



IMPACT 2021-2022

Annual General Meeting 2022: Reports and Accounts

**SEA
CADETS**
BURNHAM-ON-SEA & HIGHBRIDGE



Charity Registration No.
273886

Image credit (front cover): Louie Wagstaff
AC Oliver trying some freestyle kayak moves

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OUR PEOPLE

OUR PRESIDENT

Name

Commodore Mike Knott CBE

OUR TRUSTEES

Name**Role in 2021-22**

Mrs Carol Roberts

Chairman & Trustee

Mrs Marie-Claire Ladd

Vice Chairman & Trustee

Mrs Jo Harvey

Secretary & Trustee

Mrs Haley Leader

Treasurer & Trustee

Mr Peter Nicholson

Facilities Manager & Trustee

Miss Kelly Rowe

Trustee

Mr Paul Latham

Trustee

Mr Roger Keen

Trustee

Mrs Hazel Fear

Trustee

Lt (SCC) Dom Gregory RNR

Commanding Officer & Trustee

OUR SUPPORTERS

The Unit Trustees wish to thank the following individuals and organisations for their financial assistance within the year:

Name/Organisation (alphabetical order)

Amazon Europe

Andrew Rose

Ashley Edwards

Aviva Community Fund

Bags2Schools

Bodyshop

Burnham-on-Sea & Highbridge Town Council

Easyfundraising

Groundworks/Tesco Bags for Life

The Marine Society & Sea Cadets

Matt Fiddes Martial Arts Burnham & Highbridge

Ritz Social Club

Sedgemoor District Council

Somerset & Dorset Branch of The Marine Society & Sea Cadets

Somerset Community Fund

Tiso Ceiliegh

Women's Institute Burnham-on-Sea



Cdt1 Dan (14) competes in a Sea Cadet entry in the 2022 RS21 National Championships

CHAIRMAN'S INTRODUCTION

Welcome to the Annual Review of Burnham on Sea and Highbridge Sea Cadet Unit.

I continue to be extremely proud of all the achievements of our Cadets and the opportunities they are given by our amazing team of Instructors. As you read on, you will see evidence of activities both on and off water.

Our young people have faced unprecedented challenges over the last year and have overcome these with resilience and maturity, often exceeding expectations. We continue to fundraise and appreciate the support of our community in helping to do this and by donations of our supporters.

We are a friendly, hard- working Unit who are proud to represent both of our communities and welcome all who wish to visit us. I am excited to see what the future holds for our Unit over the coming year with new opportunities and experiences for all of us.

Carol Roberts, Chairman & Trustee



Able Cadet Oliver (15) and Cadet Felicity (12) compete in the 2022 District Cross Stream Challenge Competition

FINANCIAL ACCOUNTS AND REPORTS

ENVIRONMENTAL IMPACT

We strive to limit our impact on the environment both within our community and on a wider level wherever possible.

We aim to use products that are sustainable as possible wherever we can.

We also strive to be considerate neighbours both to our immediate neighbours and those in the wider community.

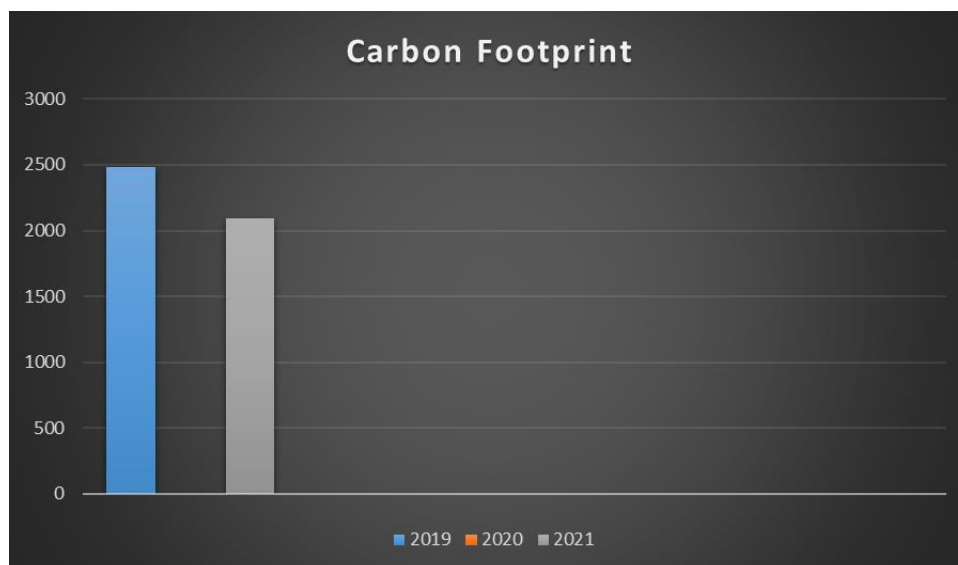
CARBON FOOTPRINT

We aim to reduce our carbon footprint and are slowly and steadily achieving this.

