



WESSEX

RESERVE FORCES & CADETS ASSOCIATION



ANNUAL REPORT 2025

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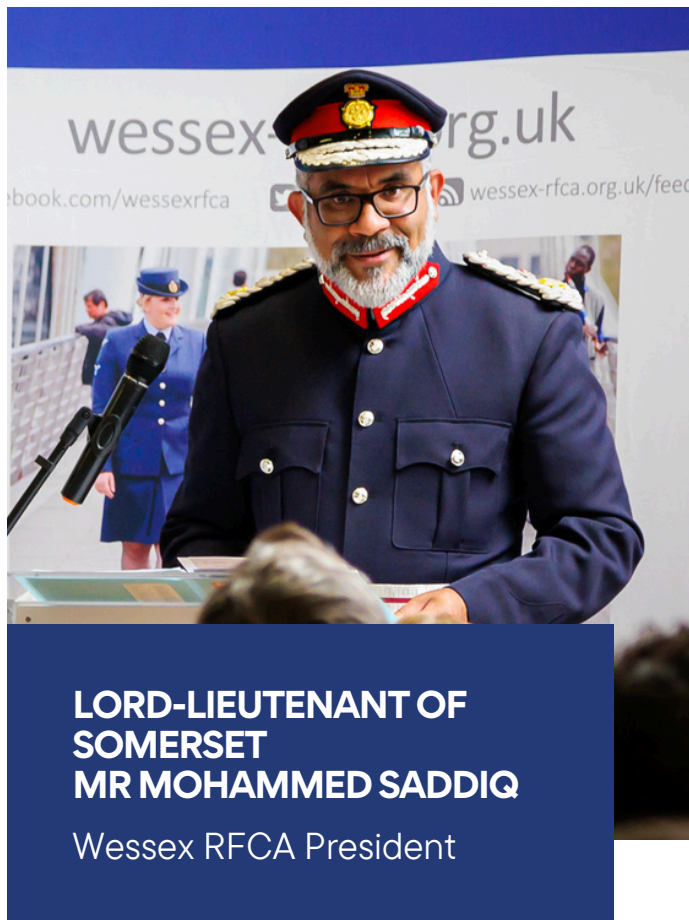
WE ARE WESSEX RFCA

The Reserve Forces' and Cadets' Association (RFCA) plays a pivotal role in supporting the Armed Forces, standing as an independent entity outside the Service Chains of Command, yet working in close partnership with them. Wessex RFCA is one of 13 such associations across the UK, covering an expansive region that includes the City and County of Bristol, Cornwall, Devon, Somerset, Dorset, Gloucestershire, Wiltshire, and the Channel Islands.

Guided by our vision to be the 'essential, effective and enduring partner that supports Reserves, Cadets, and the wider Armed Forces community,' Wessex RFCA focuses on three key areas: fostering engagement through our 'network of networks,' ensuring the stewardship of a safe and functional Volunteer Estate (VE), and delivering comprehensive support to Defence's Cadets and Youth programme.

With a dedicated team of approximately 100 full-time personnel based at our HQ in Taunton and throughout the region, and an extensive volunteer network of over 200 influential members drawn from the military, local authorities, business, and the wider community, Wessex RFCA remains deeply committed to connecting society with our reservists and cadets, ensuring they have the support they need to thrive. This report highlights the achievements, activities, and continued progress we've made over the past year, in collaboration with our partners and stakeholders.

PRESIDENT'S FOREWORD



The Strategic Defence Review, released in June, sets a clear direction: a shift to warfighting readiness, deeper NATO integration, and a whole-of-society approach to national resilience. It positions Defence not only as a guarantor of security but also as an engine of national growth, innovation, and cohesion with clear read-across to the RFCAs purpose and outputs. It also reiterates the importance of building society's understanding of what the Armed Forces do and increasing their visibility and explicitly notes the RFCAs: "...will be a valuable organisation in delivering this engagement."

Within Wessex, I have been amazed and the breadth and depth of our activity in support of our reservists and cadets and the wider Armed Forces community. Our reserve forces remain an integral part of our national military capability deploying with their regular counterparts across the globe and I thank them for their dedication and commitment. Our cadets remain an inspiration and I have enjoyed enormously the opportunities I have had to witness the cadet experience first-hand. I know none of that activity would be possible without the our amazing cadet force adult volunteers and the Wessex RFCA Professional Support Staff who also have my sincere thanks.

I am aware the transition to contractually managing the Volunteer Estate has been, at times, fraught, but I have been impressed at the fortitude of the Wessex RFCA estates team and forbearance of the users. I am sure we are all aware the nations finances are stretched, which has had an impact on our association's activity but despite this it is great to see several capital projects delivered in year. A real highlight for me was to open the Keynsham Joint Cadet Centre which I know has been challenging but the effort has been very definitely worth it.

As ever, I am amazed by the breadth of activity conducted by our engagement team. As you will see, record numbers of companies are signing the Armed Forces Covenant and working up through the Employer Recognition Scheme.

Maintaining that 'licence to operate' for our reserves and cadet force adult volunteers, both amongst employers and within the wider community, is vital and a key role for our membership. The annual award ceremony was been another highlight as a great opportunity to bring diverse parts of the community together to recognise, reward, and celebrate the amazing achievements of our reserves, cadet force adult volunteers, cadets and many of our employers.

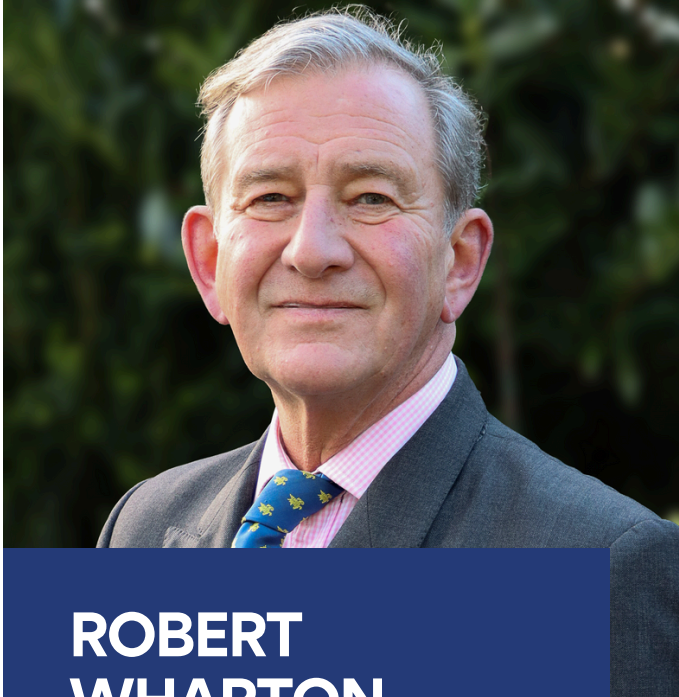
I will close by reinforcing how grateful I am to our volunteer members for their valued support. I know the team have been reviewing our membership such that we have the right people

in the right place advocating for Defence and the RFCA; to all of our members whether new to the organisation or with several years under your belt, thank you.

Thank you to Robert Wharton, our chair, and his association board and sub-committees who I know volunteer countless hours in pursuit of our cause. Thank you also to the professional team in Taunton and throughout the counties for their professionalism and commitment. I know these are uncertain and challenging times but I am confident your association is well placed to flourish as a force for good across the region.



CHAIR'S INTRODUCTION



**ROBERT
WHARTON**

Wessex RFCA Chair

It has been an exceptionally busy year for our reserves, cadets and the wider armed forces community across the south west with a variety of changes which have had a positive impact across all our areas of responsibility.

In my last report I warned about forthcoming change as a result of the implementation of FDIS and a root and branch review of our structure and governance. Since then the proposal to convert us into a Non-Departmental Public Body (NDPB) has been “un-paused” and of course and perhaps the most notable has been release recently of the government’s Strategic Defence Review (SDR) driven as it was by the seismic changes in the geo-political situation.

The SDR represents a step-change in British Defence. Since 1989, six successive Defence Reviews have cut and in effect reduced and hollowed out the armed services. This one proposes the opposite provided money is available. Many will remember the large scale reinforcement exercises of the 1980s and while much will be different, with new technologies to harness, much will likely be redolent of the past, with many lessons to rediscover. But the ambition is clear, and the message of “NATO first” and use of the reserves has been very strongly set out and it is for all of us to get behind this shift in emphasis. Some aspects will be tested in Ex. Steadfast Defender in 2027 which is already well down the planning route.

Delivering this change is not without challenges (principally from availability of money) and as such, we await detailed implementation plans from the single services, and perhaps particularly for the RFCAs any future role with the regeneration of the Strategic Reserve and the proposed expansion of cadets. But what is undisputed, as highlighted by our President in his foreword, is that to achieve it’s aims, the SDR will need the support of society generally. The SDR acknowledged the uniqueness of the RFCAs role to help build and communicate to society a better understanding of what the Armed Forces do for the nation.

Your association has been making great strides to translate the vision for our strategic development which we introduced in our last report and at last year’s AGM.

Those changes, which are continuing, were only possible with the breadth of vision and effort which your board put in in driving those changes and I wish to thank all board and committee members for achieving such a remarkable amount of change in such a short space of time, the detail of which is included within the pages of this report. In particular I would like to thank Air Commodore John 'JB' Bessell, and his sub-committee for the vast amount of work done by all to enable us to achieve our desired goals.

Elsewhere, Wessex RFCA has continued to reinforce its relevance and has achieved a great deal in 2024/25 which is included in the later pages of this report, but I would like to draw your particular attention to the following highlights.

- Our tri-service active reserves continue to contribute and be mobilized to Defence's warfighting readiness and resilience and represent us throughout the region and the world.
- Aided by our dedicated cadet force adult volunteers and PSS, the cadet experience continues to inspire another generation of exceptional citizens.
- The interest in, and uptake for the Armed Forces Covenant (AFC) Scheme and Employer Recognition Scheme (ERS) continues to grow at pace.
- We hosted an exceptional Gold Award ceremony at Longleat House and a series of Lord-Lieutenants Award ceremonies across our counties.
- We have established a tri-service 'Joint Engagement Fusion Group' to help cohere single service engagement across the region.
- We have rewritten our engagement strategy which included conducting a detailed stakeholder analysis leading to a complete revision of our membership.
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- Management of the Volunteer Estate has been transformed through the adoption of the Future Defence Infrastructure (FDIS) operating model.
- Jointly funded by RAFAC, we have opened a £1.5m state of the art Join Cadet Centre in Keynsham reinforcing our commitment to our cadet forces.
- We have adjusted our finance committee so it now applies even more scrutiny to our resources and we received a clean bill of health in an external audit.
- As trailed above, we have worked tirelessly to implement our revised strategic approach in restructuring the board and bringing considerable change and opportunity to our committees.
- We continue to work with the MOD, CRFCA and others to ensure any transition to a 'Non-Departmental Public Body' retains our ability to deliver local effect.

My personal thanks go to our excellent team at Mount House who have been running 'white hot' helping to deliver these initiatives whilst also managing considerable 'business as usual' outputs; to our Cadet Professional Support staff throughout the region who work tirelessly to relieve the pressure off our cadet force adult volunteers; to the Association Board and our dedicated sub-committees who provide the vision, oversight and scrutiny we require and to you, our membership without whom, we could not exist as you provide our critical connection with society. My final thanks go to our outgoing President, the Lord-Lieutenant of Somerset, Mohammed Saddiq, for his considerable support and we look forward to welcoming our new President, the Lord-Lieutenant of Devon, David Fursdon, to his role for the forthcoming year.



