



CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees

Charity Name

Twickenham Sea Cadet Corps Unit 341CIO

On accounts for the year ended

31st March 2026

Charity no
(if any)

1211482

Set out on pages

AC1 to AC5

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2026.

Responsibilities and basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (other than that disclosed below *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Martin Carr

Date:

23/7/2026

Name:

Mr Martin Carr

Relevant professional
qualification(s) or body
(if any):

ICAEW member number 7021380

Address:

153A Fairfax Road

Teddington
TW11 9BU

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

The title to freehold property of the CIO is in the process of being transferred to the charity. A Transfer deed was signed on 9.6.25 and is awaiting being processed by the Land Registry when Title will be confirmed. Until then, the Trustees of the CIO control the beneficial, financial interest in the property. The Transferors hold the legal title on implied trust for the CIO. The Transferors are trustees and cannot sell or abuse the property.

I am satisfied that due process for the completion of the transfer is being followed.

THE SEA CADETS

ANNUAL STATEMENT OF ACCOUNT* FOR THE UNIT

RECEIPTS & PAYMENTS ACCOUNT for year ended 31 March 2026

(*Units in Scotland: This Statement's form and content and its scrutiny are governed by Regulations – SSI 2006/218)

Forward to Area Office & Volunteer & Business Support Manager no later than 1st November each year

Form

SCC A3 (R&P)

Jun-17

Unit Name: Twickenham Sea Cadets, Unit 341

Charity No: 1211482

Fund-name/purpose (if not held for the Unit's general purposes):-

Notes

**THIS
YEAR
£**

**LAST
YEAR
£**

REVENUE RECEIPTS –

ANNUAL FUND/DIRECT GRANT
SCAVA (Sea Cadet Victualling Allowance)
OTHER GRANTS
CADET CONTRIBUTIONS
OTHER DONATIONS / LEGACIES
FUNDRAISING & SPECIAL EVENTS PROCEEDS

	0.00	0.00
	0.00	0.00
	1,262.34	0.00
	12,206.00	9,383.00
	4,200.00	1,925.00
	14,666.32	2,030.06

OTHER CHARITABLE ACTIVITIES:

COMPETITION RECEIPTS
COURSE FEES
SUNDRY SALES RECEIPTS
BANK DEPOSIT INTEREST
PROPERTY RENTS (includes any occasional lettings/hirings)
OTHER REVENUE RECEIPTS

	0.00	0.00
	0.00	0.00
	822.15	638.18
	554.70	684.94
	17,460.20	20,607.54
	3,896.42	4,097.89

TOTAL REVENUE RECEIPTS

A

£55,068.13 £39,366.61

NON-REVENUE RECEIPTS –

PROCEEDS FROM SALES OF OTHER FIXED ASSETS

	0.00	0.00
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TOTAL NON-REVENUE RECEIPTS

B

0.00 0.00

(*Attach that Fund's similar Account of Receipts as page AC1A, and so on)

TOTAL RECEIPTS = A + B

C

£55,068.13 £39,366.61

Reconciliation:-

NET CHANGE FOR YEAR IN CASH/BANK BALANCE:-

- REVENUE ITEMS (= A – D from page AC2)	G	£15,612.05	£5,583.69
- NON-REVENUE ITEMS (= B – E from page AC2)	H	-£6,050.40	-£3,709.80
- COMBINED (=G+H)		£9,561.65	£1,873.89
CASH/BANK BALANCE FROM LAST YEAR-END		£51,242.05	£49,368.16
CASH/BANK BALANCE AT THIS YEAR-END	2025	£60,803.70	£51,242.05

AC1

THE SEA CADETS

ANNUAL STATEMENT OF ACCOUNT* FOR THE UNIT

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Forward to Area Office & Volunteer & Business Support Manager no later than 1st November each year

Form
SCC A3 (R&P)
Jun-17

Unit Name:	Twickenham Sea Cadets, Unit 341	Charity No:	1211482
Fund-name/purpose (if not held for the Unit's <u>general</u> purposes):-		THIS YEAR	LAST YEAR
		£	£
	Notes		

REVENUE PAYMENTS –

DIRECT CHARITABLE ACTIVITY COSTS:

FUNDRAISING & SPECIAL EVENTS COSTS	-5,789.03	-1,290.00
COMPETITION COSTS	0.00	0.00
FUEL & TRAVEL COSTS	- 546.45	- 521.91
CATERING COSTS	- 2,132.03	- 1,272.91
TRAINING COURSES COSTS	- 512.03	- 555.81
ARTICLES PURCHASED FOR RESALE	0.00	0.00