We have undertaken works to replace inefficient lighting with LED units, we are managing internal heating systems more effectively and using less LPG.

We intend to take further action to mitigate our environmental impact in the coming financial years.

	FY 2019/20	FY 2020/21	FY 2021/22
KW CO₂E	2483	No data	2093



TREASURERS REFLECTION

Covid-19 has adversely affected the finances of our Unit. However, we were able to gradually begin our recovery from Covid-19. Investing in our Unit and Cadets as well as Fundraising became a priority.

Negative Financial Impacts

The loss of income from Hall Hire has had a negative effect on our finances. We have seen a decrease in grants being offered and awarded in the aftermath of the Pandemic.

Positive Financial Impact

Grants received during this financial period and those brought forward from FY21 have been used to invest in both our Unit and Cadets. We were able to begin fundraising again and as such we were able to promote our Unit to the wider community with the 50th Anniversary Open Day and various other social events.

Funds that our Unit generates from Hall Hire, Subs, Gift Aid and Fundraising Events helps us to pay those overheads.

Unrestricted Grants

We used some of these funds to refurbish the interior of the Unit and have decorated, had new carpets fitted, Smart TVs installed and were able to continue with our maintenance plan. We now also have our own fleet of Paddle Boards and have purchased windsurf boards and sails.

Restricted Grants

These funds have been used to invest in our Unit and Cadets. Our Unit has now been painted outside and we have new front doors. We now have mannikins and ancillary supplies to aid with First Aid Courses. We have been able to purchase a large amount of resources for STEM, cooking, outdoor activity and craft supplies for our Junior cadets.

Designated Funds

The investment portfolio remains in place for use in the future in line with our redevelopment plans.

Every single adult and cadet who has supported our Unit during this financial year deserves a huge pat on the back. Thank you all for your continued support.

Mrs Haley Leader, Treasurer & Trustee

ANNUAL REPORT AND FINANCIAL STATEMENTS AT 31ST MARCH 2022

Charity Name

Burnham-on-Sea & Highbridge Sea Cadet No.552 of the Sea Cadet Corps.

Charity registration number

Registration Number 273886

Charity Status

The charity is unincorporated

Principal address

Sea Cadet Unit
Cassis Close
Burnham on Sea
Somerset
TA8 1NN

Email: info@bhseacadets.org

Website: www.sea-cadets.org/burnhamhighbridge

Bank

Lloyds TSB Bank PLC

Report of the Trustees for the year ended 31st March 2022

The Trustees present their annual report and financial statements of the charity for the year ended 31st March 2022. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16th July 2014 and the Financial the Charities Act 2011 and UK Generally Accepted Practice as It applies from 1 January 2015.

The financial statements have been prepared to give a "true and fair" view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a "true and fair" view. This departure has involved following Accounts and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16th July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1st April 2005 which has since been withdrawn.

Introduction

The Sea Cadet Corps are considered to be the oldest Youth Organisation, going back 160 years. The Unit at Burnham on Sea and Highbridge is one of over 400 other units and was founded in 1971.

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

Management

The Unit Management Team (UMT) is continuing to develop and meets monthly to discuss unit matters. Each member of the Committee brings their own individual skills, enthusiasm and new ideas to ensure progression and success for our cadets and Charity.

Concerns

The Unit has still no major sponsor, but we have benefitted from donations and grants from other sources. The cadets continue to maintain a high profile within the community at every opportunity but unfortunately throughout the early part of this accounting period, this was heavily affected by the COVID-19 virus.

The Unit has continued to suffer from the loss of its hiring income during the enforced closure and the decision of one of the hirers to leave has affected us greatly.

Progress

Lt Gregory continues to ensure the day-to-day smooth working of the Unit and is quick to identify areas in need of support. I, on behalf of the UMT, must pass on our thanks and gratitude for his continued diligence and dedication to our cadets, instructors volunteers and the wider community.