RESERVES

As the following paragraphs highlight, our tri-service active reserves within Wessex continue to contribute to Defence's warfighting readiness and resilience through providing support to many named operations, exercises and supporting the wide range of broader Defence Engagement activities. Recognising the increased importance of the reserves, and with its tri-service purview, Wessex RFCA have recently established a Reserves Committee who will support not only the active (or Part Time Volunteer Reserve (PTVR)) but also assist, where appropriate and within resource, the regeneration of the Strategic Reserve.

Through CRFCA, the MOD sponsor an External Scrutiny Team (EST) who are charged with reporting directly to the Secretary of State (SoS) for Defence on the health of the reserves. The EST visit 3 regions per year and as part of this, Wessex hosted the team lead by its Vice Chair (Maj Gen Stephen Potter) in March 2025. Representatives from the majority of Reserve Units across the South West, and the nascent Wessex RFCA Reserves Committee, had the opportunity to share their views with the team which have now been consolidated and submitted to SoS. Maj Gen Potter will brief Wessex RFCA membership on his findings at the Spring briefing in March 2026 (date TBC).

ROYAL NAVAL RESERVES



20%

of the RNR are
located in the
Wessex RFCA
region

HMS Vivid and HMS Flying Fox are both initial training centres for both local Officers and Ratings whereafter these locally based reservists may then continue in these units in the General Warfare specialisation, supporting ships at sea or a multitude of niche Submarine, Mine and Amphibious Warfare capabilities in national HQs and Staffs embarked afloat.

Additionally, HMS Vivid administers the ex-regular RNR Engineering Branch covering Marine, Weapons and Electrical reservist engineering support to the RN and the national RNR Training Branch who support the delivery of assured training across the country and in particular in HMS Raleigh at Torpoint and BRNC in Dartmouth.

More widely, HMS Pegasus is the administrative centre for all Fleet Air Arm reservists across the country and is based in RNAS Yeovilton but also has a strong presence in RNAS Culdrose and nationally in the Combined Helicopter Force.

HMS Pegasus supports aviation operationally through their Air Engineers, Meteorology and Air Traffic Control ashore and at sea plus a wide range of RN and RAF fixed wing and rotary squadrons as instructors, drone operators, observers and pilots.

As HMS Prince of Wales begins her global deployment, RNR reservists are embarked or supporting and it is with great pride that one of its affiliated cities, Bristol and particularly HMS Flying Fox RNR will be maintaining those links throughout 2025/26.

Many South West based RNR are also in the national RNR specialisations such as Information Operations, Medics, Maritime Trade Organisation, Media Ops, Chaplains, Intelligence and Cyber, working nationally for Defence whilst living and/or working in the Wessex region. Over 20% of the RNR are located, work or are administered in the Wessex RFCA region.



ROYAL MARINES RESERVES



Reservists from RMR Bristol's five detachments (Bristol, Plymouth, Lympstone, Poole and Cardiff) continue to deliver a busy annual training programme. In February, they deployed to Norway to complete Cold Weather Warfare Training, enabling them to support the UK Commando Force's contribution to NATO training and operations in the High North.

To ensure our Reservists are prepared to operate in all climatic conditions, RMR Bristol also acted as the Lead Unit for the planning and delivery of Exercise COMMANDO PHOENIX — a two-week, challenging package of live-fire tactical training in the heat of Cyprus. The largest iteration of this exercise to date saw 114 Reservists deployed, including 20 Royal Navy Reservists conducting a separate exercise supported by RMR's logistical capability.

A team of three RMR medics deployed to Libya on two separate short-term training team missions to provide advanced and progressive instruction to Libyan military medics. As the first UK military delivery in Libya for over a decade, the wider diplomatic effect was at least as significant as the life-saving skills taught. Further deployments are expected to follow. The team leader for these missions was WO2 Rob Cooper from Plymouth Detachment, who was awarded a Lord-Lieutenant's Certificate of Meritorious Conduct last year.

The unit continues to grow, with seven recruits recently passing the Reserve Forces Commando Course following a 17-month training pipeline. In addition, a dozen regular Royal Marines have transferred into RMR Bristol.

This blend of Reservists and ex Regulars ensures a rich mix of broader life experience while retaining hard-won qualifications that directly support operational output to the Commando Force.

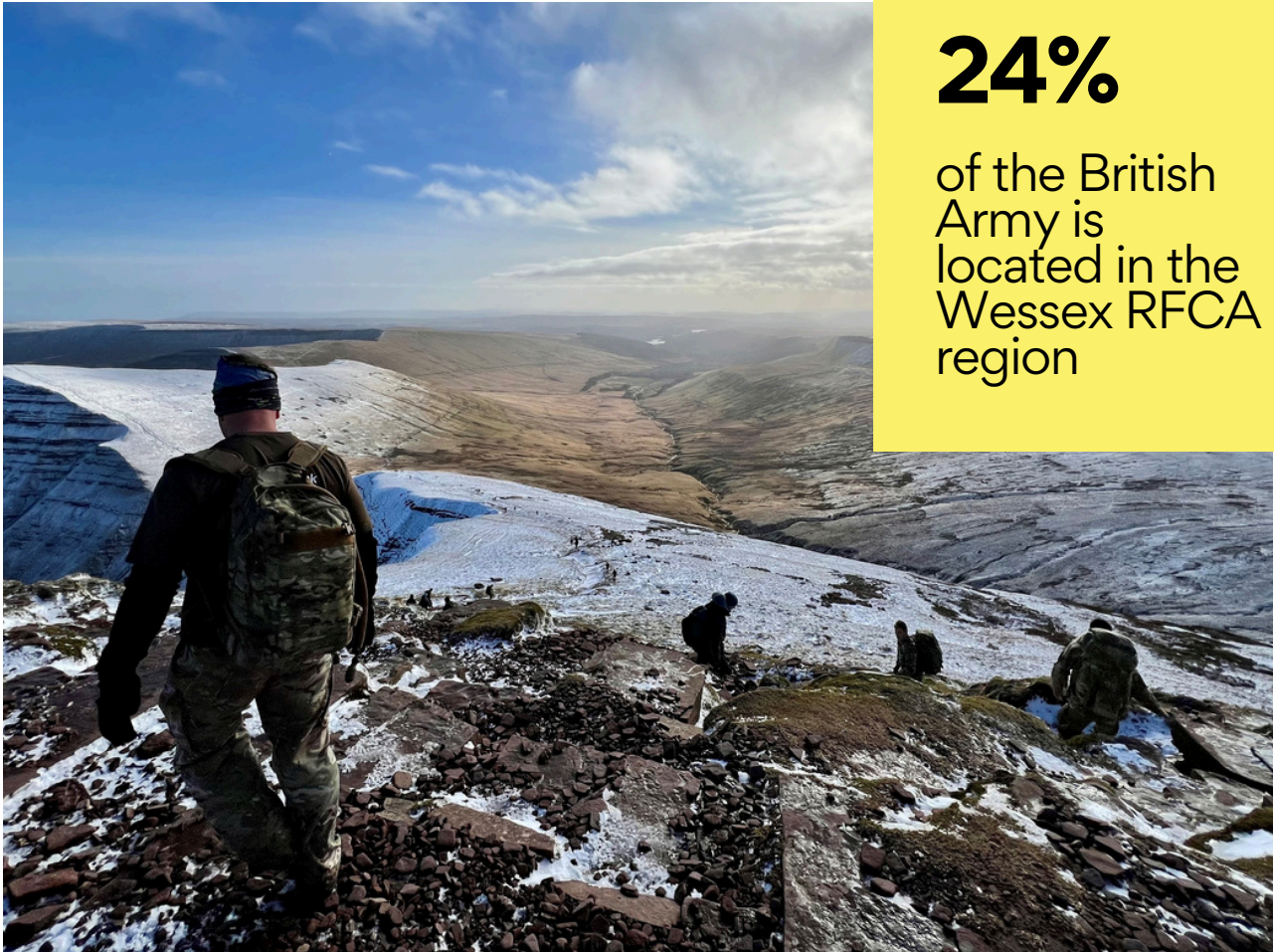
Never resting on our laurels, RMR Bristol is currently conducting a review of its employment concept in light of both the SDR and the continued evolution of the Commando Force.



ARMY RESERVES

24%

of the British
Army is
located in the
Wessex RFCA
region



The Army Reserve in the South West has enjoyed a full and varied year, with activity spanning international exercises, operational deployments, and meaningful community engagement. From training in the U.S., Spain, and Germany to supporting cadets, schools, and the NHS, Reservists across the region have shown professionalism, adaptability, and commitment in everything they do. We were also pleased to host the External Scrutiny Team and look forward to their reflections on the strength and health of the Reserve Forces.

6 RIFLES

It's been a productive year for 6th Battalion The Rifles, which focused on sharpening its operational effectiveness and contributing to wider Defence tasks. November saw 90 personnel take part in Exercise IBERIAN STAR in Spain—its first overseas training since the pandemic. The Battalion also continued to support Operation INTERFLEX, training Ukrainian personnel, and deployed a section to Kenya to assist with force protection tasks. Eight Riflemen joined Operation TOSCA in Cyprus alongside the Royal Regiment of Fusiliers.

On home turf, the Battalion hosted the Rifles Cadet Cup in Brecon, welcoming over 200 cadets from Army and school Combined Cadet Forces. Adventurous Training highlights included a two-week trek through Morocco's Atlas Mountains, with 14 Reservists summiting North Africa's highest peak. Other activities included Mediterranean diving, sailing in Cyprus, and powerboat courses in Cornwall.

Royal Wessex Yeomanry

The Royal Wessex Yeomanry built on its partnership with the Montana National Guard, preparing to send a Troop back to the U.S. in May to train on the Abrams M1A2 main battle tank. It marks another chapter in a strong and growing relationship. Closer to home, one Troop Leader deployed on Operation CABRIT in support of the Royal Dragoon Guards. Meanwhile, the rest of the Regiment focused on preparations for Exercise CYCLONE—its annual training period—and the Yeomanry Live Firing Exercise, both set to reinforce core armoured skills with the Challenger 2.



The Regiment continues to take pride in its community connections, with Devon ACF's A Company rebadging from RIFLES to Royal Wessex Yeomanry at a formal parade in Wyvern Barracks. In sport and Adventurous Training, personnel took part in sailing regattas, rugby and hockey tournaments, equestrian competitions, and the pan-Yeomanry ski expedition, Ex SNOW FOX - contributing to personal development and unit cohesion alike.

39 Signal Regiment

This year, 39 Signal Regiment demonstrated its strengths across communications, cyber operations, and physical endurance. Thirty Reservists deployed on Exercise AVENGER TRIAD, delivering high-frequency tactical communications across sites in the UK and Germany. The Regiment also provided essential CIS support to Exercise WYVERN TOR, including safety net communications and infrastructure across the training area.

The team once again proved its mettle in competition. It won the Male Reserve category at the Royal Signals' LANYARD TROPHY—a gruelling 40-mile navigation challenge in Otterburn—and took top spot in the 2025 Army Cyber Spartan competition, surpassing Regular Army teams and significantly improving on last year's result.

165 Port and Maritime Regiment

165 Port and Maritime Regiment maintained a strong operational tempo with deployments, training, and community outreach. A Troop supported logistics on Exercise AUSTERE WOLF in Albania, while another team worked on vehicle maintenance in Monchengladbach, Germany. These tasks kept personnel current and showcased their readiness to operate in diverse environments.