OVERHEAD COSTS FOR:

RENT / COUNCIL TAX	- 1,401.22	- 680.66
HEAT, LIGHT & WATER	- 6,901.37	- 8,171.01
TELEPHONE & BROADBAND	- 791.80	- 744.84
OFFICE SUPPLIES, POSTAGE & PRINTING	- 101.92	- 149.16

MAINTENANCE COSTS FOR:

BUILDINGS & ESTATE	- 9,888.97	- 7,424.14
BOATS	- 830.56	- 3,672.87
VEHICLES	- 2,616.38	- 1,480.99
OTHER MISC EQUIPMENT	- 1,050.30	- 362.15
INSURANCE COSTS	- 5,530.44	- 6,169.47
BANK INTEREST & CHARGES	-0.58	0.00

CHARITY GOVERNANCE COSTS:

FOR ACCOUNTS/AUDIT OR INDEPENDENT EXAMINATION	- 1,363.00	- 1,287.00
FOR OTHER PROFESSIONAL FEES	0.00	0.00
FOR LEGAL ADVICE (for constitution or trustees)	0.00	0.00
OTHER REVENUE COSTS	0.00	0.00
TOTAL REVENUE PAYMENTS	D	-£39,456.08 -£33,782.92

NON-REVENUE PAYMENTS –

ASSETS	- 6,050.40	- 3,709.80
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TOTAL NON-REVENUE PAYMENTS
TOTAL PAYMENTS (=D+E)

2025

E
F

-£6,050.40	-£3,709.80
-£45,506.48	-£37,492.72

(*Attach that Fund's similar Account of Payments as page AC2A, and so on)

AC2

AC3

THE SEA CADETS

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Forward to Area Office & Volunteer & Business Support Manager no later than 1st November each year

Form

SCC A3 (R&P)

Jun-17

Unit Name: Twickenham Sea Cadets, Unit 341

Charity No: 1211482

Unit address (or address for correspondence):-

House name: / Street and No:

Twickenham Sea Cadets

Fairways, off Broom Road

Town/City:

Teddington

Post Code:

TW11 9PL

Unit Management Committee members (the 'charity trustees') at date of signing Report:-

Chris McLaughlin	Steve Ilett	Roger Middleton
Kirsty Clark	Denis Meehan	
Kim Parker	Rachel Williamson	

Names of any other persons who were charity trustees of the Unit at any time in the financial year:-

Nick Beynon	Janet Cane	

Name of any person who is now (or was, in the financial year) a 'trustee for the charity' - i.e., holding or in possession of any assets belonging to the Unit (includes custodians, nominees &c) [not: Scotland]:-

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Nature and date of the Unit's constitution (governing document):- Governed by Sea Cadet Regulations

The method(s) adopted for recruiting new trustees, and how trustees are elected or otherwise appointed (and by whom) in accordance with the Unit's constitution, are as follows:-

Unit Management Team (UMT) members are elected annually at the Annual General Meeting (AGM). UMT members are elected from the membership of the Sea Cadet Unit which is drawn loosely as being those with an interest in the Unit. In the event of a vacancy arising during the year (known as a casual vacancy), the UMT have the power to appoint a new UMT member. The UMT member appointed will serve until the date of the next AGM, after which the post will be filled by election.

The Unit's charitable purpose(s) as set out in its constitution is:-

To help young people towards responsible adulthood by encouraging valuable personal attributes and high standards of conduct, using a nautical theme based on the customs of the Royal Navy.

The Unit's main activities and achievements in the financial year were:-

The provision of marine related training and development activities for young people

Public Benefit

The UMC continue to give due regard to the public benefit provided by the Unit in relation to the charitable purpose of the Sea Cadet movement as set out in the activities and achievements as outlined above. The aim is to promote the development of young people in achieving their physical, intellectual and social potential as individuals and responsible citizens in a safe environment. In order to achieve this the Unit takes young people from all backgrounds, including where possible those with disabilities and develops their skills and abilities by:

- Regular and structured activities with a nautical theme.
- Allowing young people to take part in activities connected with the wider Sea Cadet movement such as seaborne activities, events and competitions at district, area and national levels.
- Availability of formal educational achievements whilst taking courses to earn badges and promotions

Contributions are kept low in order to ensure all those who wish to take part in the activities of the Unit may do so.