The UMT continue to be extremely proud of our cadets and are amazed at their resilience and effort throughout these strange times. They have continued with both on-line and face-to-face training (when allowed) and have exceeded all expectations.

Unfortunately, due to lack of interest the Parents and Supporters Association (PSA) has been disbanded. However, the remaining members continue to support the Unit in other ways, one member being co-opted as a welcome Trustee onto the UMT.

Any successes of our Unit have been reported both in the local community newspaper and via our Facebook page. The Unit is actively being promoted in the area with inclusions in the Local Reach magazine.

The Unit has continued its membership alongside other local Units of Cheddar Host Unit Boat Station (HUBS) and as such we are able to make use of Cheddar Reservoir to develop the sailing experiences of the cadets. We were fortunate to be able to do this during the summer release from lockdown and continue to do so at every available opportunity.

Volunteers and Cadets

Our cadets are enthusiastic and continue to take part in the varied educational activities and training put together by our instructors. Our cadets are happy and still enjoy the experiences available to them.

The UMT has welcomed new members who have taken an active role in progression of the Unit.

As the Chair of the Burnham-On-Sea and Highbridge Sea Cadets, I must thank all of our UMT, our Instructors, Unit Assistants and parent volunteers for their continued dedication and hard work. I believe our Unit is happy and successful due to this incredible team, who each work tirelessly to provide exciting and engaging activities, encouraging self-confidence and team work to enable our cadets to thrive.

Finance

The Unit team and members of staff continue to explore every avenue open in order to raise funds which have been depleted over the last year with the loss of our hire income.

Grants & Donations

We have used some of these funds to invest in our cadets and Unit with the purchase of foul weather jackets, first-aid training mannikins, smart TV's, an occasional outdoor classroom and various afloat resources as well as ongoing unit refurbishment. During this time, monies received have also been used to update resources and ensure that the Unit is COVID-19 secure for re-opening. We have also been fortunate to replace some of our sailing equipment.

Reserves Policy

The Trustees continue to review the charity's requirements for reserves in light of the main risk to the organisation, that being a reduction of income. The Trustees have established a policy whereby the reserves in total that are not invested in tangible fixed assets held by the Unit, should be up to the equivalent to 3 months overhead costs of the Charity.

The level of these reserves has been determined by the need to meet the working capital requirements of the Charity and also for the Charity to carry out all of its legal obligations.

At the end of March 2022, the total of the Charity's reserves stood at £303,121 of which £183,336 was unrestricted, £115,230 designated and £4,555 restricted.

The financial strategy of the Trustees continues to be that of building the reserves which will be achieved by continually reviewing overheads, exploring additional means of income and further fundraising. The Trustees will continue to take all necessary actions- with regard to the prevailing economic climate.

Fundraising

The Unit Fundraising Team have successfully organised numerous fundraising events which included our 50th Anniversary Open Day.

Trustee Objectives for the year 2022/2023

Our objectives for the coming year are:

- To continue to apply for grants to support Unit refurbishment and development
- To deliver a variety of courses to our cadets
- Continue the improvement of the training facilities within the Unit
- Appoint a Project Manager to help budget and plan for an extension of the Unit to support and house cadet of the present and future
- Continue to support the local community at every opportunity and continue our association with the Royal British Legion and other local community organisations

Risk Assessment

The major risks to which the charity/Unit is exposed are continually reviewed and systems are put in place in order to minimise these risks.

Signed on behalf of the Unit by:



Mrs C Roberts (Chairman)

26/8/22

INDEPENDENT EXAMINERS REPORT AT 31ST MARCH 2022

I report on the accounts of the charity for the year ended 31st March 2022 set out on pages 16 to 21.

Respective responsibilities of trustees and independent examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act), and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

1. examine the accounts under section 145 of the 2011 Act;
2. to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
3. to state whether particular matters have come to my attention.


Basis of independent examiner's statement

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts: presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no Opinion is given as to whether the accounts present a 'true and fair view', and the report is limited to those matters set out in the statement below.