The Regiment played a visible role in national media campaigns and featured in recruitment podcasts. In sport and Adventurous Training, achievements included a second-place finish in the Armed Forces Strongman, success in orienteering and angling, and a weekend of outdoor activities in Cornwall. The ski team placed fourth during their tour of Norway, with several individuals recognised for excellence, including WO1 Shaun Trezise, who was awarded his fifth VRSM clasp for 35 years of dedicated service.

243 Multi-role Medical Regiment

243 MMR remains at the forefront of engagement and education in the region. Two standout initiatives - Blunt Truth and Exercise Medical Endeavour - have helped the Regiment build strong links with both the public and the healthcare sector.

Blunt Truth, run with Avon and Somerset Police, delivered powerful sessions to Year 9 pupils on the dangers of knife crime, first aid, and how to report concerns safely. Exercise Medical Endeavour brought together NHS, private, and primary care providers for a weekend of military-style training designed to raise awareness of the value Reservists bring to healthcare. Scenarios included casualty care, survival skills, and pre-hospital treatment.



South West Officer Training Regiment

Following the merger of Exeter and Bristol UOTC headquarters, the newly unified team delivered a dynamic and ambitious training year. A strong intake enabled a full programme, including live-fire ranges, Escape and Evasion scenarios, and Peace Support Operations, all designed to stretch and develop future Army leaders.

Adventurous Training remained a cornerstone of the experience, with activities ranging from sea kayaking off the Isle of Skye to mountaineering in Scotland and rock climbing on Dartmoor. One Officer Cadet earned the UK's highest sea kayaking qualification and was invited to coach at a leading international event. Sport also featured heavily, with cadets representing at Army and Combined Services level—all while balancing academic studies.

Army Training Unit (West)

ATU(W) continued to deliver core training for the Army Reserve and wider Defence, while also supporting Officer Cadets from Exeter and Wales UOTCs through two Delta Courses. The unit provided instructors for training across the region and offered regular support to Devon ACF at Wyvern Barracks.

Adventurous Training remains a key feature of ATU(W)'s programme, with this year's highlights including a summer multi-activity expedition in Germany's Harz Mountains, Alpine skiing in Val d'Isère, and Nordic training. These experiences build leadership and confidence and are made possible in part by continued support from Wessex RFCA.



RAF RESERVES



RAF St Mawgan continues to play host to the Region's sole Royal Auxiliary Air Force (RAuxAF) Squadron – 505 (Wessex) Sqn RAuxAF. The SDR suggests that the RAF Reserves, in common with all the Services, are likely to have an increasing role to play in increasingly uncertain times. The future of the RAF is, in part, developing the concept known as Agile Combat Employment. The central ambition is to ensure that forces can be dispersed effectively (rapidly) in crisis for survivability akin to V-Bomber dispersal of the 1960s. Reserves are at the heart, and 505 is working to adapt to be part of a very exciting future.

Whilst much that the Squadron does remains unseen, activity is relentless and neared 2000 Reserve Service days this year including support to RAF St Mawgan, Brize Norton, Benson and Odiham. And 'overseas' too at RAF Lossiemouth, RAF Gibraltar and at the Royal Edinburgh Military Tattoo. Additionally, nearly 10% of the Squadron were mobilised for detachments on operations including the UK, the Falkland Islands, Romania and the Middle East. As a result, the Squadron continues to rejuvenate, growing in experience and the value it adds to Defence.

The Squadron remains nothing without its people. Excellence abounds – the Chief of Air Staff's Commendation in the New Year's Honours' List for Corporal Chelsea Piddington speaks to attracting and retaining rare talent. Critically, the Squadron has turned recruiting around through returning to the personal touch. Technology has a place, but inviting people to an open day where they can meet and talk to Reservists in uniform pays dividends: around 30% join! But it still takes far too long to get people through medicals and into Service.

In closing, it is important to record collective appreciation for all that Air Vice Marshall (AVM) Ran Munro has achieved in his tenure as Commandant General of the RAuxAF. He has driven considerable and overdue change with alacrity. AVM Jo Lincoln will stamp her inimitable style on the organisation from August 2025, and there remains plenty for her to continue to drive the RAuxAF into the 21st century. But her inheritance is significant, and testament to the power of unrelenting commitment and unremitting leadership. In the final analysis, the RAuxAF thrives because of the strength of its leadership, and 505 (Wessex) Squadron is at the forefront at every level.





CADETS

The past year has been exceptionally busy for the MOD Sponsored Cadet Forces, marked by steady growth in numbers and key developments, including the release of the Royal Naval Cadets review and the Northampton University study on cadets in schools. The impact of our cadet forces was recognized in the SDR and work is underway within the MOD and single Services to see how they may increase the size and the offer to: Expand in-school and community-based Cadet Forces across the country by 30% by 2030, with an ambition to reach 250,000 in the longer term.”

At the time of writing this report, National Cadet statistics for this year were still being finalised by Defence Statistics, but as at 1 Apr 24, there were just under 140,000 MOD sponsored cadets in community and school units across the UK, supported by 26,600 Cadet Force Adult Volunteers (CFAVs), a slight increase in CFAVs and Cadets on the previous year.

The critical role our dedicated cohort of CFAVs play to enable the success of these organisations is well known though, as ever, they seldom get the recognition they deserve. As such, wherever possible, members are strongly encouraged to proactively seek out CFAVs to thank them for their service. More generally, as you will read, the year has once more been characterised by the professional delivery of the cadet experience across all of the MOD sponsored cadet forces inspiring yet another generation of exceptional citizens.

Joint Service Cadet Committees

The Wessex RFCA Joint Service Cadet Committees have played a crucial role, offering advice, facilitating best practice sharing, and supporting cadet organisations. Additionally, they have enabled cadets from various organisations to come together for diverse activity days, fostering collaboration and unity.

Notable events include a Field Gun Demonstration at the Devon County Show, led by Devon ACF with participation from Somerset and Devon Wing ATC and a Youth Development Day in Bristol, hosted by the Broad Plain and Riverside Youth Project, featuring knife crime prevention sessions, CPR refresher training, a climbing wall, boxing skills, zorbing, football, and a music session with 100 cadets attending all representing all Services.

Similar events are being planned across other counties with the shared goal of encouraging inter-unit collaboration and creating future joint training opportunities.

Reward and recognition has been a significant theme over the past year and has included 30 CFAVs receiving the Lord-Lieutenant's Certificate of Meritorious Service at the 2024 awards ceremonies, including a rare recognition for a Volunteer Cadet Corps (VCC) member and 28 Cadets invested as His Majesties Lord-Lieutenant Cadets.

Summer camps remain a highlight for both Cadets and CFAVs, though planning has faced increasing challenges due to the unavailability of the Defence Training Estate. Despite this, the summer of 2024 saw successful participation from all Cadet Forces, with activities held in various locations. While some camps were closer to home than initially planned, they nonetheless delivered meaningful and impactful experiences for all attendees.



The future remains promising for the MOD Sponsored Cadet Forces. With continued support, innovative collaborations, and rewarding experiences, the cadet community is well-positioned for growth and success.

Professional Support Staff

Our 63 Professional Support Staff (PSS) form the backbone of day-to-day administration and logistical support for the County ACF.

Each dedicated County team includes a Cadet Executive Officer who lead the PSS, provides vital financial management, and ensures safeguarding standards are met; Cadet Quartermasters who oversee equipment, transport, and health and safety; Cadet Stores Assistants who manage essential supplies; Cadet Administrative Assistants who support company-level administration and logistics; and Admin Officers who handle recruitment, remuneration, and commissioning processes. Together, this proactive and skilled cohort plays an essential role in enabling the smooth running of the ACF, and through managing the Joint Cadet Centres, RAFAC, ensuring cadet units are well-supported, compliant, and ready to deliver outstanding training and experiences across Wessex

ROYAL NAVAL CADET FORCES



The Royal Navy's Cadet Forces (RNCF) encompass four distinct but complementary elements that contribute to the development of young people through maritime-based youth training and leadership:

- The Marine Society & Sea Cadets (MSSC) including Sea Cadets and Royal Marine Cadets.
- The Voluntary Cadet Corps (VCC).
- RN-recognised Sea Scouts.
- The Combined Cadet Force (Royal Navy).

Together, these branches form a vital youth engagement network aligned with Royal Navy values and traditions, fostering skills, confidence, and a sense of service among cadets across the United Kingdom. Combining all of these means there are nationally approximately 30,000 RNCF cadets of which 15,000 are from the MS-SC.

While challenges around recruitment and retention persist across all elements of the RNCF, we continue to adapt to the evolving needs of today's youth.

Through enhanced partnerships, outreach efforts, and the development of new, engaging programmes, we remain focused on sustaining a vibrant and diverse cadet population across the South West. Making good use of funding from the department for culture, media and sport, we have grown by another four provisions in the region, building on last year's growth of four.

One of the year's highlights for the MS-SC was the Sea Cadet (Blue Jacket) Summer Camp at HMS Raleigh which welcomed 146 cadets and was supported by a dedicated team of 67 CFAVs. The camp offered five days of activities designed to introduce younger cadets to life in the maritime environment. With input from the RN Engagement Team, each day had a different focus, from leadership and seamanship to team-building and ceremonial drills, ensuring cadets experienced a broad and rewarding introduction to service life.

This year also saw a robust return to full-scale competition across multiple disciplines including:

- **Drill Competition.** Over 220 cadets paraded at HMS Raleigh to showcase their ceremonial precision, teamwork, and bearing. Units competed for top honours in multiple drill categories, reinforcing discipline and excellence in parade standards.
- **Waterborne Activities.** Over 300 cadets from across the South West participated in area competitions including rowing, sailing, kayaking, and boat handling at three regional hubs. The level of skill and sportsmanship displayed was exceptional, with winners now preparing to represent the South West at national competitions later this year. This on top of our normal ops has delivered over 30,000 afloat hours for cadets that fall into the Wessex RFCA area!



The Ten Tors Challenge remains a flagship event in the South West Sea Cadet Corps calendar. This year, we successfully fielded three teams, with two completing the 35-mile route and one team completing the demanding 45-mile trek across Dartmoor. This physically and mentally challenging event showcases the resilience, planning, and teamwork cadets build throughout the year.

As we move forward, our focus remains on strengthening engagement, supporting volunteer development, and enhancing the cadet experience through new initiatives and modernised delivery. Collaboration with the Royal Navy, RFCA and community partners continues to be key to our regional success. As always, we look forward to collaborating with sister cadet forces to help expand the great cadet experience being delivered across the cadet movement.

The South West Area can be proud of its achievements over the past 12 months. Our cadets and CFAVs have not only performed to a high standard but have demonstrated the values of commitment, courage, discipline, and respect that underpin everything we stand for in the Royal Navy Cadet Forces.

ARMY CADETS



Cadet Force Adult Volunteers and cadet numbers have remained stable across the South West region.

In summer 2024, many Army Cadet Force (ACF) counties successfully delivered week-long summer camps at Defence Training Estate (DTE) sites. Going forward, this model will become the standard, helping secure dedicated DTE access and ensuring cadets have priority use of training areas. This change will provide greater certainty and consistency for all counties planning their annual summer programmes.

Several counties, having experienced short-notice DTE cancellations in previous years, opted to train locally using a mix of DTE and private land. Thanks to the resourcefulness and hard work of our outstanding Wessex RFCA Professional Support Staff (PSS) and committed CFAVs, cadets enjoyed robust programmes featuring military skills training and adventurous activities.

