regiment of Scotland training at Oliver Barracks in Dundee during Exercise Urban Argyll.

Transition to a Single Non-Departmental Public Body (NDPB).

The new Government has confirmed its intention to proceed with the merger of the thirteen RFCAs and the Council of RFCAs into a single NDPB. The timeline, exactly what the NDPB will look like, and how it will be governed are under discussion, with the likelihood that the changes will form part of the next Armed Forces Bill legislation in late 2026.

Finance. We operate in challenging financial times. There was a 5% shortfall in our budget allocation last year which was compounded by unfunded rises in the national living wage and an over 2.5% pay settlement. Whilst welcomed by staff this had to be paid for from the reserves carried forward by CRFCA, the last time they will be permitted to do this.

In December we were directed by the Reserve Forces & Cadets Directorate (RF&C) to make in-year savings in travel and subsistence, recruitment of staff and a cap on special bonus awards. Any uncommitted funds for vehicle replacement programmes were removed from RFCAs – we were not affected.

The recruitment measure has been most difficult to bear, and has directly impacted on delivery of our services to the Army Cadet Force and Defence Relationship Management (DRM). A further 5% reduction in control total for Grant-in-Aid allocation is expected for the coming financial year. We wait to see how Treasury requirements to reduce human resource, administrative and communications staff across all government departments will extend to the RFCAs.

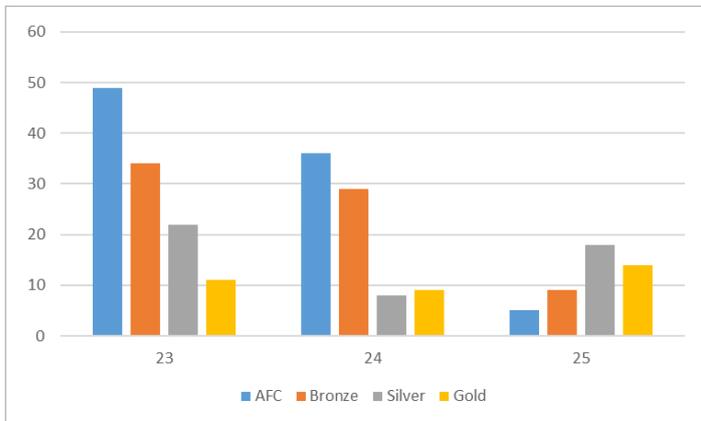


January 2025 – Exercise Urban Argyll was visited by 19th Light Brigade Commander, Brigadier Lisa Brooks.

ENGAGEMENT

Statistics. The table below shows the number of Armed Forces Covenant and Defence Employer Recognition Scheme (ERS) Awards achieved in 2023, 2024 and so far in 2025.

The numbers of Armed Forces Covenants and ERS

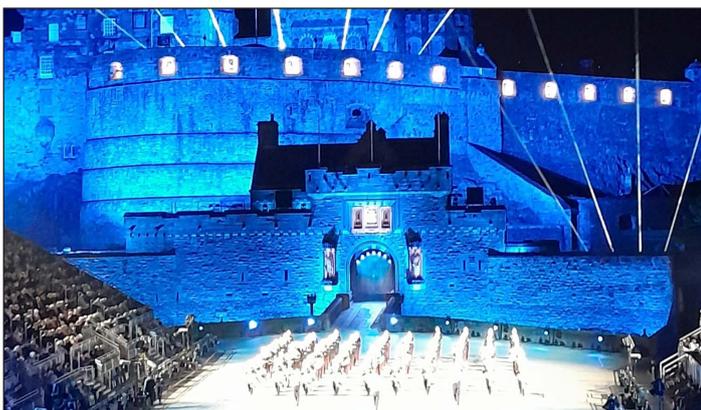


Awards have fallen over the last three years, although ERS Awards have now stabilised and are beginning to climb again. Ongoing resource restrictions and a delay in receiving funding were key factors in Financial Year (FY) 23/24, and the newly introduced employer support for cadets criterion as 'essential' has not been well received by many employers.

For 2025, 14 companies have been awarded Gold, and the Covenant and Bronze figures are for the current calendar year and will increase further as the year progresses.



August 2024 – Guests at the Royal Edinburgh Military Tattoo were hosted at the Radisson Blu ahead of the show. Below, some of the action.