Independent examiners statement

In connection with my examination, no matter has come to my attention:

- 1) Which gives me reasonable cause to believe that, in any material respect the trustees have not met the requirements:
 - a. to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - b. to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods, and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities (revised 2005); or
 - c. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



D WRIGHT

6 . 8. 22 THOMAS WESTCOTT CHARTERED ACCOUNTANTS
80 OXFORD STREET BURNHAM-ON-SEA, SOMERSET TA8 1EF

PROFIT AND LOSS ACCOUNT AT MARCH 31ST 2022

	Note	Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Income						
Subscriptions		6,151	-	-	6,151	3,305
Fund-Raising		4,003	-	-	4,003	10
Donations		311	-	-	311	1,639
MSSC		1,173	-	-	1,173	575
Uniforms		150	-	-	150	-
Grants	4	6,986	6,222	7,416	20,624	35,784
Other Income		178	-	-	178	1,421
Gift aid reclaimed		610	-	-	610	2,125
Sale of Assets		435	-	-	435	600
Hall hire		4,622	-	-	4,622	360
Dividends received		-	836	-	836	1,360
		24,619	7,058	7,416	39,093	47,179
Expenditure						
General Repairs		3,216	1,905	11,955	17,076	2,695
Building Repairs		-	-	-	-	-
Printing & Stationary		468	-	-	468	16
Accountancy		420	-	-	420	552
Insurance		1,213	-	-	1,213	1,019
Transport		2,851	-	1,010	3,861	1,840
Boat Repairs		-	-	-	-	1,382
First Aid Equipment		-	-	1,553	1,553	-
AT Equipment		-	-	770	770	-
Cadet Activity		796	700	1,289	2,785	1,420
Training Courses		-	-	-	-	175
Heat & Light		3,441	-	-	3,441	2,440
Covid compliance		83	-	-	83	1,652
Water & Waste		1,899	-	-	1,899	1,033
Uniform		609	-	-	609	1,094
Phone & Alarms		560	-	-	560	769
Lease of Land		325	-	-	325	325
Miscellaneous		-	-	-	-	335
Fundraising		1,419	-	-	1,419	10
Legal & Professional fees		-	-	-	-	-
IT Infrastructure		-	-	-	-	2,822
Internal & External Signage		-	-	-	-	1,184
		17,300	2,605	16,577	36,482	20,763
Surplus / (Deficit) for the year		7,319	4,453	(9,161)	2,611	26,416
Bank / Cash B/F		4,061	-	13,716	17,777	4,088
Net Assets B/F (Exc. bank / cash)		171,956	109,148	-	281,104	251,788
Grant transferred against fixed assets		-	-	-	-	(500)
Movement in Debtors / Creditors		-	-	-	-	-
Increase in investment value		-	1,629	-	1,629	17,089
Funds C/F		183,336	115,230	4,555	303,121	298,881

PROFIT AND LOSS ACCOUNT AT MARCH 31ST 2022

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Fixed Assets						
Tangible Assets	5	170,751	-	-	170,751	171,451
Net Book Value		170,751	-	-	170,751	171,451
Current Assets						
Debtors and prepayments		-	-	-	-	-
Cash at Bank and in hand						
Lloyds Account		10,694	3,617	4,555	18,866	17,137
Lloyds Secondary Account		1,361	-	-	1,361	581
Petty Cash		-	-	-	-	59
MSSC Float		950	-	-	950	950
Investment Portfolio	6	-	111,613	-	111,613	109,148
		13,005	115,230	4,555	132,790	127,875
Total Assets		183,756	115,230	4,555	303,541	299,326
Current Liabilities						
Creditors and accruals	7	420	-	-	420	445
Total Liabilities		420	-	-	420	445
Total Assets less Total Liabilities		183,336	115,230	4,555	303,121	298,881
Represented by				Unrestricted	183,336	176,017
				Designated	115,230	109,148
				Restricted	4,555	13,716
					303,121	298,881

NOTES TO THE ACCOUNTS AT 31ST MARCH 2022

1. General information

The company is a charity, formed as a company limited by guarantee.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

3. Accounting Policies General

These accounts have been prepared under the historical cost conventions and in accordance with the applicable accounting standards and the Charities Statement of Recommended Practice (Accounting by Charities) (FRS102).

Incoming resources

Incoming resources are the amounts derived from the receipt of subscriptions, gifts and grants falling within the charity's ordinary activities.

Voluntary Income

Voluntary income received by way of donations and gifts are included in full when received.

Revenue grants

Revenue grants are credited to incoming resources on the date of when they are received. If they relate to a specified future period they are deferred.

Capital grants

Capital grants are credited to the balance sheet on the date of when they are received. These are credited to incoming resources in line with the depreciation policy noted below.

Governance costs

These are costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity.

Fixed Assets

All fixed assets are initially recorded at cost. Assets costing less than E250 are charged to resources expended in the year they are purchased.