The Cadet Training Team (CTT), also impacted by estate availability, delivered four one-week camps at Yoxter and Tilshead Cadet Training Centres for Combined Cadet Force (CCF) contingents. All cadets who attended benefited from high-quality, well-delivered training packages. Camps were also held during the Easter and October half terms, further broadening opportunities for participation.

JMC (previously HQ) South West hosted a face-to-face CCF Conference at Tidworth Officers' Mess, attended by Contingent Commanders, School Staff Instructors (SSIs), and support staff. Commander South West opened the event, which covered Public Fund Accounts, Overseas Medical Plans, School Engagement, CTT Support, the Duke of Edinburgh's Award, and CCF regulations. Breakout sessions provided valuable discussion among staff, and attendance and feedback were overwhelmingly positive.

The annual ACF Conference was again held at Prince William of Gloucester Barracks, Grantham, with representation from South West Commandants and attendees from across the UK,

including HQ Regional Command Cadets Branch, RFCA, and ACCT UK.

Opened by the GOC Regional Command, the programme was both informative and engaging, with sessions covering updates on ACF strategy, the Ulysses Trust, DofE Awards, safeguarding, diversity and inclusion, wellbeing, vocational qualifications, and reward and recognition.

Breakout discussions addressed local delivery of cadet expansion, protecting reputation, and improving the cadet offer. Informal discussions in the margins added further value. The conference was well-received and proved both informative and energising for all attendees.



RAF AIR CADETS



It has been a momentous time for the Royal Air Force Air Cadets (RAFAC) as the South West Region have had a significant impact on events across the UK and internationally.

Over 100 cadets and staff represented the RAFAC at the Victory in Europe (VE) 80 day celebrations in London, where they were part of the ceremonial parade, Mall participation, the Royal Box as well as BBC live interviews which was aired nationally across the UK.

Over 700 cadets and 250 staff across the UK supported the Royal Air Force International Tattoo (RIAT) at RAF Fairford, whilst there was an additional 700 plus RAFAC day visitors over the weeklong event. The AOC 22 Air Vice-Marshal Ian Townsend and the Commandant Air Commodore Al Lewis were very impressed with the RAFACs continued support for RIAT.

Cadets from the South West Region joined thousands of participants in the international Nijmegen Marches, a large-scale event in the Netherlands that promotes sport and exercise. In promoting sports we had our Regional Athletics Day, which consisted of multiple wings across the South West Region.

We also had over 35 cadets from across the South West Region take part in Exercise Pagan Warrior over a three-day period in the field where they gained their silver award field craft skills qualification.

Cadets from both the Combined Cadet Force RAF (CCF RAF) and Air Training Corps (ATC) joined forces in July at RAF Valley for a successful joint summer camp, which demonstrated the values of integration within RAFAC between the CCF and ATC.

We also had the opportunity to welcome in two new OC wings across the South West region, Wing Commander Howard Dymond took charge of Devon and Somerset Wing and Wing Commander Peter Church took charge of Dorset and Wiltshire Wing.

In behind the scenes the South West region have successfully transitioned over to the new RAFAC operating model, and despite being significantly understaffed due to the ongoing Civil Service recruitment controls we were able to continue to standardise and improve processes across the region whilst adapting to the new model.

Unfortunately, the Cadet Training Team (CTT) have had to gap majority of their Full Time Reserve Service (FTRS) roles due to staffing issues. However, we are supporting this by reviewing the current CCF (RAF) structure within the South West region and looking at ways to improve and integrate the CCF (RAF) further with the Air Training Corps.

Finally, Air Commodore Al Lewis has been working closely with the other 1*'s across the Cadet Forces in how they will deliver the SDR ambitions of increasing cadet uptake of 30% by 2030.



SCHOOLS CADETS



22

new CCFs
have been
established in
Wessex since
2013

The Combined Cadet Force (CCF) continues to maintain a robust and esteemed presence in our area, comprising 58 contingents, six partnership schools, and 27 units spanning state, academy, and grammar schools. This engagement encompasses approximately 6,618 cadets and 643 dedicated CFAVs.

Since the inception of the Government's Cadet Expansion Programme (CEP) in 2013, we have successfully established 22 new CCF units, supported by a substantial investment of £50 million derived from Libor fines. This initiative has surpassed its national objective of creating 500 units, achieving this milestone six months ahead of schedule. Consequently, it has provided thousands of young individuals, particularly from underprivileged backgrounds, with invaluable opportunities to cultivate essential skills such as confidence, discipline, leadership, and teamwork, thereby fostering stronger school communities.

The recent SDR outlines an ambitious plan to increase cadet forces by 30% by the year 2030. This initiative aims to elevate participation levels from 140,000 to 180,000 young people, with a long-term vision of reaching 250,000. The MOD and the Department for Education are set to collaborate closely to enhance young people's comprehension of defence matters, which will be supported by advancements in training, modern equipment, and innovative technologies, including simulators.

Annual single-service camps, hosted at locations such as the Britannia Royal Naval College, Okehampton Battle Camp,

and RAF Little Rissington, provide cadets with challenging and enriching experiences designed to hone their skills, resilience, and camaraderie.

The ongoing growth and success of the CCF in Wessex exemplify its vital role in preparing capable, confident, and community-oriented young individuals. Furthermore, it plays a crucial part in strengthening the bonds between educational institutions, the armed forces, and society at large.





ENGAGEMENT

The past year has seen the Engagement team play a vital role in strengthening relationships between defence and civil society across the South West. By delivering a dynamic programme of events, communications, and stakeholder engagement, the team has successfully advanced our strategic aims and supported greater understanding of and commitment to the Armed Forces community.

The Employer Engagement team led a successful series of 'Behind the Wire' events, providing employers with first-hand insight into military life. They also offered ongoing support to numerous organisations working towards Bronze, Silver, and Gold awards under the Defence Employer Recognition Scheme (ERS). Recognition of employer support was marked at key regional events, including Silver ERS presentations hosted by County Lord-Lieutenants and a prestigious Gold ERS awards ceremony at Longleat House. Meanwhile, interest in the Armed Forces Covenant continues to rise, with a growing number of employers engaging proactively with the team to formalise their support.

In parallel, the Communications team played an essential role in amplifying the impact of Employer Engagement and other RFCA activities. Through targeted use of social media and other communication channels, the team ensured broad visibility for campaigns and events. Following the launch of the Wessex RFCA Strategy and the subsequent Engagement Strategy in 2024, a detailed stakeholder analysis was undertaken to refine priorities and ensure alignment with strategic goals. Throughout the year, the Head of Communications worked in close partnership with the Head of Engagement and the Board, embedding communications as a central pillar supporting the organisation's wider mission.

COMMUNITY ENGAGEMENT

This year, we've continued to build strong connections across the Armed Forces community through a wide range of national and regional events. Our attendance at the National and Somerset Armed Forces Covenant Conferences gave us the chance to share ideas, promote best practice, and highlight the vital role of local authorities and organisations in supporting service families.

We also got hands-on at the 'On Track' Health Event at the Tank Museum in Bovington, speaking directly with serving personnel and veterans about employment and transition support. Locally, we've kept up momentum by supporting Armed Forces Hubs - —important touchpoints for the community - and we were proud to be involved in launching the Plymouth Armed Forces Theme Group, which is helping to shape more targeted support in the city.

It was a privilege to attend the Soldiering On Awards alongside Cornwall Council, who were recognised for their outstanding support and their delivery of the 2023 Armed Forces Day National Event. Our team also had the opportunity to present to Scotty's Little Soldiers, connecting with a brilliant charity supporting bereaved military children and exploring ways we can work together.

These activities highlight how collaboration and shared purpose can drive real change. As this work isn't funded by Defence, we're especially grateful to our dedicated volunteer county reps and members who continue to raise awareness locally. We're excited to keep building on this progress next year—strengthening Defence's connection with society on behalf of our Reserves, Cadets, and the wider Armed Forces community.



EMPLOYER ENGAGEMENT

It's been a strong year for the Employer Engagement Team, with growing interest in the Armed Forces Covenant and more organisations than ever taking part in the Employer Recognition Scheme (ERS). Since its launch in 2014, the ERS has recognised employers who go the extra mile to support Defence personnel, offering Bronze, Silver, and Gold awards.

New ERS criteria introduced in 2024 have put a stronger focus on supporting Cadets. To achieve Silver, employers now need to actively engage with Cadet units; for Gold, they must set the standard—offering things like employability mentoring, guaranteed interviews, funding local units, or backing expeditions. Gold award holders are also expected to encourage volunteering and offer extra leave to Cadet Force Adult Volunteers.

It's been great to see this support celebrated at high-profile events—Silver awards were presented at Lord-Lieutenants' ceremonies, and Gold by the Deputy Chief of the General Staff at Longleat House. Awareness of the Covenant continues to grow, with more businesses not just signing up but becoming real advocates—helping us connect with new employers and build strong partnerships.

Between April 2024 and March 2025, 175 new Covenants were signed in the South



West, bringing the total to 1,384. In the same period, 113 employers received Bronze, 48 Silver, and 25 achieved Gold. A list of our Gold award holders within Wessex is included within this report.

We also ran a busy calendar of events across the region, from business breakfasts to 'behind the wire' visits at the Defence Academy in Shrivenham, REME at Lyneham, NATO's HQ in Gloucester, and the Commando Training Centre at Lympstone. At Ten Tors, we hosted over 50 employers, giving them a first-hand look at how Defence supports young people. These events are vital in promoting what we do, and we're hugely grateful to all our hosts for making them possible.

EMPLOYER SPOTLIGHT



**SALLY
TERRY**

CEO, Turn to Starboard

As an organisation, Turn to Starboard is proud to support the Armed Forces community and we are delighted that our work has been acknowledged by the Defence Employer Recognition Scheme.

Our core objective is helping veterans and their families who have given so much in the service of their country. Many of our team are veterans and much of our support comes from within the Armed Forces community which provides an outstanding framework for collaboration and mutual support.



**PROFESSOR
LISA ROBERTS**

Vice-Chancellor, University of Exeter

The University of Exeter is a proud signatory of the Armed Forces Covenant and is committed to supporting service people who are part of our University and region.

We recognise the skills, knowledge and experience that veterans, reservists and Cadet Force Adult Volunteers bring to our organisation, whether as staff or students. We also recognise the sacrifices made by service families while supporting their loved ones through military service.

EMPLOYER RECOGNITION SCHEME AWARDS

Employer Recognition Scheme was launched in 2014 by the then Prime Minister David Cameron to recognise employer support for the wider principles of the Armed Forces Covenant and the full spectrum of Defence personnel. This includes Regulars, Reserves, service leavers, cadets and cadet force volunteers, spouses and wounded, injured and sick.

The scheme recognises and rewards UK employers for their support to Defence personnel, and encompasses Bronze, Silver and Gold awards for employer organisations that pledge, demonstrate or advocate support to Defence and the Armed Forces community, and align their support with the Armed Forces Covenant.

The following Employer Recognition Scheme Awards were awarded in 2024;



91

EMPLOYER
RECOGNITION
SCHEME

BRONZE AWARD

37

EMPLOYER
RECOGNITION
SCHEME

SILVER AWARD

25

EMPLOYER
RECOGNITION
SCHEME

GOLD AWARD

Gold Employer Reconition Scheme winners 2024;

- 4C Strategies
- Blacktree Technologies Ltd
- Bootnecks in2 Business CIC
- Day 1 People Limited
- DSET Ltd
- Ellis Jones Solicitors LLP
- Infrastar Ltd
- Livewell South West
- North Somerset Council
- Plymouth Citybus
- Ruddy Nice Ltd
- Sanderson Government & Defence Limited
- South Central and West Commissioning Support Unit
- Squarcle Consulting Ltd
- Strongmind Resiliency Training Limited
- The MLT Group
- Turn to Starboard
- University Hospitals Bristol and Weston NHS Foundation Trust
- University of Exeter

”

Aware of the challenges they face, we strive to support the armed forces community in many ways. Beyond this, we are proud advocates, committed to promoting the significance of this community. Receiving the Gold Award in recognition of our support is an honour, and we will continue to build on our support in the future.'