AC4

THE SEA CADETS

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Form

SCC A3 (R&P)

Jun-17

Unit
Name:

Twickenham Sea Cadets, Unit 341

Charity No:

1211482

Reserves Policy

The charity trustees' policy aims to maintain unrestricted reserves at a level equating to > 12 months' revenue payments in order to safeguard the Unit's ongoing activities from any unexpected fluctuations in income. Year-end reserves actually amounted to some 12 months' on that basis.

[Delete this section if not applicable]

The Unit holds £0.00 in designated funds representing fixed assets needed for future activities and some £24,000.00 for future projects to be carried out in 2027/28 as currently planned/expected

[Delete this section unless the Unit has a Restricted Fund in deficit]

A restricted fund held for the purpose of
was in deficit to the extent of
and the steps being taken to rectify it are:-

During the financial year the Unit received the following donated facilities/services [not: English, Welsh or NI Units]:-

The Unit and/or its trustees held the following assets for the charity/ies named below, whose charitable purposes are as set out hereunder. Special arrangements for the safe custody of those assets and their segregation from the Unit's own assets are as set out below [English, Welsh & NI Units: Delete this section if not applicable; Units in Scotland: This disclosure is not mandatory]:-

Unit Treasurer

Unit Chairman

Independent Examiner

Date signed as authorised by the Unit's Management Committee:

Note: The statutory audit or independent examination report on this Statement of Account must be attached.

AC5



TWICKENHAM UNIT No 341

TS SAUMAREZ

Fairways, off Broom Road

TEDDINGTON

TW11 9PL

(020) 8 977 7575

twickenhamseacadets@gmail.com

Commanding Officer

Lt (SCC) Roger Middleton RNR

Unit Chair

Mr Chris McLaughlin

Unit President

V Adm Sir Adrian Johns KCB,
CBE, KStJ, DL

 www.sea-cadets.org/Twickenham

 www.facebook.com/TwickenhamSeaCadets

 twitter.com/TwickenhamSCC

Twickenham Unit 341 of the Sea Cadet Corps Trustee Annual Report – 2025-2026

1. Introduction

The Charity Trustees hereby present their report together with the financial statements of the charity for the year ended 31 March 2026. The financial statements comply with both the Charity's Constitution and the Charities Act 2022. The Charity is governed by "The Sea Cadet Standard Constitution" dated May 2017.

2. Aim of the Sea Cadet Corps

The aim of the Sea Cadets Corps is to give young people the best possible head start in life, through nautical adventure and fun.

3. Charitable Purpose

The charitable purpose of the Unit is to promote the development of young people in achieving their physical, intellectual and social potential as individuals and as responsible citizens. This is achieved by the provision of education and leisure time activities using a nautical theme, based on the traditions of the Royal Navy and in accordance with the principles, ethos and practices of the Marine Society & Sea Cadets (MSSC).

In furtherance of the Purpose, the Unit offers young people a structured environment in which to develop; provides access to education and training including sailing, rowing, windsurfing, power boating, seamanship, marine engineering, cooking, music, first aid, drill, piping, Duke of Edinburgh award, and public services. It provides opportunities for young people to obtain a range of qualifications and a wide range of opportunities for community involvement.

4. Public Benefit

The trustees adhere to the Charity Commission's guidance on public benefit, as it relates to the Sea Cadets movement's charitable purpose, and outlined in this report. TS Saumarez aims to recruit young people from all backgrounds and abilities, including individuals with disabilities, within Health and Safety guidelines. The Unit promotes the development of young people in achieving their physical, intellectual and social potential as individuals and responsible citizens in a safe environment. To achieve this the Unit takes young people from all backgrounds, and develops their skills and abilities by:



- Regular and structured activities with a nautical theme.
- Allowing young people to take part in activities connected with the wider Sea Cadet movement such as waterborne activities, events and competitions at district, area and national levels.
- Availability of formal educational achievements whilst taking courses to earn badges and promotions.
- Attainment of industry-recognised qualifications and skills.

Sea Cadet Contributions are kept to a minimum to ensure all those who wish to take part in the activities of the Unit may do so.

5. Chairperson's Report

2025-2026 has been another remarkable year for Twickenham Sea Cadets (TSC), with a notable highlight being named as recipients of the 2025 King's Award for Voluntary Service (KAVS). Additionally, the Unit has continued to deliver a top-flight cadet experience for all our young people.