Restricted funds

Restricted funds are to be used for specified purposes as laid down by the funder. Direct and support expenditure which meets these criteria - are to be identified to the fund together with a fair allocation of other costs.

Unrestricted funds

Unrestricted funds are funds which have no restrictions placed on their use and are available as general funds.

Judgements and estimation of uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

NOTES TO THE ACCOUNTS AT 31ST MARCH 2022

4. Grants

	2022			2021
	unrestricted	designated	restricted	
Somerset Community Fund	2,500	-	511	-
Sedgemoor District Council	4,445	6,222	-	19,669
MSSC	-	-	5,257	12,115
Burnham & Highbridge Town Council	-	-	800	2,500
Crowdfunder	41	-	286	-
Tesco groundwork	-	-	563	-
Sport England Lottery fund	-	-	-	1,000
Co-op Group	-	-	-	500
	6,986	6,222	7,416	35,784

5. Fixed Assets

	2022	2021
Clubhouse	76,701	76,701
Store	1,787	1,787
Compound	6,145	6,145
Furniture and Equipment	15,338	15,338
Band Instruments	9,792	10,492
Marine Equipment	20,593	20,593
Trophies	1,057	1,057
Trailer	4,349	4,349
Trinity 500 Boat	2,900	2,900
Kayak and Equipment	2,915	2,915
Classroom Equipment	400	400
Container	250	250
New Fire Alarm System	4,639	4,639
New Doors	3,365	3,365
Minibus	2,000	2,000
New Canoes (less MSSC Grant)	2,356	2,356
New Fire Doors (less grant)	5,336	5,336
Box Trailer	3,200	3,200
Canoe Trailer (less grant)	2,860	2,860
Mega Sup Board	1,400	1,400
Zest Boats & Equipment	2,529	2,529
GT Max kayaks	839	839
	170,751	171,451

NOTES TO THE ACCOUNTS AT 31ST MARCH 2022

5. Fixed Assets (cont'd)

The unit has been valued for insurance purposes in the year at £500,000.

6. Investment Portfolio

	2022	2021
Market Value brought forward	109,148	90,699
Amount invested	-	-
Dividends received in the year	836	1,360
Increase / Reduction in value in the year	1,629	17,089
Market value at 31 March 2022	111,613	109,148

7. Creditors

	2022	2021
Accountancy	420	420
Waste	-	25
	420	445

8. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects.

9. Transactions with Trustees

There were no transactions with trustees during the period, other than incidental.

10. Related Parties

The charity was under the control of the trustees throughout the year. There were no disclosable related party transactions during the year

11. Gifts In Kind and Volunteers

During the year the charity benefited from unpaid work performed by volunteers.



Leading Cadet Matilda (17), Mayor's Cadet 2022-23

VOICE OF THE CADET

LEADING CADET MATILDA

I joined Sea Cadets as a Junior Sea Cadet at the age of 10 just eager to try something new. I never knew back then how far cadets would take me. At 12, I became a senior and worked through the rates before becoming a Leading Cadet in March 2022.

I can guarantee that every cadet, past and present, will have memories they will always keep with them, and stories to tell. One of my most memorable experiences so far, was the Combined Massed Bands of the Sea Cadets and Royal Marines School of Music in 2020. At the beginning of the course, I knew no one. But we were all part of the cadet family, and our passion for music brought us one more step further together. There was such a great sense of camaraderie.

Our unit does not have a band but the volunteers helped me to find the courses and get involved, as they will help anyone to find something they want to do, whether that means travelling or requesting a course to be put on.

At the end of the week of band training, we performed Beat The Retreat in front of the officers of HMS *Excellent*, the naval base at Whale Island in Portsmouth, during their lunch break. It really was a feeling like no other.

Sea Cadets also offers externally recognised qualifications, from Duke of Edinburgh awards and BTECS in teamwork and personal skills to many different boating qualifications, for example, I was one of the first cadets in the Unit to become qualified as a Paddlesport Instructor.

These are not only great achievements to add to our CVs but provide experience and reinforce the values and life lessons Sea Cadets teaches us. Our core values, which we share with the Navy, are Honesty and Integrity, Commitment, Discipline, Courage, Loyalty and Respect... but this is far from all that we gain.

Personally, I have gained so much confidence. When I first joined cadets, I would have preferred to blend into the wall and not talk to anyone, I certainly would have never stood up and given presentations to complete strangers or written words like this!