Employer Engagement Finance. The budget for FY 24/25 was significantly reduced on the previous year – a 30% initial reduction with further in-year savings requested. A moratorium on travel and subsistence towards the end of the financial year further reduced capacity to engage across our area, with several planned events cancelled. DRM in London have been working hard on our behalf to minimise any further reductions and the budget for FY 25/26 has been restored to a pre-24/25 level. Employer engagement budgets for the single Services are extremely tight, and Service support to RfCA employer engagement activities via funded Man Training Days is limited.

Employer Engagement Events. The Silver Awards took place at The Black Watch Castle and Museum in Perth in June with eight employers achieving Silver status. Six of them attended on the night to be presented with their award by Brigadier Jody Davies, Commander 51 Infantry Brigade and Headquarters Scotland. The Gold Awards ceremony was also held at Balhousie in November with General Officer Scotland, Major General Robin Lindsay, presenting the awards to nine organisations.

The most popular event of the year for employers and Engagement staff was Exercise Wet Kipper, delivered by personnel from Royal Marines Condor. Attendees were put through abseiling, medivac, river crossing and very chilly river swim tasks.

We enabled employers to have many other opportunities to engage with Reservists and Cadets and undertake networking activities, including: visits to Army Cadet Force and Royal Air Force Air Cadets (RAFAC) camps, the Edinburgh Tattoo, BAE Systems and HMS Scotia, and attendance at the Society of Personnel and Development Scotland conference held in St Andrews.

Highland Gold Network. The Gold Network now has 47 members who meet quarterly to advocate for defence people and to share best practice. In 2024, the group was hosted at Knockhill Racing Circuit, Fife Medical Group, Forth Valley Chamber of Commerce and Trident IES.

Chair Sharon Faulkner of Angus Council will continue in post for the duration of 2025. Female Network members recently supplied our Communications team with interviews to support International Women's Day and Week as well as International Women in Engineering Day.

Marketing and Communications. The new website was launched in May 2024. To date it has received 8,200 visitors with 23,000 pages viewed. More than 130 articles have been published. The Interactive Map function has been viewed 4,600 times.

In January 2025 a 'Support for Cadets' page was added to help employers indicate the level of support they can offer to the Service Cadets. This enables them to fulfil the new Employer Recognition Scheme criteria that mandates support for these youth organisations. In addition to website improvements, all five platforms of our social media continue steady growth – enabling us to successfully reach a broad target audience.

June 2024 – Exercise Wet Kipper was held in the Dunkeld area. It was run by Royal Marines Reserve Scotland.



June 2024 – The river crossing at Exercise Wet Kipper.



February 2025 – The Highland Gold Network met in Aberdeen.



November 2024 – The Employer Recognition Scheme Gold Awards (above) were held in Perth, following the Silver Award ceremony (left) in June. Both took place at The Black Watch Castle and Museum.



May 2024 – A tri-Service recruitment event was held in Inverness.



August 2024 – Dundee Sea Cadet Corps (SCC) celebrated its 85th anniversary with a parade in Dundee.



July 2024 – A Cadet Briefing Day was held for employers from across Scotland at Barry Buddon.



February 2025 – Employers were given a tour of the Babcock yard in Rosyth.

ESTATES



December 2024 – The replacement Army Reserve Centre at Dunfermline taking shape.

Dunfermline ARC. The Army-funded £11.6M rebuild of Dunfermline Army Reserve Centre (ARC) has been completed, but the building will not be occupied until the old Bruce House site has been demolished and a new car park completed in its place. The project is due for completion in July 2025. This will be the final project to be delivered by HRFCA outside of the FDIS system and marks a very successful collaboration with Mott McDonald and Henry Brothers. The new ARC is due to be occupied in July/August this year and opened officially at a later date in 2025.

Fire Safety Upgrades. The programme to upgrade the fire protection for Cadet Training Centre (CTC) sleeping accommodation was completed when works at Glenrothes and Dunkeld CTCs were finished in January 2025. These projects were particularly complex due to the building structures, which only became evident when opening works started. The total investment to upgrade the five CTCs was £1.5M.

RAFAC Projects. The last RAFAC projects to be delivered by the Estates team were finished in June 2024 with Burntisland receiving a full internal renovation,



December 2024 – The Barry Buddon extension as it neared completion.