Andrew King, CEO Day1 People



COMMUNICATIONS

This year, Wessex RFCA's communications focused on a clear priority: strengthening relationships with our customers and stakeholders, while deepening public understanding of the Reserve Forces and Cadets across the region.

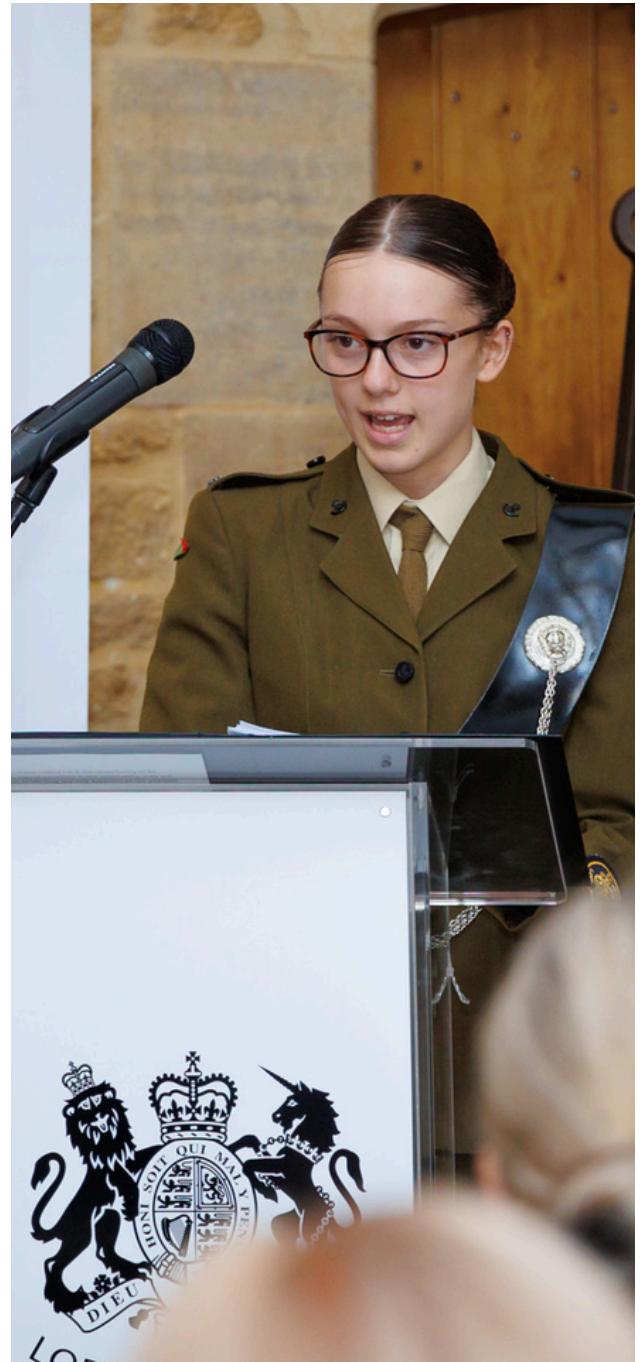
Our communications efforts were driven by the need to demonstrate value — both to the Defence community and our wider network. By sharing compelling stories, celebrating achievements, and supporting greater understanding, we help maintain public trust and ensure ongoing support for the Reserve and Cadet Forces, and the wider Armed Forces community.

A refreshed engagement strategy underpinned our approach, making communications more purposeful, targeted and responsive to audience needs. At the heart of this was a renewed focus on relationship-building, supported by a comprehensive membership review to improve the reach and relevance of our outreach.

This approach enabled more tailored engagement with key stakeholders — including employers, civic leaders, reservists, cadet force adult volunteers and the wider public — helping to strengthen trust and reinforce our role as a credible, connected voice for Defence.

We also supported high-profile national campaigns with strong regional delivery:

- Armed Forces Week and Reserves Day: Regional media, digital storytelling, and stakeholder events highlighted the contributions of Reservists and Cadets



achieving strong engagement and increased public awareness.

- Gold and Silver Employer Recognition Scheme Awards: We provided full communications support, from event planning to media coverage.

These campaigns celebrated employer support for Defence and encouraged wider participation in the Armed Forces

Each campaign served to deepen stakeholder engagement, promote shared values, and reinforce support for our regional Defence community.

Looking ahead, we will build on this momentum by continuing to invest in relationship-building, upgrading digital tools — including a new website and enhanced email marketing — and using data-driven insights from platforms like Sprout Social to ensure our communications remain impactful and resilient in a rapidly evolving environment.

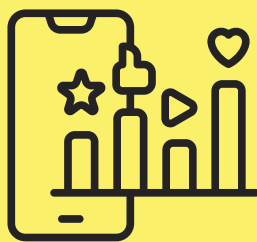


SOCIAL MEDIA ANALYTICS COMPARED TO PREVIOUS PERIOD



Facebook
Audience

31.2%



Facebook
Engagement

789.1%



LinkedIn
Engagement

10,791



Future Defence Infrastructure Service (FDIS)

The Future Defence Infrastructure Strategy (FDIS) was introduced on the Regular Estate in 2022. A Value for Money (VfM) Study for the Volunteer Estate (VE), conducted from October 2022 to December 2023, concluded that Hard Facilities Management (FM) services on the VE would be best delivered through FDIS. The study recommended adopting existing Regular FDIS contractual arrangements, with CRFCA and the 13 RFCAs overseeing four amended regional contracts. These were awarded across the South East, Central/Scotland, Northern Ireland, and South West, with Vivo Defence Services appointed as Industry Partner (IP) for the South West.

This shift addressed several longstanding challenges: estate degradation due to a 'fix on fail' approach, outdated maintenance standards, inconsistent health and safety data, obsolete systems, fragmented contracts (over 500 in place), and significantly less change funding than the Regular Estate. FDIS brings a 'fix first time' policy with an Inclusive Repair Threshold (IRT) of £3,760 per job. Work above this threshold is prioritised where funds allow, replacing the old system where all tasks were ranked by urgency and resources.

The new contract went live on 1 August 2024 and represents the biggest change in Volunteer Estate property management in a generation. It required the addition of five new staff to the Wessex RFCA Estates team, including the appointment of a new Head of Estates, Mark Cubitt, and a significant training commitment.

Under the new model, Vivo and their Tier 1 supplier deliver maintenance services, while our Estates team assures contract delivery, supports users, and helps prioritise projects exceeding the IRT. Monthly user meetings indicate broadly positive feedback, especially around the new 24/7 helpdesk and the faster response times made possible by the IRT.

As expected with any new system, there have been some early issues—ranging from data accuracy and site access to supply chain performance and compliance. While improvements are being seen as the contract enters its third quarter, performance still falls short in some areas. Penalties have been applied where targets are not met, and we continue working closely with Vivo's embedded area manager to resolve ongoing concerns.

Given wider pressures on public finances, additional central funding for work above the IRT remains limited—mirroring challenges faced across the Regular Estate. As a result, we expect to use more of our Regionally Generated Income (RGI) on these projects, which may reduce funding for new developments like the Keynsham Joint Cadet Centre (JCC). To manage this, we are developing a 'Balance of Investment' process with our users, helping us allocate resources more intelligently in line with shared priorities.

Regionally Generated Income (Alternative Venues)

Regionally Generated Income (RGI) principally comes from two sources, Non Domestic Rate (NDR) relief and Alternative Venues (AV) hire income. Allocation of RGI is at board discretion. NDR income originates from DIO, based on the ratable value of our properties, and we are mandated to spend it in region on the estate. While still public money, as drawn from the MOD estate, there is more flexibility on how to spend AV income and it has previously been used on several projects in

year such as the re-design of our website (work in progress) and allocating (c£50k per annum) via our 'Special Purpose Fund' (SPF) to support Reserve and Cadet Activity such as adventurous training expeditions.

In order to mitigate this financial pressure and increase funds available to the board, Wx RFCA are developing a strategy to significantly increase our AV which, in 2024/25 was c£330K which after providing approximately 30% back to units as their 'gain share' for enabling use of their facilities equates to c£260K being available to the board. Wessex RFCA currently generate this income with very little effort and no dedicated staff to proactively market our facilities. To enable the growth of AV, the board have agreed to recruit a dedicated member of staff, paid for out of AV income, to actively seek out opportunities for income generation, administer and facilitate AV contracts and process the revenue.

Estates Committee

We remain indebted to our dedicated group of volunteers on our estates committee who ensure Wessex RFCA who provide estates policy advice, monitor the general management of the estate and agree priorities for the following year. We are always on the lookout for new members to join this dedicated team so if you, or any of your contacts have experience and specialist knowledge of estates or works management and wish to actively support our reserves and cadets, please do let the team know. Sadly, we say farewell to our Chair of the Estates Committee (Mr Alec Mann) who has ably steered the committee for over 10 years and we are currently recruiting for Alec's successor.



KEYNSHAM JOINT SERVICE CADET CENTRE

His Majesty's Lord-Lieutenant of Somerset, Mohammed Saddiq, officially opened the new Keynsham Joint Cadet Centre (JCC) on 26 June 2025. This £1.5 million purpose-built facility supports both the RAF Air Cadets (RAFAC) and the Army Cadet Force (ACF). Built using modern modular techniques, it features dedicated classrooms and offices, a large parade hall for drill and ceremonies, high-efficiency heating and ventilation, outdoor training areas, and sustainable elements like energy-efficient lighting and renewable energy systems. The project was designed by Askew Cavanna Partnership and delivered by Wessex RFCA, led by in-house project manager Rory Simpson and contractor Elite Systems.

The JCC marks a major investment in cadet training and regional community engagement. At the opening ceremony, Colonel Jon Beake, Commandant of Bristol and The Channel Islands ACF, said: "The new centre boasts top-quality facilities that will help our volunteers deliver excellent training. The cadets are thrilled with their new home."

Our Chairman, Major Robert Wharton TD VR, added: "This centre embodies opportunity, community, and training excellence. It's a proud day, and I'm delighted future cadets will thrive in such a first-class environment. The Keynsham JCC is now a flagship for cadet infrastructure in the UK."

In a touching reflection, His Majesty's Lord-Lieutenant remarked: "This is more than just a building—it's a beacon of commitment to the next generation, offering a space to grow, be challenged, and learn what it means to serve with pride."



NON-DEPARTMENTAL PUBLIC BODY

The MOD's bid in 2020 for Parliament to enact the Sullivan Review recommendation to "Regularise and streamline the Council of RFCAs (CRFCA) and 13 RFCA Arms-Length Bodies (ALBs) into a Single Executive Non-Departmental Public Body (NDPB)" was paused in October 2023. Throughout this reform process, and since the NDPB pause, the CRFCA/RFCAs have continued to modernise in line with Sullivan's recommendations and have enacted over 70 of the 80 recommendations. This included centralization within CRFCA to oversee finance, HR and the commercial aspects of our collective delivery. MOD RF&C announced in November 2024 that the reform programme be un-paused. Since then discussions have continued between CRFCA and MOD as to the detail of how the NDPB could be implemented. The timescale has slipped but the legislation is in course of being drafted.