5.1 Annual Review

The year 2025/2026 has been yet another strong year for TS Saumarez. Through the dedicated service of our volunteers, staff, and trustees, the unit has maintained the very highest standard of cadet experience delivery and achieved prestigious national recognition.

5.2 King's Award for Voluntary Service (KAVS)

TSC was delighted to be informed in November that we were a recipient of the 2025 KAVS. This award recognises all the voluntary efforts of our many dedicated volunteers throughout the Unit's history.

We were one of just 17 charities in London, and 231 charities nationally awarded the KAVS in 2025.

The Trustees place on record our sincere thanks to all current and former volunteers for their service to our Cadets. The award recognises all your contributions and is for each and every one of you. Congratulations!

5.3 Operational Key Achievements

TS Saumarez had a successful year with notable achievements from both cadets and staff:

Unit Review

TS Saumarez achieved an outstanding score of 94/100 for 2025/2026, with the Unit Review being held on Tue 28 Apr 2026. The Reviewing Officer outlined that TSC delivers an exceptional cadet experience.

Cadet Activity & Engagement

Cadet enrollment remained strong at approximately 50 to 54 cadets on roll. Cadets participated in District and Area Drill and Piping competitions, summer camps, offshore courses, and local civic events. Cadet Voice was formally embedded into unit governance discussions to ensure cadet perspectives shape unit planning.

Endorsements and Recommendations

The District Officer, London Area Officer, and Captain Sea Cadets each commented on the excellent performance of the Unit in 2025/2026, specifically stating:

District Officer

"Another brilliant year for TS Saumarez, the unit is going from strength to strength and the team really are pulling together and working well the cadets are happy and achieving and really do show case the best that Sea Cadets has to offer. Being the DO for a unit like Twickenham unit is really easy as they just get on and make the most of all situations and I get to turn up and smile at the end!

It is worth noting and recognising that CPO Peter Gallon has made the decision that he has reached 80years old and the time is right, after 60 years in uniform, and thousands of young lives impacted for the better, to hang up his cap. Pete is not going anywhere though and is remaining at the unit as a UA to assist with unit maintenance. Thank you Chief and BZ to the ships company!"

London Area Officer

"The UR scores are evidence that Twickenham is a high performing Unit that delivers a well-balanced experience to its cadets in a disciplined and structured environment. Something that is not captured in the UR is the atmosphere and morale that is felt in our Units, for Twickenham this is very easy to feel and the positive energy is very evident.

The CO & UC comments form a comprehensive and critical review of where the Unit is at and what is still to be achieved, both individuals are experienced and comfortable in their roles and form a formidable partnership. This Unit is a great example of how our Sea Cadet Units should be run to ensure that the cadet experience is being tended to along with a strong sense of adult development to generate a greater breadth of delivery and opportunity to its cadets.

All in all, the Unit has had a fantastic review year, this being topped off by the KAVS being awarded to them in the early part of the year, a great achievement and one that they should all be rightfully proud of achieving. BZ's to everyone at TS Saumarez for your continued dedication and commitment to running a first-rate Sea Cadet Unit that sees them at the top of the tree for yet another year."

Captain Sea Cadets

"Having read this report, it is clear that Twickenham are firing on all cylinders, this being recognised by the award of the King's Award for Voluntary Service this year. Thank you all for everything you are doing, it will most certainly be having a positive impact on your cadets and their growth and learning experience.

BZ's to you all, and I look forward to our paths crossing in the future."

5.4 Trustees' key achievements

Project Saumarez

We are very grateful to all those who supported our crowdfunding campaign, which successfully raised over £15,000. Pre-commencement planning conditions were met, structural engineering surveys progressed, and tender preparations advanced.

Governance & Administrative Modernisation

The unit formally transitioned to Charitable Incorporated Organisation (CIO) status, appointed Denis Meehan as our Facilities Trustee, and overhauled subscription and Gift Aid tracking to reclaim backdated claims and establish sustainable future funding.

Community Engagement and P&F Support

The Parents and Friends (P&F) Association successfully raised funds, engaged the Unit community through events including a well-attended January Ceilidh and Quiz/Race Nights. They also continued their dedicated support of cadets every week at standeasy, and catered for multiple cadet events including the Christmas Dinner.

5.5 Challenges

Project Saumarez 2100

The fundraising landscape has continued to be very challenging for the Unit this year, despite the success of the Crowdfunder.