December 2024 – The new drill hall and mess facilities (above) and open plan offices (below).



transforming a dark, old police station with jail cells into an airy and inviting cadet premises. Carnoustie was altered to better configure the building as a Joint Cadet Centre.

Barry Buddon Cadet Training Centre Extension. The £1.1M project was completed in January 2025 and came in £190K under budget. It delivered an extension to the dining facilities thereby allowing a single sitting at meal times. The multi-use design provides additional classroom space between meals and a soft break out space for the evening. It incorporated sustainable improvements such as solar panels supplemented by battery storage. It was opened by the Lord Lyon, Honorary Colonel of Angus and Dundee ACF, on 4 April 2025.

Dingwall Joint Cadet Centre. The £1.3M RFLCA Estate Optimisation Programme-funded project to extend the Dingwall Cadet Training Centre to include a Joint Cadet Centre, thereby allowing the sale of two very old and tired cadet huts nearby, was completed in November 2024.



April 2025 – The Barry Buddon extension was officially opened by the Lord Lyon.

CADETS

Strengths. The macro position in Figures 1 and 2 below shows that the total cadet and CFAV numbers have remained broadly constant during the last 12 months. Looking forward there are challenges. Attracting CFAVs, particularly in the very rural areas, continues to be a real issue and recruiting and training pipelines can be lengthy. Combined Cadet Force (CCF) numbers may change as independent schools grapple with managing the cost of extra-curricular activities following the introduction of VAT on school fees.

Summer Camps. 2024 saw all ACF battalions running successful camps, despite four of our five battalions having to either change their plans at short notice or carry the risk of losing their booking to a higher priority user. As ever the changes and pressures were not felt by the cadets who had a fabulous time completing a variety of activities. The Cadet Health Check team (which reports directly to Chief of Defence People) visited the combined 1st and 2nd Battalions The Highlanders camp as part of their routine fact-finding visits to produce their annual report. A different approach will be taken to ACF camps this year, with six training centres across the UK, including Barry Buddon, being ring-fenced for cadet training over a 10-week period this summer.

Publicising the Cadets. The Engagement team from HRFCA arranged and co-ordinated tri-Service cadet days in Inverness and Dundee during the reporting period and hope to arrange similar events in the coming year as part of its programme to raise awareness of the cadets in key urban areas.

Professional Support Staff (PSS). Army changes which specified how many weekends PSS can work each year have been implemented. A year on and the new employment model is working and most battalions have streamlined their company and battalion training weekends to better utilise PSS support. It is also worth noting that in places CFAVs are increasing their responsibilities, in particular when it comes to opening armouries and issuing and receiving weapons. As previously mentioned, in December an in-year savings measure was imposed that took the authority to recruit established posts from CRFCA to RF&C. There followed a blockage in recruitment for the next three months, impacting five appointments in three of our five ACF battalions. This measure has now been rescinded.

We continue to monitor closely the cumulative impact of change on the PSS. Recently we have seen significant changes in how safeguarding is reported and managed, new instructions have been released on how to manage Non-Public Funds, and the Army Safety Management System has also been updated. This is in addition to the implementation of FDIS and changes to how ACF Annual Camps are to be run. The pressure on the Cadet Executive Officers and their staff is not with the individual changes, but more the cumulative impact.



March 2025 – Army Cadets Pipes and Drums joined forces with more than 300 other musicians for the finale of the Stirling 900 celebrations.

Cadet Music. The National Pipes and Drums Band is back in a strong position and the number of cadets attending training weekends is averaging in excess of 80. The October camp was held at the Army School of Bagpipe Music and Highland Drumming and attended by a mixture CCF, ACF and RAFAC pipers and drummers. Training culminated with the tri-Service Beating Retreat at Edinburgh Castle on Saturday 26 April. Sadly a planned performance for His Majesty The King at Balmoral has had to be postponed until 2026. The strength of piping and drumming within the individual battalions and RAFAC remains varied, but generally the picture is positive with growing numbers across the board.