On current predictions it is likely that the impact upon us as a region will not be great in terms of our structure, governance and modus operandi. Most importantly, you, the membership will be retained as you are our USP. The Chief Executive of CRFCA characterises the membership as: "... centrally directed and coordinated but implementation is at a local level, by local people for local effect" so reiterating the necessity of local connection and delivery. As such, the contribution from you, our membership, will remain critical to our overall success. As said the timescale is not clear.

At this stage, we do not foresee substantive change to the way Wessex RFCA will operate and we will continue to have a board with various subordinate sub-committees. We will continue to have regional responsibility for providing oversight on the volunteer estate, still provide support to the cadet forces and, still engage with society through the AFC and ERS, and importantly with the community. Also we do not foresee any change in the numbers of the permanent staff within Wessex. Our principal strategic objective "to provide advice and assistance to the Defence Council and MOD Stakeholders in relation to Reserves and Cadets" will remain the same. Work is ongoing to see exactly how this advice will be provided and financed and exactly what shape the London central council and board will take. The NDPB will take effect, the question is when.



The last year has seen unprecedented effort invested to set the conditions for rejuvenation of the Association's purpose and to streamline governance to enable better-decision making as Defence confronts the opportunities in SDR, Defence Reform and NDPB. The reformed Association is thus significantly better-placed to engage to understand; and to act more coherently for renewed relevance for those we serve.

Publishing the Wessex RFCA Strategy early last Autumn represented a significant milestone in how the Association intends to make a difference. The salient points were briefed to last year's AGM which was seen as a seminal event to communicate the changing approach to the wider Association. It confirmed that strategy is to be seen and heard. The core elements, or Strategic Objectives, of the new strategy are repeated below:



The early signs are promising – the strategy is helping bring focus, shape and coherence to all that is done across the entire endeavour. Progress against each of our strategic objectives has included:

- **Support and Serve.** We have expanded our estates team to better support the FDIS contract, establishing more routine engagement with users to improve service delivery. Over £40,000 from RGI has been allocated to support Reserves and Cadets, including essential activities such as Annual Training. Our professional team of around 90 staff continues to be nurtured through team-building days, monthly town halls, and ongoing training to maintain high standards and morale.
- **Engage and Influence.** A detailed stakeholder analysis has ensured we focus our engagement on the right people and causes, strengthening our influence to attract volunteers and employers. We are refreshing our membership to create a more diverse, representative body with clear responsibilities, supported by a rewritten Scheme of Association to grow both voting and associate memberships. To streamline employer engagement, we merged relevant fora and are developing our county-level networks to foster stronger connections.
- **Recognise and Reward.** Building on lessons from the 2024 Lord-Lieutenant awards, we are refining these events to keep them relevant and meaningful. We are collaborating with employers to enhance support for the Cadet movement in line with the revised Armed Forces Covenant. Efforts continue to raise awareness of awards such as the Lord-Lieutenant Awards, the Employer Recognition Scheme, and staff special bonuses to encourage commitment and recognise exceptional contributions.

- **Raise Awareness of Defence.** Our monthly newsletter is being revised to ensure key information reaches a more targeted and engaged audience. We are exploring options and allocating around £10,000 toward a new website, replacing the current 12-year-old platform. Additionally, we are refocusing our social media presence, dedicating £2,000 to strategically 'boost' content and improve outreach.
- **Rejuvenate our Association.** To build a more dynamic and capable organisation, we have increased the frequency of board meetings from two to three per year, improving governance tempo. Our Finance Committee has been transformed into a Financial Scrutiny Committee to strengthen oversight of our funds. And we have reaffirmed our commitment to the Nolan Principles—the seven principles of public life.

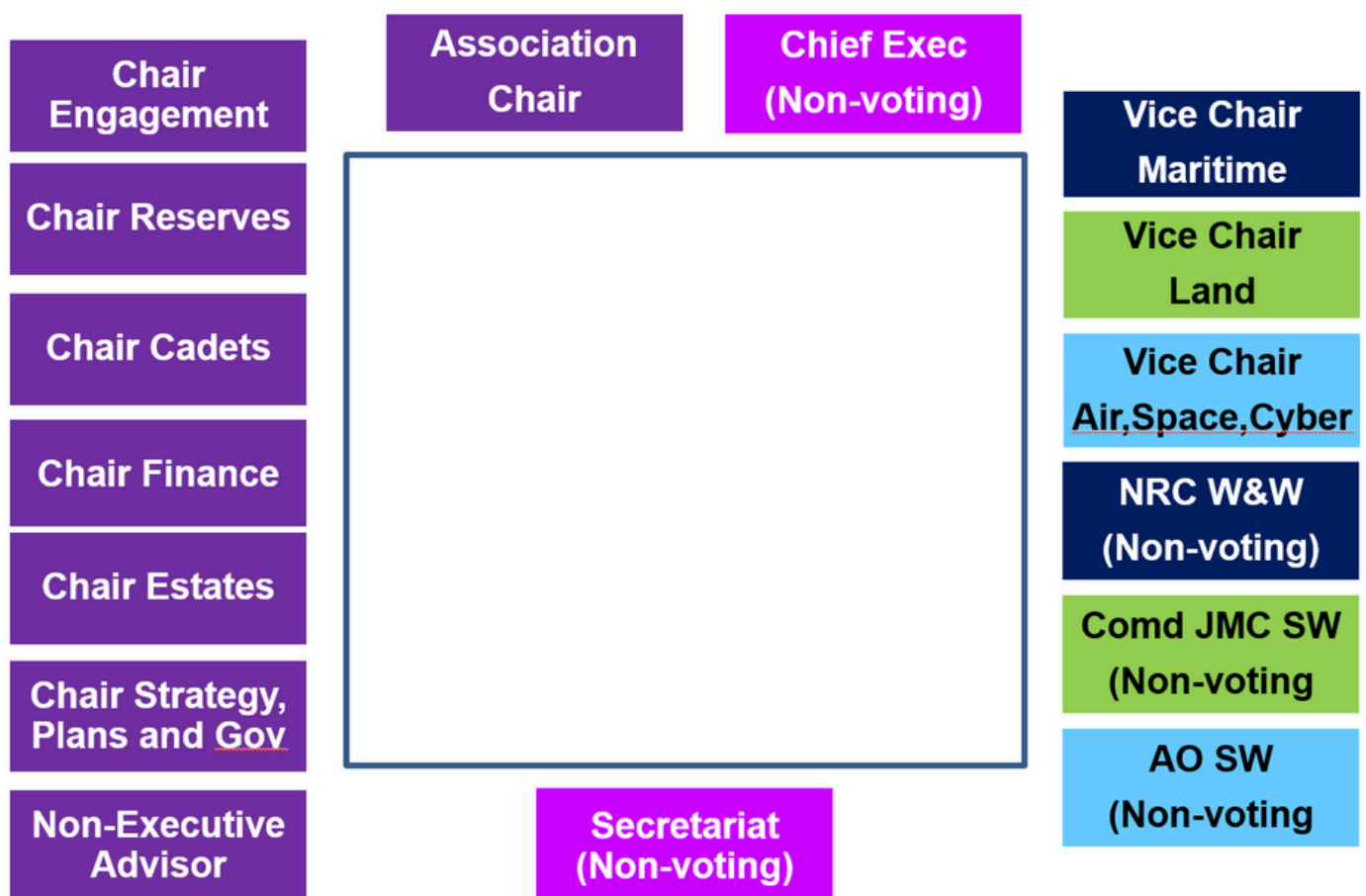
But these are early days and creating sustained change will require decisive effort over the medium and long haul. In working up the strategy it was clear that to cast forward to seize opportunities with alacrity required new governance. The realisation took hold that no amount of strategy could succeed unless it was driven forward by a board right-sized and right-peopled to make the timely and effective decisions required to succeed in the contemporary operating environment. Detailed scrutiny revealed the complexity of any redesign, and the need to harness all the talents of the present Board.

Rather than impose a structure, all Board Members were asked to complete a Business Effectiveness Review and Key Skills audit, the findings of which were analysed, in part using AI, and used to inform subsequent thinking. The board were then invited to attend a Governance Workshop held at Mount House. Using a set of simple and

logical design principles a number of models were considered, and the outcomes translated into a governance paper taken by the present board on 3 July 2025.

Critically the exercise was about designing a board better-able to make timely and effective decisions such as will be required to face the challenges posed by the contemporary operating environment and the opportunities within SDR and the NDPB. The Board was unanimous in accepting the new structure detailed below:

Implementation will now take place at pace and we are aware we need to ensure we have the right governance in place to drive this forward. We anticipate the greatest challenge will be to ensure we set the right tone, based on the right culture which will lead to improved behaviours as doing more of the same is not enough. To achieve this, post project evaluation will be taken seriously to ensure that lessons identified can be acted upon. We will also give due consideration to what training may be required to ensure your board is equipped to set the standards and deliver a relevant and credible association.





FINANCE

Wessex RFCA receives a Grant in Aid (GiA) Control Total (CT) of £3.7m for FY 24/25 via CRFCA from the MOD Reserve Forces and Cadets branch, with approximately 86% spent on staff costs. Despite some staffing gaps, we overspent on salaries. Additional GiA funding supports vehicles, Soft and Hard Facilities Management, sundry expenses, and a small RAFAC operating budget. Defence Relationship Management provides around £16K for Employer Engagement in FY 24/25. We achieved significant savings on travel and subsistence by postponing the 2025 Spring Insight briefing and cutting the Lord-Lieutenant Awards budget from £34K in FY 23/24 to £12K in FY 24/25.

The FY 24/25 accounts, included in this report, reflect reduced turnover due to the FDIS transition and a healthy cash position partly due to expenditure on the Keynsham Joint Cadet Centre. Staff costs increased following National Living Wage rises and salary enhancements, particularly among lower pay bands within the Professional Support Staff. For the second year, we used Clive Owen as auditors, who also review eight other RFCAs, bringing valuable insight. The audit results were fair, reflecting challenges faced by the finance team during the year, though the recent appointment of a Head of Finance has helped stabilise the situation. We extend our gratitude to Finance Executive Officer Stephanie Holden and our indomitable Deputy Chief Executive, Hannah Owen for their exceptional dedication and commitment throughout this period.

As part of our strategic improvements, the Finance Committee has revised its Terms of Reference, becoming a Financial Scrutiny Committee responsible for reviewing all sub-committee funding bids, primarily from RGI, to ensure we operate within our means and balance priorities effectively. We thank Peter Wright, our outgoing Chair after nearly 15 years of dedicated service, and are actively recruiting his successor with the support of our membership. Although the GiA CT for FY 25/26 is not yet confirmed, early indications suggest we can manage, though we expect to have to accommodate further in-year savings measures in due course.