The project's funding prospects suffered a major setback in early 2026 when The Gosling Foundation, a potential funder that had committed to assessing an application for up to £250,000 toward the project, withdrew this offer and any support for the current plans. We engaged with The Gosling Foundation over several weeks with the aim of regaining their support. Sadly, we were informed that the Trustees won't support a refurbishment of the current premises and will only consider more radical plans to replace the building. The TSC Trustees are unanimous in the view that we have engaged with all of our members extensively over the past 6 years, and a full replacement of the building is not in the best interests of the Unit, nor does the Unit membership have the appetite for such a project.

Our efforts with Non-Profit Growth are also yet to yield any successful grant awards.

As a result of this very disappointing turn of events with respect to funding, the Trustees are now considering a phased approach with a significantly-reduced scope for Phase 1, with the aim of solely replacing the existing roof as the first phase of the project. This would remove the risk that the current asbestos roof poses and would also stop the ongoing leaks that cause much of the operational hassle for volunteers and users of the main building.

Ageing Infrastructure & Maintenance Costs

Managing our ageing site required ongoing repairs, including roof panel replacements, central heating and pipework fixes, commercial cooker compliance upgrades, among many smaller fixes.

Operating Costs & Inflationary Pressures

A reduction in local business rate discounts alongside elevated winter energy bills (reaching £3,000 per quarter) put pressure on operational expenditure. The Trustees are confident that we are maintaining healthy cash reserves well above our 12-month of operating expenditure minimum.

5.6 Summary and Thanks

This will be my last report as Unit Chair. I have taken the difficult decision to step down as a Trustee at this year's AGM. It has been an honour and genuine privilege to serve as Chair since 2018. I am hugely grateful to everyone who has re-elected me as a Trustee at each AGM since my first election in January 2018, and for your trust and support throughout my tenure.

Twickenham Sea Cadets is a truly outstanding youth organisation that changes our cadets' lives for the better. We exist only because of the dedication and support of our volunteers. They spend countless hours every week delivering training, supporting our cadets in their development, doing all the admin it requires to book courses, plan lessons, upskill themselves, maintain our facilities, manage our finances, hire the building out, and so many other activities that often go unnoticed.

I'd like to pay particular thanks to Chief Petty Officer Peter Gallon, who retired as a uniformed volunteer on Tuesday 21 April 2026, his 80th birthday, after 62 years of voluntary service as an instructor at TSC. Pete has been a mainstay of the Unit for many decades, overseeing boating and seamanship training for much of his time volunteering, making TSC one of the best boating Units in the Sea Cadets, and teaching hundreds if not thousands of young people on-the-water skills.

On a personal note, Pete both inspired my love of sailing as a Cadet and facilitated much of it; from opening the Unit early on countless Sundays throughout my time as a cadet for early morning boating, to driving me and my teammates across London and the South East for sailing competitions.

Pete's length of service and commitment to the Unit and our Cadets is unrivalled across our volunteer group. We are hugely grateful to Pete for his decades of tireless dedicated voluntary service, and we know we will stay closely in touch with him as he steps into his Unit Assistant role.

The Unit is in great shape, and I know that all our volunteers are committed to maintaining TS Saumarez's position as one of the best Units in the Sea Cadets. I am looking forward to continuing my support as a Unit Assistant and RYA Chief Sailing Instructor, and I am excited to find a successor who will take the Unit to new heights.

It is my great pleasure, for a final time as Chair, to place on record my thanks to all the volunteers, cadets, members, parents, guardians, and supporters that continue to contribute so much to Twickenham Sea Cadets. Thank you for everything you do.

Mr Chris McLaughlin, Chair of Trustees

Signature:



Date: Sunday 16th August 2026

6. CO's Report

General situation

1. Twickenham has continued its impetus by maintaining a stable environment for cadets to continue to enjoy a wide ranging and dynamic cadet experience. This is down to the hard work and commitment of the uniformed volunteers and allowing Twickenham to maintain standards across the board. Twickenham has been able to help other units, one struggling due to a loss of their Commanding Officer and another unit who needed help with their boating commitments. We have entered a collaboration with the Worshipful Company of Ironmongers, and it is hoped that this will result in more facilities and experiences for the cadets. We are also in early talks with the London Fire Service who have approached us as a prime location for one of their Fire Boats. This collaboration will help with providing a Search and Rescue capability for the London Fire Service above Teddington Lock. Cadet numbers remain at 52, and we continue to receive a steady stream of new recruits despite not directly advertising within the community but by reputation of the services and experiences Twickenham provides circulated by word of mouth and our strong social media presence.
2. In 2025 the unit was awarded the Kings Award for Voluntary Service, which recognises the commitment of all the Adult Volunteers at Twickenham and is the equivalent of an MBE for a voluntary organisation.
3. At our last Unit Review in April 29 covering the period year 25/26 the unit performed extremely well which resulted in a score of 94% despite the metrics changing immediately after the Review took place, if this hadn't had changed, we would have scored higher. This is the tenth year in which the unit has achieved a score within the 90's and is testament to the hard work and commitment of the uniform and non-uniformed members of staff, the Unit Management Team and the Parents and Friends.
4. The building is 70 years old and in need of some refurbishment, the committee has been doing its best over the last few years and was recently at a point that contracts could have been sourced but this was delayed due to a major funder pulling out. We continue to fundraise towards the replacement roof which remains the focus of the committee together with the day to day running of the unit

Cadets

5. Cadet recruitment is not an issue for Twickenham, and we continue to receive new joiners mainly from word of mouth.
6. At Twickenham we champion the Divisional System which works extremely well keeping the cadets fully engaged and enables staff to look after the care and welfare of cadets.
7. The cadet moral remains high and I have encouraged an open dialogue with cadet representatives to ensure that their voices are heard and that appropriate changes are made. It's worth mentioning that as the Commanding Officer I have regular meetings with all the cadets and listen directly to any concerns. This open and transparent methodology means that cadets also know what is expected of them and the requirement to commit to help with competitions and other events.
8. We have a strong Junior Section where the ages range from 9 to 12 years old with 16 cadets on the books and I hope to grow this if possible.

Training

9. We continue to offer a wide range of qualifications to cadets that include Power Boat and Royal Yachting Association Sailing and Boating qualifications, Catering and shooting
10. Cadets continue to progress through the rank structure and this year has seen us promote three Petty Officer Cadet and two Leading Cadets. This is supported by the 1st Lt and Training Officer who ensure that the Cadet Training program is fully supported.
11. We continue to split our winter and summer training schedules on a Sunday to take advantage of the lighter evening and warmer days, this works extremely well and has now become a normal routine for Twickenham.

Staff

12. The staff plot remains very strong, and I have taken on 4 new members of staff in the last year, three of whom were unsolicited enquiries and one being a cadet who aged out having turned 18. At present I have three cadets who are due to age out this year and early next year who have expressed an interest in becoming members of staff.
13. SLt Donna MacLean my 1st Lieutenant continues to do a grand job in managing the ships routine and is a major player in the future of the unit.
14. Our Training Officer PO Gaby Nagy continues to do a great job ensuring cadets are allocated courses and keeping on top of the Training Program along with the SLt Donna MacLean.

Events and competitions

15. We continue to support the District and Area offering facilities at Twickenham whenever called upon.
16. Twickenham will continue to enter the competitions.

Boats

17. The fleet is healthy. We retain – and use – 4 Power Boats, as well as our 3 Trinity rowing boats, although a 4th would still be very useful with such a large complement of cadets and strong attendance on Sundays. Our 3 Quests, 3 Picos and 1 Zest are also in a very good state.
18. In terms of waterborne training delivery, Sailing is still less prolific than Power Boating and Rowing but has seen a big upsurge this year, which I am delighted with. My thanks go to Cl Lee Cowles for leading this.
19. Two cadets have qualified as Paddle Sport Instructors so there will be a push to purchase some kayaks in 2027 allowing us to offer more as a training unit.

Summary

20. The unit is strong with healthy staff and cadet numbers supported by excellent facilities and equipment, engaged support from the Unit Management Team and Trustees.
21. The recent collaboration with the Worshipful Company of Ironmongers and the proposed partnership with the London Fire Service demonstrates that the ongoing forecast for the unit is strong and bright.

A handwritten signature in blue ink, appearing to read 'R Middleton'.