We also gain a lot of independence. From the beginning we are given the benefit of the doubt and treated like young adults. Maybe it sounds disastrous: dumping us on a train and saying goodbye for the week, but actually, it goes very well. It proves to ourselves as well as our instructors and our parents that we can do it. We are prepared for the adult world.

Anyway, it's not just about rowing, paddling, or following a lost PO Leader around in circles in a field.

Nationally, and also as a Unit, Sea Cadets has a very diverse and inclusive membership. Nobody cares where you come from: all that matters is where you are going and how cadets can help you to get there.

Our diversity is one of our biggest strengths. Every one of us brings something to the cadet family, and that makes us who we are. The aim is to create equal opportunities for everyone, regardless of race, religion, gender, disability, or anything else that makes us different.



Cadet First Class Towan (14) windsurfing at Cheddar Reservoir watched over by instructor CPO J Sidwell

COMMANDING OFFICER'S REPORT

Our people – adults and cadets – are amazing. Has to be said, right up there at the top of the page.

Adult volunteers work their fingers to the bone and themselves – sometimes to exhaustion – to deliver meaningful opportunities to the Unit's cadets, but unless those self-same cadets find those opportunities interesting, relevant and – above all – fun, we have no training programme worth the name.

My team of instructors, supported by the Unit Trustees have supported me in helping our Unit reach above itself and in doing so bring out the full potential of our cadets. Our culture is transforming as we look outside and work with five partner Units within the Cheddar Host Unit Boat Station (HUBS), support the opportunities available at national Boat Stations and become a backbone Unit within South West Area.

Our headcounts may not be huge – we numbered just 38 cadets at the end of March – but those numbers enable us to cope with our trained instructional resource and draw the best from our cadets.

We're growing. We have a particular bottleneck within the Junior Section as we could easily double the size of the section from those on the waiting list but are limited by the space available and number of willing volunteers to support them.

We're creative. We find new opportunities to get involved in our activities. This derives from the constraints of various Covid-related lockdowns and the team of volunteers coming up with innovative ways of connecting with the cadets. We've lost very few as a result of the Covid pandemic and are stronger now than before.

We're never satisfied with "good enough". Complacency is not an option for us. We should all be driven by a will to succeed and be the very best cadets, instructors or trustees that we can possibly be. Our mindset is positive. Our answers to most questions are – should be – a resounding yes! It's what sets us apart from the rest. It's why the name of Burnham-on-Sea and Highbridge is seen by our peers as a powerhouse: an exemplar for others to emulate.

So how have we reached this point so quickly in the Corps' post-Covid regeneration, even when other similar Units and youth organisations have struggled?

It all comes from having a goal in mind. What is our intended end-state? Where should we be at the end of two years following a return to full parading? And this is the purpose of our Regeneration Strategy.

REGENERATION STRATEGY

In October 2021 the Unit Chairman and I published the Unit's post-Covid Regeneration Strategy. This covers the 24 months from 1 November 2021 to 31 October 2023. Copies are available on Teams and summarised below.

The Regeneration Strategy is derived from and aligns with the Marine Society & Sea Cadets' (MSSC) national plan. This is intended to ensure that the Unit's progress can be measured alongside that of the parent charity.

Despite being only 6 months from launch – at the time of writing – we are progressing well in achieving some of the core milestones identified within the three key work strands: People, Innovation and Tradition.

Our **PEOPLE** work strand focusses on both Adults and Youth. We recognise that without a highly trained and skilled team of adult volunteers we cannot deliver the highest quality training to our cadets.

The **INNOVATION** strand looks at our digital offer, continuing our digital transformation and becoming less reliant on paper and automating simple functions. We will work to improve accessibility to MS Teams and encourage wider adoption of both the Cadet and Volunteer Portals.

We will continue to invest in the best equipment and resources we can afford. We will invest in our building to improve energy efficiency and external usage. We manage the financial assets of the Unit wisely, seeking advice where necessary to get the biggest bang for the buck.

The **TRADITION** work strand is about ensuring we do not lose sight of who we are and who we represent, rebuilding our links with like-minded community organisations. We promote our work through social media and local press. We are actively working to re-establish positive engagement with the Royal Navy and wider maritime community.

The Covid pandemic once considered a threat is a once-in-a-lifetime opportunity to press the reset button and really show the world what we can achieve when we all work together. Our overarching ambition in the Unit Regeneration Strategy is to **Think Big**: to inspire this and future generations to realise their potential and seize a better future.