BRISTOL

ROYAL NAVAL RESERVE

- HMS Flying Fox
- Bristol University Royal Naval Unit

ROYAL MARINES RESERVE

- RMR Bristol

ARMY RESERVE

- Regimental HQ 39th Signal Regiment
- 93 (North Somerset Yeomanry) Support Squadron, 39th Signal Regiment
- Headquarters 7 Military Intelligence Battalion
- 71 Military Intelligence Company
- 3 Troop 100 FLD SQN Royal Monmouthshire Royal Engineers (Militia)
- 266 (Gloucestershire Volunteer Artillery) Bty Royal Artillery
- Bristol University Officer Training Corps
- RIFLES PI, A Coy 6th Bn RIFLES

ROYAL AIR FORCE RESERVES

- Bristol University Air Squadron

SEA CADETS

- South West Area Office SCC
- Avonmouth SCC
- Bristol Adventure SCC**
- Bristol (Knowle) SCC
- South West Area Sea Cadets Band

ARMY CADET FORCE

- Brislington ACF
- Cadbury Heath ACF
- Hanham ACF
- Headley Park ACF
- Horfield ACF
- HQ A Coy Bristol ACF
- HQ C Coy Bristol ACF
- Kingswood ACF
- Lawrence Weston Detachment ACF
- Mangotsfield ACF
- Merchants Academy ACF
- Patchway ACF
- Pilning ACF
- Purdown ACF
- Stockwood ACF
- Stoke Gifford ACF
- Thornbury ACF
- Whitefield Road ACF
- Winterstoke Road ACF
- Withywood Detachment ACF
- Yate ACF

ROYAL AIR FORCE AIR CADETS

- Bristol and Gloucestershire Wing HQ
- 2124 (Bristol Airport) Squadron
- 2509 (Yate & Chipping Sodbury) Squadron
- 2152 (Downend) DF
- 1860 (East Bristol) Squadron
- 37 (Frampton Cotterell) Squadron
- 2386 (Keynsham) Squadron
- 2002 (Kingswood) Squadron
- 2467 (Nailsea) Squadron
- 2152 (North Bristol) Squadron
- 2146 (South East Bristol) Squadron
- 2392 (Thornbury) Squadron
- 2442 (Westbury-on-Trym) Squadron
- 2494 (Portishead) Squadron

BRISTOL CONT.

COMBINED CADET FORCES

- Clifton College CCF CLIFTON
- Collegiate School CCF
- Oasis Academy CCF BRISLINGTON

CORNWALL

ARMY RESERVE

- 232 Port Sqn Royal Logistic Corps
- D Company, 6th Battalion The Rifles

ROYAL AIR FORCE RESERVES

- 505 (Wessex) Squadron RAuxAF

SEA CADETS

- Padstow SCC
- Falmouth and Penryn SCC
- Penzance SCC
- St Austell SCC
- City of Truro SCC **
- Helston SCC
- Newquay SCC
- Torpoint SCC
- South West Area Sea Cadets Band

ARMY CADET FORCE

- Cornwall ACF HQ
- Bodmin ACF
- Bude ACF
- Camborne ACF
- Falmouth ACF
- Hayle ACF
- Helston ACF
- Launceston ACF
- Liskeard ACF
- Looe ACF
- Lostwithiel ACF
- Newquay ACF
- Par ACF
- Penryn ACF

- Penzance ACF
- Redruth ACF
- Saltash ACF
- St Austell ACF
- Torpoint ACF
- Truro ACF
- Wadebridge ACF

ROYAL AIR FORCE AIR CADETS

- HQ Plymouth and Cornwall Wing
- 2533 (Bodmin) Squadron
- 147 (Camborne and District) Squadron
- 1157 (Falmouth and District) Squadron
- 1900 (West Cornwall) Squadron
- 3 (Helston) Squadron
- 1387 (Liskeard) Squadron
- 781 (Newquay) Squadron
- 77 (Redruth) Squadron
- 1225 (Saltash)
- 1225 (St Austell & District) Squadron
- 730 (City of Truro) Squadron
- 1942 (Wadebridge) Squadron
- 169 (St Blazey) Squadron

COMBINED CADET FORCES

- Brannel School ST AUSTELL
- Camborne Science and International Academy CAMBORNE
- Penair School TRURO
- Redruth School REDRUTH

DEVON

ROYAL NAVAL RESERVE

- HMS Vivid
- Devon University Royal Naval Unit, Plymouth

ROYAL MARINES RESERVE

- ·Lympstone Detachment, RMR Bristol
- ·Plymouth Detachment, RMR Bristol

ARMY RESERVE

- ·Army Training Unit (West), Exeter
- ·Exeter University Officer Training Corps

Intelligence Corps

- ·71 Military Intelligence Company, Exeter

Royal Army Medical Service

- ·243 (Wessex) Multi-role Medical Regiment, Exeter
- ·211 Hospital Squadron, Plymouth

Royal Electrical & Mechanical Engineers

- 158 Theatre Support Company, Plymouth

Royal Logistic Corps

- 165 Port & Maritime Regiment, Plymouth
 - 264 (HQ) Squadron, Plymouth
 - 265 Port Squadron, Plymouth
- ·383 Commando Petroleum Troop, Plymouth

Royal Armoured Corps

- ·D Squadron, Royal Wessex Yeomanry, Exeter

The Rifles Regiment

- Battalion HQ, 6th Battalion The Rifles, Exeter
- ·HQ Company, 6 Rifles, Barnstaple
- ·HQ Company, 6 Rifles, Exeter
- ·HQ Company, 6 Rifles, Paignton

SEA CADETS

- Barnstaple SCC
- Bideford and District Sea Cadet Unit
- Dartmouth SCC
- Exeter SCC
- Exmouth SCC
- Ilfracombe SCC
- Paignton SCC
- Plymouth SCC
- Teignmouth SCC
- Tiverton SCC

ROYAL MARINES VOLUNTEER CADET CORPS

- Chivenor Division RMVCC
- Lympstone Division RMVCC
- Plymouth Division RMVCC
- ·Band of Royal Marines Volunteer Cadet Corps, Plymouth

ARMY CADET FORCE

- Braunton ACF
- Chulmleigh ACF
- Cranbrook ACF
- Crownhill, Plymouth ACF
- Devon ACF HQ
- Ashburton ACF
- Barnstaple ACF & C Coy HQ
- Bideford ACF
- Bovey Tracey ACF
- Crediton ACF
- Cullompton ACF
- Exeter ACF
- Exmouth ACF
- Dawlish ACF
- ·Exeter ACF & Devon ACF HQ

DEVON CONT.

- Holsworthy ACF
- Honiton ACF
- Ilfracombe ACF
- Ivybridge ACF
- Mutley ACF
- Newton Abbot ACF
- Okehampton ACF
- Paignton ACF
- Millbay, Plymouth ACF & B Coy HQ
- Plympton ACF
- Plymstock ACF
- Sidmouth ACF
- South Molton ACF
- Tavistock ACF
- Tiverton ACF
- Torquay ACF
- Torrington ACF
- Uffculme ACF
- St. Budeaux, Plymouth ACF
- Totnes ACF & D Coy HQ
- Devon Army Cadet Force Corps of Drums, Exeter

ROYAL AIR FORCE AIR CADETS

- HQ Devon and Somerset Wing ATC
- 1146 (Barnstaple) Squadron
- 20 (Bideford) Squadron
- 13 (Exeter) Squadron
- 299 (Exmouth) Squadron
- 1064 (Honiton) Squadron
- 1322 (Newton Abbot) Squadron
- 2443 (Okehampton) Squadron
- 197 (Devonport) Squadron
- 339 (South Dartmoor) Squadron, Ivybridge
- 2312 (Tavistock) Squadron
- 1079 (Tiverton) Squadron
- 200 (Torquay Grammar School) Squadron
- 421 (Totnes) Squadron
- 2171 (West Plymouth) Squadron
- 2174 (North Plymouth) Squadron
- 2309 (City of Plymouth) Squadron

- 2339 (Plymstock Mount Batten) Squadron
- 2377 (Plympton) Squadron
- 722 (Chivenor) Squadron
- 2469 (Exeter St Thomas) Squadron
- 2010 (Sidmouth) Squadron
- 1876 (Kingsbridge) Squadron
- 326 (Hartland) Squadron

COMBINED CADET FORCE

- Blundells Shool TIVERTON
- Exeter School EXETER
- Hele's School PLYMOUTH
- Mount Kelly College TAVISTOCK
- Plymouth College PLYMOUTH
- Trinity School TEIGNMOUTH
- UTC Plymouth (RN) PLYMOUTH
- West Buckland School BARNSTAPLE
- Lipson Academy, PLYMOUTH
- Stover School, NEWTON ABBOT
- Torquay Academy, TORQUAY

DORSET

ARMY RESERVE

- 254 (SGIS) Sqn 15 Sig Regt
- Regimental Headquarters, The Royal Wessex Yeomanry
- A (Dorset Yeomanry) Sqn, The Royal Wessex Yeomanry
- C Company , 6th Battalion The Rifles
- Jersey Field Sqn (Militia), Royal Monmouthshire Royal Engineers

SEA CADETS

- Bridport SCC
- Parkstone SCC
- Poole SCC
- Portland SCC
- Weymouth SCC **
- Bournemouth SCC **
- Christchurch SCC
- South West Area Sea Cadets Band

ARMY CADET FORCE

- Beaminster ACF
- Blandford ACF
- Bournemouth ACF
- Bovington ACF
- Bridport ACF
- Christchurch ACF
- Dorchester ACF
- Dorset ACF HQ
- Gillingham ACF
- Lychett Matravers ACF
- Parkstone ACF
- Poole ACF
- Poole High School ACF

- Portland ACF
- Rossmore ACF
- Shaftesbury ACF
- Sherborne ACF
- Wallisdown ACF
- Weymouth ACF
- West Moors ACF
- Wimborne ACF

ROYAL AIR FORCE AIR CADETS

- 130 (Bournemouth) Squadron
- 171 (Christchurch) Squadron
- 2182 (Dorchester) Squadron
- 2358 (Ferndown) Squadron
- 2391 (Parkstone) Squadron
- 149 (Poole) Squadron
- 874 (Sherborne) Squadron
- 1606 (Weymouth) Squadron
- 1069 (Wimborne) Squadron

COMBINED CADET FORCES

- Bournemouth School BOURNEMOUTH
- Canford School WIMBORNE
- Milton Abbey School BLANDFORD FORUM
- Sherborne School SHERBORNE
- Thomas Hardy's School DORCHESTER
- Weymouth and Kingston Maurward College

GLOUCESTERSHIRE

ARMY RESERVE

- A Company, 6th Battalion The Rifles
- OPR Platoon, 160 Field Company, 101 Battalion REME
- Gloucester Detachment, 243 (Wessex) Multi-rolled Regiment
- C (Royal Gloucestershire Hussars) Squadron, The Royal Wessex Yeomanry

SEA CADETS

- Cheltenham SCC
- Gloucester SCC
- Forest of Dean SCC
- Stroud SCC
- Tewkesbury SCC
- Thornbury SCC **
- South West Area Sea Cadets Band

ARMY CADETS

- Bourton on the Water ACF
- Brockworth ACF
- Cheltenham ACF
- Cinderford ACF
- Cirencester ACF
- Coleford ACF
- Dursley ACF
- Gloucester ACF
- Gloucestershire ACF HQ
- Hardwicke ACF
- Moreton in Marsh ACF
- Newent ACF
- Stonehouse ACF
- Stroud ACF
- Tetbury ACF
- Tewkesbury ACF
- Wotton Under Edge ACF

ROYAL AIR FORCE AIR CADETS

- Headquarters Bristol And Gloucestershire Wing
- 125 (Cheltenham) Squadron
- 1245 (Cirencester) Squadron
- 649 (Dursley) Squadron
- 181 (City of Gloucester) Squadron
- 614 (Lydney) Squadron
- 186 (Newent) Squadron
- 2419 (Quedgeley) Squadron
- 1329 (Stroud) Squadron
- 1329 (Tetbury) Detached Flight
- 785 (Tewkesbury) Squadron
- 2509 (Chipping Sodbury) Squadron
- 37 (Frampton Cotterell) Squadron
- 1374 (East Barnet) Squadron
- 2392 (Thornbury) Squadron
- 2328 (Bishop's Cleeve) Squadron