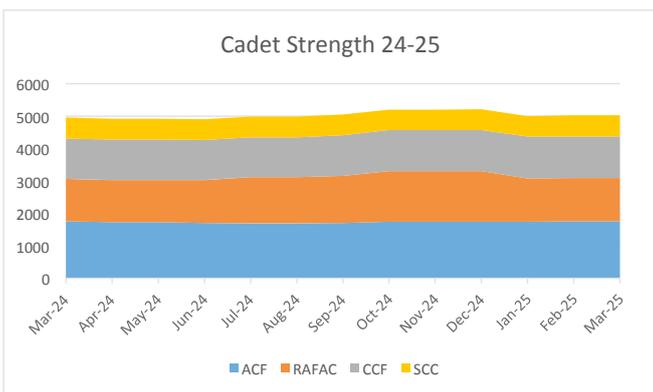


Figure 1 – Cadet Strength 24-25.

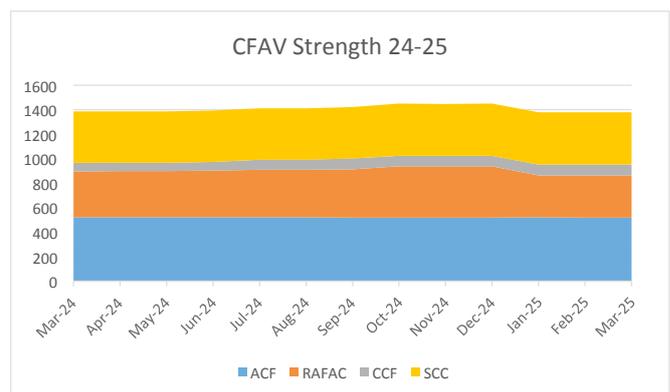


Figure 2 – CFAV Strength 24-25.

FINANCE AND HUMAN RESOURCES

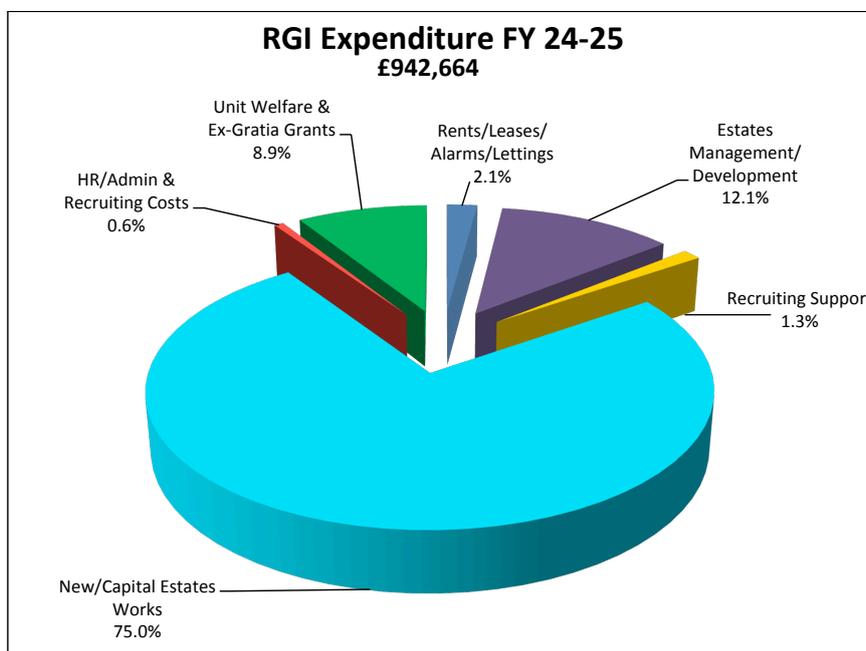
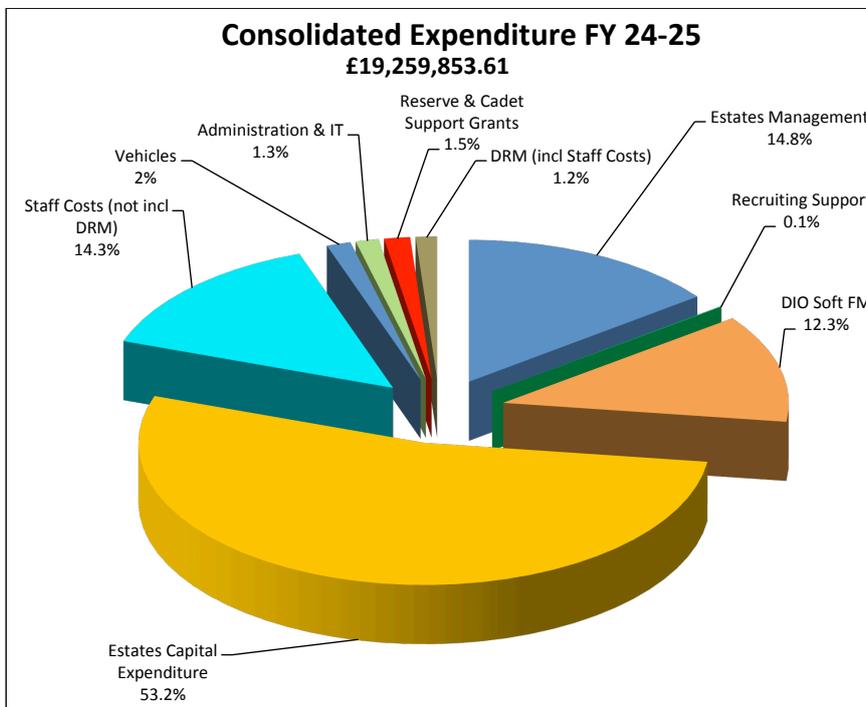
The consolidated account sheet for Financial Year 24/25 is shown on the opposite page.