THE CADET EXPERIENCE

The Cadet Experience is woven into everything we do. This nationally defined structure – hard-baked into the Sea Cadet's core agreement with our Ministry of Defence sponsor – is designed to enable cadets to understand how they can drive their own Sea Cadet careers and measure their own progress based on time served.

Inevitably there has been an interruption to most Cadets' experience as a result of the various Covid lockdowns, both nationally and local. We remain challenged to mitigate this impact and ensure that every cadet has an opportunity to excel.

Whilst past reports review the Unit's performance against previously stated Aspirations, it is envisaged that future reports will seek to refer to the Cadet Experience as a better indicator of cadet outcomes. This year's report seeks to bridge that gap and combine the two reporting outputs to enable meaningful comparisons to be drawn.

THE COMMANDING OFFICER'S ROLE

The role of the Commanding Officer (CO) is to deliver training opportunities in support of the Unit's Charitable Purpose as defined in the Unit Constitution, specifically:

- *Offer young people a structured environment in which to develop*
- *Provide access to education and training*
- *Provide opportunities for young people to obtain a range of qualifications*

At no point is fulfilling this role a one-man show. My team of volunteers – in uniform and out – are key to coming up with ideas and challenges for the cadets, myself and each of the Trustees: **credit is given to every single person who imagines the possible and creates the amazing.**

To each cadet. To every volunteer. To every parent. To every supporter. Thank you.

Lieutenant (SCC) Dom Gregory BSc(HONS) LCGI Royal Navy Reserve










Cadets from all six member Units of Cheddar HUBS in April 2022.

ASPIRATION 1:**Maintain the adult volunteer headcount at 2021 levels across all supporting services**

During FY 2021-22:

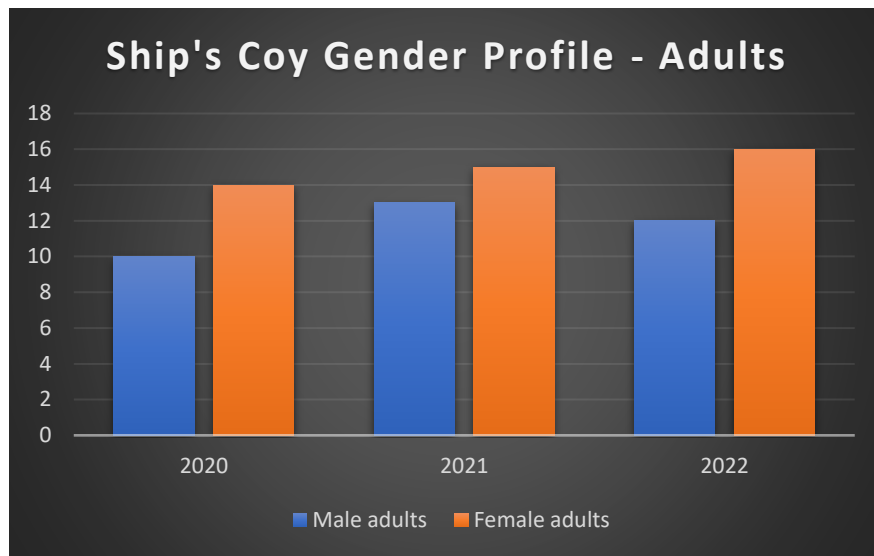
Cadet Forces Adult Volunteer (CFAV) headcount rose overall from **19** at 1 April 2021 to **29** by 31 March 2022.

OVERALL COUNT	FY 20-21	FY 21-22
OVERALL CFAV HEADCOUNT	19	29 (+10) 
UNIFORMED INSTRUCTORS	6	9 (+3) 
NON-UNIFORMED INSTRUCTORS	3	5 (+2) 
TRUSTEES	7	9 (+2) 
HONORARY APPOINTMENT: UNIT PRESIDENT	0	1 (+1) 
PARENTS & SUPPORTERS ASSOCIATION (IN ABEYANCE)	3	0 (-3) 
UNIT ASSISTANTS	3	5 (+2) 