COMBINED CADET FORCES

- All Saints' Academy CHELTENHAM
- Bredon School TEWKESBURY
- Cheltenham College CHELTENHAM
- Dean Close School CHELTENHAM
- Holmleigh Park High School, GLOUCESTER
- Pate's Grammar School CHELTENHAM
- St Edwards School CHELTENHAM
- Wycliffe College STONEHOUSE
- Westonbirt School WESTONBIRT

SOMERSET

ROYAL NAVAL RESERVE

- HMS Pegasus, Yeovilton

ARMY RESERVE

- 101 Battalion, Royal Electrical and Mechanical Engineers (REME)
- 158 Field Company, 101 REME
- 243 (Wessex) Multi-role Regiment (MMR)
- A Detachment, 243 MMR
- 302 Troop, 131 Commando Squadron, Royal Engineers
- 43 (Wessex) Signal Squadron, 39th Signal Regiment
- 130 Field Company, 101 REME
- 675 (Rifles) Squadron, 6 Regiment Army Air Corps
- B Flight Detachment, 675 (Rifles) Squadron, 6 Regiment Army Air Corps

SEA CADETS

- Bridgwater SCC **
- Burham on Sea SCC
- City of Bath SCC
- Glastonbury and Street SCC
- Taunton SCC **
- Weston Super Mare SCC **
- Yeovil SCC **
- South West Area Sea Cadets Band

ARMY CADETS

- Bruton ACF
- Burnham Highbridge ACF
- Castle Cary ACF
- Chard ACF

- Cheddar ACF
- Clevedon ACF
- Crewkerne ACF
- Frome ACF
- Glastonbury ACF
- Ilminster ACF
- Langport ACF
- Martock ACF
- Minehead ACF
- Nailsea ACF
- Paulton ACF
- Portishead ACF
- Shepton Mallet ACF
- Somerset ACF HQ
- Somerton ACF
- Uphill Bugles ACF
- Wellington ACF
- Wells ACF
- Worle ACF
- Yatton ACF
- Yeovil ACF

ROYAL AIR FORCE AIR CADETS

- 65 (Bridgwater and District) Squadron
- 290 (Burnham & Highbridge) Squadron
- 1955 (City of Wells) Squadron
- 1446 (Clevedon) Squadron
- 914 (Glastonbury/Street) Squadron
- 2381 (Ilminster) Squadron
- 2494 (Portishead) Squadron
- 1182 (Shepton Mallet) Squadron
- 2282 (Somer) Squadron
- 41F (Taunton) Squadron
- 290 (Weston-super-Mare) Squadron
- 1032 (Yeovil) Squadron
- 93 (City of Bath) Squadron

SOMERSET CONT.

COMBINED CADET FORCE

- Bridgwater and Taunton College BRIDGWATER
- Downside School BATH
- Frome Community College FROME
- Hayesfield Girls School BATH
- King Edward School BATH
- King's College TAUNTON
- King's School BRUTON
- Millfield School STREET
- Monkton Combe School BATH
- Prior Park College BATH
- Sexey's School BRUTON
- Taunton School TAUNTON
- Wellington School WELLINGTON
- Wells Cathedral School WELLS
- Writhlington School BATH

WILTSHIRE

ARMY RESERVE

- Y (Royal Wiltshire Yeomanry) Squadron, The Royal Wessex Yeomanry
- B Company, 7th Battalion The Rifles
- 280 Movement Control Squadron, Royal Logistics Corps
- 81 Signal Squadron, 10th Signal Regiment
- B (Royal Wiltshire Yeomanry) Squadron, The Royal Wessex Yeomanry

SEA CADETS

- Chippenham SCC
- Salisbury SCC
- Swindon & Royal Wootton Bassett SCC
- Trowbridge SCC
- South West Area Sea Cadets Band

ARMY CADETS

- Wiltshire ACF HQ
- Abbeyfield School Detachment ACF
- Alderney ACF
- Calne ACF
- Corsham ACF
- Devizes ACF
- Grainville School ACF
- Marlborough ACF
- Melksham ACF
- Salisbury ACF
- Swindon ACF
- Tidworth ACF
- Trowbridge ACF
- Warminster ACF
- Westbury ACF

ROYAL AIR FORCE AIR CADETS

- 1304 (Chippenham) Squadron
- 1995 (Bradford-on-Avon) Squadron
- 2397 (Devizes) Squadron
- 201 OS (Guernsey) Squadron
- 7 OS (Jersey) Squadron
- 992 (Malmesbury) Squadron
- 2293 (Marlborough) Squadron
- 2385 (Melksham) Squadron
- 1304 (Rudloe Manor) Detached Flight
- 1010 (City of Salisbury) Squadron
- 1244 (Swindon and District)
- 2196 (Trowbridge) Squadron
- 2238 (Warminster) Squadron

COMBINED CADET FORCE

- Godolphin School SALISBURY
- Marlborough College MARLBOROUGH
- Matravers School WESTBURY
- Warminster School WARMINSTER
- The Wellington Academy TIDWORTH

JERSEY

ARMY RESERVE

- The Jersey Field Squadron RE (M)

SEA CADETS

- Jersey Sea Cadets

ARMY CADET FORCE

- Royal Jersey Militia ACF

ROYAL AIR FORCE AIR CADETS

- 7 Overseas (Jersey) Squadron

COMBINED CADET FORCE

- Victoria College ST HELIER

GUERNSEY

SEA CADETS

- Guernsey Sea Cadets

ARMY CADET FORCE

- Guernsey ACF

ROYAL AIR FORCE AIR CADETS

- 201 Overseas (Guernsey) Squadron

COMBINED CADET FORCE

- Elizabeth College ST PETER PORT

Reserve Forces' and Cadets' Association for Wessex
Financial Return
for the Year Ended 31 March 2025

Income & Expenditure Account

		2025		2024	
	Note	£	£	£	£
<u>Income</u>					
Funding via Council of RFCAs	2	7,169,819		12,511,361	
Funding received direct from funders	2	-		-	
Receipts generated by the RFCA	2	1,567,001		1,317,292	
Total income			8,736,820		13,828,653
<u>Expenditure</u>					
Estates Management					
Statutory & Mandatory		412,997		1,344,254	
Planned Maintenance		145,129		165,899	
Reactive Maintenance		332,137		1,162,087	
Incidental Work		-		-	
Life Cycle Replacement		-		-	
Condition Grade Improvement		-		-	
Injections / Projects RDEL and MNW		1,039,323		3,064,879	
Works in Aid of Disposal		(1,036)		-	
Prof Fees / Ext Assistance		-		-	
Sub total			1,928,550		5,737,119
Capital Expenditure					
Land & Buildings		-		-	
Purchase of Vehicles		-		-	
Assets in the Course of Construction		1,238,955		3,465,439	
Sub total			1,238,955		3,465,439
Staff Costs	3				
LE NI Civ Staff Pay		2,875,173		2,711,315	
UK NI Civ ERNIC		329,702		278,811	
LE Civ Ind Staff Pay		24,815		24,811	
UK Ind Civ ERNIC		501		570	
Non PCSPS Pens Payments		332,313		330,259	
Redundancy Payments		-		-	
Sub total			3,562,504		3,345,766

Reserve Forces' and Cadets' Association for Wessex
Financial Return
for the Year Ended 31 March 2025

Income & Expenditure Account (Continued)

	Note	2025	2024
		£	£
Infrastructure			
Heating Oil		-	-
Gas		-	-
Electricity		4 8 3	7 8 4
Water & Sewage		3 9 9	3 9 1
Estate & FMS Accom Stores		1 4 0 , 2 1 1	1 4 3 , 3 4 1
Energy Cons & Env Chge		6 3 , 2 9 9	4 6 , 6 1 7
Rates / NDR		1 , 1 5 5 , 1 8 9	1 , 0 6 7 , 6 3 3
Sub-Letting Costs		7 4 , 0 4 5	8 8 , 5 8 9
Rents / Leases / Alarms / Lettings		2 1 3 , 4 4 2	1 6 0 , 1 3 5
Sub total		<u>1,647,068</u>	<u>1,507,490</u>
IT & Comms			
IT Minor Equipment HW / SW		18,075	11,544
IT Maintenance Services & Contracts		2,127	38,441
Line & Tel Rental		45,368	42,173
Sub total		<u>65,570</u>	<u>92,158</u>
Transport & Movement			
Lease of Vehicles		-	-
Vehicle Maint		3 6 , 4 0 9	6 1 , 9 8 2
Fuel (Non Utilities)		8 9 7	1 , 5 5 6
Depreciation		2 6 9 , 9 4 5	2 4 4 , 4 7 1
Loss on Sale of Vehicles		2 , 5 3 4	1 3 , 0 2 3
Sub total		<u>309,785</u>	<u>321,032</u>
Recruiting Support			
Employer Support (DRM)		13,488	20,085
Recruiting Support		7,114	14,519
Sub total		<u>20,602</u>	<u>34,604</u>
Grants			
CRFCA Payment		-	-
ACF Travel & Consolidated Grants		2 1 6 , 6 3 6	2 4 7 , 2 1 3
Payments to Welfare Association		3 6 , 8 9 9	3 3 2 , 7 8 0
TA Establishment & Band Grant		-	7 , 3 5 9
FAuxAF Admin & PR		-	-
Sub total		<u>253,535</u>	<u>587,352</u>

Reserve Forces' and Cadets' Association for Wessex
Financial Return
for the Year Ended 31 March 2025

Income & Expenditure Account (Continued)


	Note	2025		2024	
		£	£	£	£
Administration					
Office / General Administration		118,125		192,214	
Education / Training		974		3,401	
Professional Fees		1,000		2,820	
Legal Costs		-		700	
Insurance		(275)		(148)	
Travel & Subsistence		34,658		65,615	
Entertainment		160		300	
Sub total			<u>154,642</u>		<u>264,902</u>
HR Support					
HR & Recruiting - Civilian Assoc Staff		5,000		3,777	
Sub total			<u>5,000</u>		<u>3,777</u>
Total Expenditure			9,186,211		15,359,639
Excess income / (expenditure) for the year			<u><u>(449,391)</u></u>		<u><u>(1,530,986)</u></u>

Reserve Forces' and Cadets' Association for Wessex
Financial Return
for the Year Ended 31 March 2025

Balance Sheet

		2025		2024	
	Note	£	£	£	£
Non Current Assets					
Motor Vehicles	5	1,602,238		1,646,216	
			1,602,238		1,646,216
Current Assets					
Bank	6	1,023,271		1,829,356	
Petty Cash		(105)		52	
Sundry Debtors	7.1	235,177		453,773	
Prepayments & Accrued Income	7.2	177,572		214,350	
			1,435,915		2,497,531
Current Liabilities					
Sundry Creditors	8.1	72,795		57,475	
Accruals / Deferred Income	8.2	289,197		307,885	
Advance Receipts	8.3	242,472		893,108	
			604,464		1,258,468
Total Assets Less Total Liabilities			2,433,689		2,885,279
Financed By					
General Reserves	11	831,451		1,239,063	
Capital Reserves	11	1,602,238		1,646,216	
			2,433,689		2,885,279

The financial statements were approved by the B-o-a-r-d--o-n- ...F...i...n...a...n...ce... ..C...o...m...m...itt...e...e... o...n...
its behalf by:


.....
Chairman
Robert Wharton

18 August 2025


.....
Chief Executive
Neville Holmes MBE

18 August 2025

CONTACT US

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