Our accounts were externally audited in April and presented to the Executive Board at their meeting in late May. Income from our stakeholders (Ministry of Defence for employer support, Defence Infrastructure Organisation (DIO) for Estates management and the three Services for Reserve and cadet administration and certain estate projects) totalled £18.177M, an increase of £7.198M on the previous year, the bulk of which was related to the re-build of Dunfermline Army Reserve Centre. Pie charts show in which areas Grant-in-Aid (GiA) and Regionally Generated Income (RGI) were expended.

RGI income amounted to £1.10M with all less £232K coming from Non-Domestic Rate (NDR) Rebate on cadet properties. The Association disbursed £84.1K of welfare

and ex-gratia grants to units from RGI of which £41.7K went to Reserve units and £42.4K to cadet units. With the introduction of Future Defence Infrastructure Services (FDIS) the amount expended on projects as a whole has reduced since August 2024 and will decrease even further in the coming year.

Due to a pay award of 4.5% against a forecast of 2% and further unfunded national living wage rises meant there would have been a considerable overspend in the salary area, were it not for a number of gapped posts throughout this year which meant we were able to cover the additional costs, and the budget as a whole came in underspent. Our ability to carry forward a 2% reserve in GiA, DIO Soft Facilities Management (FM) & DIO Hard Facilities Management has still not been confirmed by CRFCA and therefore we are unsure how these reserves will be managed in Financial Year 25/26.