Roger Middleton
Lieutenant (SCC)
Commanding Officer

7. Legal and Administrative Information

President:	Vice Admiral Sir Adrian James Johns, KCB, CBE, KStJ, DL
Parents and Friends (P&F) Chairperson:	Kim Parker
Holding (Custodian) Trustees:	The Marine Society & Sea Cadets (MSSC)
Bank:	Barclays Bank plc
Independent Examiner:	Martin Carr, FCA

7.1 Charity Details

Charity Name:	Twickenham Unit 341 of the Sea Cadet Corps
Charity Status:	Charitable Incorporate Organisation
Registered Charity No.:	1211482
Registered Office and Operational Address:	Twickenham Sea Cadets Fairways Teddington Middlesex TW11 9PL
Telephone Number:	+44 (0) 208 977 7575
Email:	twickenhamseacadets@gmail.com
Website:	https://www.sea-cadets.org/twickenham

7.2 Trustees

Chair:	Chris McLaughlin
Vice Chair:	Vacant
Treasurer:	Stephen Ilett
Secretary:	Rachel Williamson
Commanding Officer:	Lt (SCC) Roger Middleton RNR
Facilities Trustee:	Denis Meehan
Hiring Trustee:	Kirsty Clark
P&F Chairperson:	Kim Parker
Fundraising Trustee:	Vacant

8. Financial Statements

The financial statements have been prepared on a Cash Accounting basis.

8.1 Receipts and payments for the year to 31st March 2026

Please refer to the Accounts accompanying this report.

8.2 Statement of Assets and Liabilities

Property & Contents	Valuation (£)
Artefacts	£ -
Buildings - Non Standard Build	£ -
External Areas	£ 62,987.49
Contents - Within Standard Build	£ 107,323.16
Contents - Within Non Standard Build	£ 282,828.10
Buildings - Standard Build	£ 1,533,750.24
Total	£ 1,986,888.99

Asset Class	Make	Model	Hull No	Ownership	Valuation
BOAT	Other	Other - Canoe	9	Unit	£630.00
BOAT	MSSC	TRINITY 500	GB-TPB 00002 F010	Unit	£2,900.00
BOAT	Laser	PICO	Yellow	Unit	£2,000.00
BOAT	RS Sailing	RS Quest	GB-LDC D0867 C717	MSSC (RGA)	£4,470.00
BOAT	MSSC	TRINITY 500	GB-TPB 00192 K010	Unit	£2,900.00
BOAT	RS Sailing	RS Quest		Unit	£4,470.00
BOAT	MSSC	TRINITY 500	GB-TPB 00265 A111	Unit	£2,900.00
BOAT		MOTOR WHALER 27'	6408	Unit	£75,000.00
BOAT	Valiant	DR-400	PT-VAL C15041506	MSSC (RGA)	£3,000.00
BOAT	RS Sailing	RS Zest	GB-LDC P1819 L918	MSSC (RGA)	£2,362.00
BOAT	RS Sailing	RS Quest	GB-LDC D1371 L718	MSSC (RGA)	£4,184.00
EQUIPMENT	Suzuki 4hp Outboard DT4			Unit	£450.00
EQUIPMENT	MARINER	30E0		Unit	£500.00
EQUIPMENT	T500			Unit	£300.00

Misc Asset Details	Serial Number	Asset Code	Valuation
BSA Scorpion .177 Air Rifle x4	LA/SHOOT/0001	CNXZ	£2,500.00

8.3 Restricted Funds

The successful crowd funding campaign raised in excess of £15,000 on the basis that the funds would be used to further the Unit's objectives with regard to the refurbishment project. It is accordingly the intention of the Trustees that these funds are utilised to that end.

8.4 Reserves Policy

The trustees continuously review the charity's requirements for reserves, the main risks to the organisation being a major cost related to our ageing property or a major and unforeseen reduction in income. The Trustees have therefore determined that unrestricted Cash Reserves should be maintained at no less than twelve months' revenue expenditure.

8.5 Acknowledgements

Twickenham Sea Cadets would like to publicly acknowledge and thank the following organisations for their support during 2025:

- Bernard Sunley Foundation
- BMT Group
- The Dolan Trust
- London Borough of Richmond Upon Thames
- Marine Society and Sea Cadets (MSSC)
- Simmons & Simmons LLP
- Worshipful Company of Ironmongers
- Unit hirers

Thank you all for your commitment and continued support.

8.6 Approval

The financial statements were approved by the Unit Management Team (Board of Trustees) and were signed on their behalf by:

Mr Chris McLaughlin, Chair of Trustees

Signature: 

Date: Sunday 16th August 2026

Mr Stephen Ilett, Unit Treasurer

Signature: 

Date: Sunday 16th August 2026