INCOME AND EXPENDITURE 2024/25

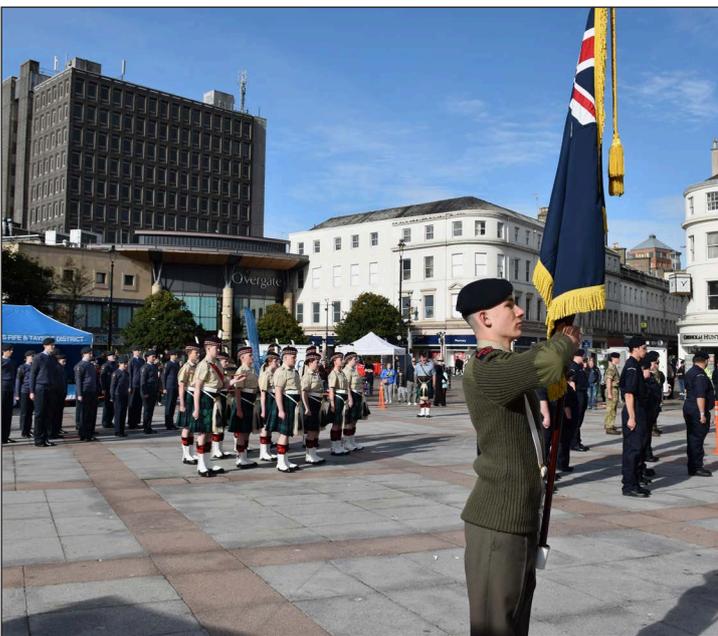
INCOME		EXPENDITURE	
RAC	Detail	£	£
REGIONALLY GENERATED INCOME			
RMB001	Rent Receipts - Land	0.00	
RMB002	Rent Receipts - Buildings	164,194.33	
TPA001	Bank Interest	0.00	
RNA003	Receipts - Misc	869,491.59	
	Sub Total	<u>1,033,685.92</u>	
REGIONALLY GENERATED INCOME			
RAA000	Sale of Land & Buildings	0.00	
RBA001	Sale of Vehicles & Other Equip	0.00	
RLB017	Receipt - Employer Support Events	0.00	
RLB018	Receipt - Recruiting	0.00	
RAA004	Gains on Sale of Vehicles	68,140.06	
	Sub Total	<u>68,140.06</u>	
	TOTAL INCOME	<u>1,101,825.98</u>	
FUNDING SUMMARY			
QEA013	RC - RFCA Grant-in-Aid	3,172,962.31	
QCA003	RC - Grants to RF and Cadets	0.00	
QFA007	RC - Vehicles	41,066.18	
QCA099	DIO - Soft FM	2,254,805.94	
RLB009	DIO - Hard FM	742,141.34	
RLB016/R	DIO - Projects - RDEL	109,277.32	
RLB016/C	DIO - Projects - CDEL	9,529,713.89	
RLB011	RFC - DRM	199,811.72	
RLB012	Funding Sundry	1,917,616.97	
RNA010	Navy	0.00	
RNR000	Navy - RDEL	0.00	
RNC000	Navy - CDEL	0.00	
RAF001	RAF - RDEL	0.00	
RAF002	RAF - CDEL	0.00	
RNA011	RAF Reserves - RDEL	0.00	
RAF000	RAF Reserves - CDEL	0.00	
QEB007	RAFAC - Input	146,772.80	
QEB008	RAFAC - RDEL	0.00	
RNA007	RAFAC - CDEL	11,931.84	
RNA012	RGI - Regionally Generated Income	51,186.13	
NCA003	Army Infra - RDEL	0.00	
BWC080	Army Infra - CDEL	0.00	
FA0001	Fixed Assets	0.00	
	TOTAL FUNDING	<u>18,177,286.44</u>	
ESTATES MANAGEMENT			
NDA002/SMI	Statutory & Mandatory Inspections	227,161.33	
NDA002/SMT	Statutory & Mandatory Tests	0.00	
NDA002/SMW	Statutory & Mandatory Works	2,077,294.03	
NDA002/PMMP	Planned Maintenance - Preventative	13,212.76	
NDA002/PMG	Planned Maintenance - Grounds	114,833.70	
NDA002/PML	Planned Maintenance - Life Cycle	0.00	
NDA002/RME	Reactive Maintenance - Emergencie	0.00	
NDA002/RMR	Reactive Maintenance - Routine	263,565.37	
NDA002/IW	Incidental Work	0.00	
NDA002/LC	Life Cycle Replacement	0.00	
NDA002/CG	Condition Grade Improvement	18,637.95	
NDA002/MNW	Injections/Projects RDEL and MNW	112,579.80	
NPB025	Prof Fees/Ext Assistance	15,631.55	
NEA001	Works in Aid of Disposal	0.00	
	Sub Total	<u>2,842,916.49</u>	
CAPITAL EXPENDITURE			
BAX000	Land & Buildings	0.00	
BFN080	Purchase of Vehicles	0.00	
BWC000	Assets in the Course of Construction	10,248,512.26	
	Sub Total	<u>10,248,512.26</u>	
STAFF COSTS			
LIC001	Non Ind Civ Staff Pay	2,287,867.57	
LPA001	Non Ind Civ ERNIC	237,183.99	
LID001	Civ Ind Staff Pay	152,586.63	
LPB001	Civ Ind ERNIC	10,473.92	
LMZ001	Non PCSPS Pens Payments	271,463.09	
LKC001	Redundancy Payment	0.00	
	Sub Total	<u>2,959,575.20</u>	
INFRASTRUCTURE			
NAA000	Heating Oil	0.00	
NAB000	Gas	0.00	
NAC000	Electricity	0.00	
NAD000	Water & Sewage	0.00	
NCA010	Estate & FM Accom Stores	75,810.46	
NLA001	Energy Cons & Env Chge & Trade Wa	131,627.87	
NBA005	Rates/NDR	2,077,917.27	
NPA003	Sub-Letting Costs	19,615.44	
NBA001	Rents/Leases/Alarms/Lettings	63,974.59	
	Sub Total	<u>2,368,945.63</u>	
IT & COMMS			
NNA010	IT Minor Equipment HW/SW	17,396.79	
NNA002	IT Maintenance Services & Contracts	5,609.65	
NNA004	Line & Tel Rental	76,930.63	
	Sub Total	<u>99,937.07</u>	
TRANSPORT & MOVEMENT			
PSA002	Lease of Vehicles	4,500.00	
PVA007	Vehicle Maint	19,518.75	
PBA001	Fuel (Non Utilities)	210.90	
BTD000	Depreciation	236,724.83	
RAA005	Loss on Sales of Vehicles	1,646.21	
	Sub Total	<u>262,600.69</u>	
RECRUITING SUPPORT			
NFA002	Employer Support	31,261.55	
LBW005	Recruiting Support	13,910.17	
	Sub Total	<u>45,171.72</u>	
RESERVE AND CADET SUPPORT			
QCA002	CRFCA Payment	0.00	
QCA004	Payments to Welfare Assoc	0.00	
PDA002	ACF Operating Costs	236,443.65	
NKA002	AR Band Operating Costs	45,362.88	
QEB025	RAuxAF Admin & PR	0.00	
	Sub Total	<u>281,806.53</u>	
ADMINISTRATION			
NKA001	Office/General Administration	103,516.42	
NGB002	Education/Training	5,262.47	
NPB001	Professional Fees	13,140.00	
NPA001	Legal Costs	0.00	
NQA001	Insurance	0.00	
PDD003	Travel & Subsistence	24,174.16	
NJA001	Entertainment	0.00	
	Sub Total	<u>146,093.05</u>	
HR SUPPORT			
LKA011	HR & Recruiting - Civilian Assoc Staff	4,294.97	
	Sub Total	<u>4,294.97</u>	
	TOTAL INCOME	<u>19,279,112.42</u>	
	DIFFERENCE	<u>19,258.81</u>	
	TOTAL EXPENDITURE	<u>19,259,853.61</u>	
		<u>0.00</u>	

Highland RFCA Balance Sheet 2024/25

FIXED ASSETS	£	£
Investments	0.00	<u>0.00</u>
NON CURRENT ASSETS		
Vehicles (BFN081)	1,876,553.59	
Accumulated Depreciation (BTD001)	-989,165.02	
		<u>887,388.57</u>
CURRENT ASSETS		
Current Account	6,293,095.52	
Deposit Account	0.00	
Petty Cash	175.25	
Sundry Debtors	58,310.61	
Amounts Paid in Advance	132,698.09	
Due from MOD	0.00	
		<u>6,484,279.47</u>
CURRENT LIABILITIES		
Sundry Creditors	14,694.55	
Contras	0.00	
CIS Tax	0.00	
Accruals/Deferred Payments	698,903.14	
Advance Receipts	868,022.55	
Due to MOD	0.00	
		<u>1,581,620.24</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		5,790,047.80
FINANCED BY		
Capital Reserves Brought Forward	1,016,553.37	
General Reserves Brought Forward	4,754,235.62	
Excess Income/Expenditure	19,258.81	
Suspense	0.00	
		<u>5,790,047.80</u>



May 2024 – The Freedom of Aberdeenshire was granted to The Royal Regiment of Scotland, and marked with parades in Peterhead, Alford and Laurencekirk.



September 2024 – A tri-Service Cadet Open Day was held in Dundee.



September 2024 – HMS Scotia celebrated its 30th anniversary.

CONCLUSION



April 2024 – Brigadier Mark Dodson at the Annual Association Meeting held at Discovery Point, Dundee.

After ten years as our Chief Executive, Brigadier Mark Dodson has announced his retirement, and he will leave us on 10 October 2025.

His replacement will be Lieutenant Colonel Huan Davies RM, who will take up the post on 1 December 2025.

Mark has been an outstanding Chief Executive who was steered Highland RFCA through some very turbulent times with professionalism and good humour that we will all miss. I am sure that you will all join me in wishing him a happy retirement. There has been only one change to our Executive Board with Colonel Mike Anderson being replaced by Colonel Derek Balfour as Vice Chair Cadets.

Highland RFCA has much to be proud of, and I hope that we have highlighted these achievements over the past year in this report; but the final word of thanks must go to you our members who are the beating heart of the organisation. Thank you for your continued support.

Wing Commander Dr David Caddick MBE
VR JP PhD RAuxAF
Chair HRFCA

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