- **Uniformed Instructor** levels rose from 6 at the beginning of the FY to 9. This resulted from the transfer of one existing volunteer from the Parents and Supporters Association to the instructional team, and the incoming transfer of 2 Cadet Forces Adult Volunteers (CFAV) from a neighbouring Unit. Additionally, one former cadet has made the transition from cadet to uniformed instructor.
- **Non-Uniformed Instructor** levels have fluctuated during the FY but have risen from 5 to 6 overall during the year. Its important to note that most CFAVs seeking to become uniformed instructors will spend a minimum of 6 months as a non-uniformed Civilian Instructor before making the transition to the Uniformed team. Sometimes this transition will take longer but is driven at the pace of the individual.
- **Trustees** are the heartbeat of the Unit. It is essential that the CO and team of trustees led by the Chairman are working to the same goals and communicate effectively if the training output is not to suffer. Within the FY 1 trustee retired, 1 trustee become an instructional volunteer and four new trustees were formally elected at AGM21. This strength of support gives a wide range of skills, knowledge and expertise on which the whole team can draw, leading turn directly to improved resources for our cadets.
- **Honorary Appointments** are made to enable the Unit to demonstrate the Unit's thanks for past service or support, in addition to ongoing commitment whether in terms of financial support in some cases or bringing advice to the team of trustees in a non-executive capacity. Within the FY, retired Commodore Mike Knott CBE was appointed as Unit President.
- The **Parents and Supporters Association (PSA)** was disbanded due to the resignation of one member leading to the PSA becoming unsustainable. One former PSA member was recruited onto the instructional team and one member was elected as a trustee at AGM21. There are currently no plans to reinstate the PSA although this remains possible in future subject to sufficient volunteers stepping forward.
- **Unit Assistants (UAs)** are an exceptionally valuable group of volunteers who often don't receive the credit or praise due. UAs often undertake roles such as Admin Officer, Stores Officer and Fleet Manager. They ensure that at the mid-parade Stand-Easy that there's enough snacks for cadets by doing runs to the wholesalers. UAs will be minibus drivers and escorts, undertaking shore support duties when afloat. The Unit would be poorer without them.



It is noticeable that the adult volunteer demographic is an aging profile with fewer younger volunteers coming forward.



The Unit's CFAV gender profile is skewed towards female volunteers with the female/male ratio of around 1.3:1. This is consistent across each of the last 3 years.

We are always looking to recruit and develop a succession plan for all roles within the Unit and are particularly keen to see more adults in cadet-facing instructional roles.

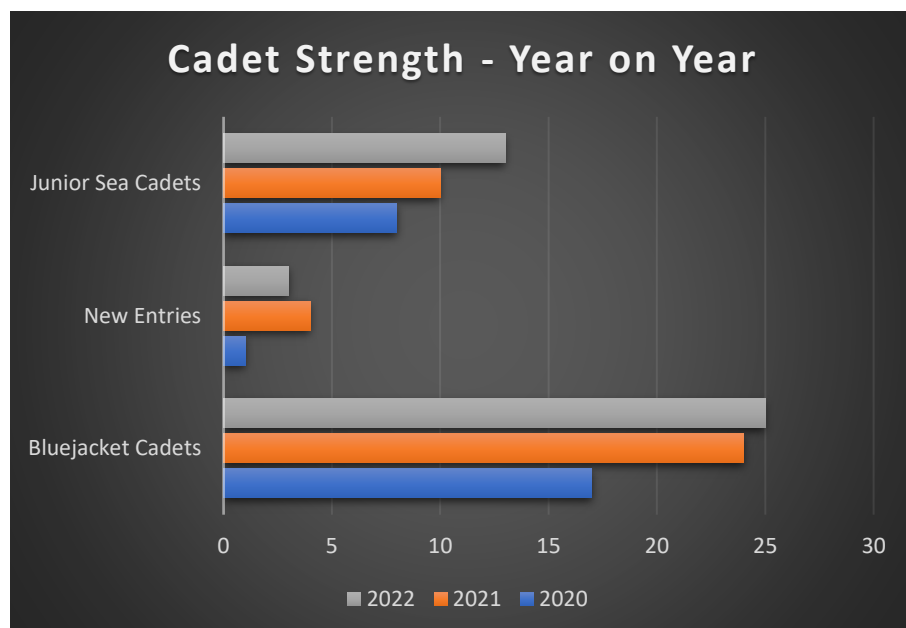
This aspiration has been met and exceeded, yet challenges remain if service delivery to cadets in five or ten years-time is to be maintained. The recruitment focus of adult volunteers must shifted to bring younger instructors on strength and retain them.

ASPIRATION 2:**Maintain the cadet headcount at 2021 levels across both sections**

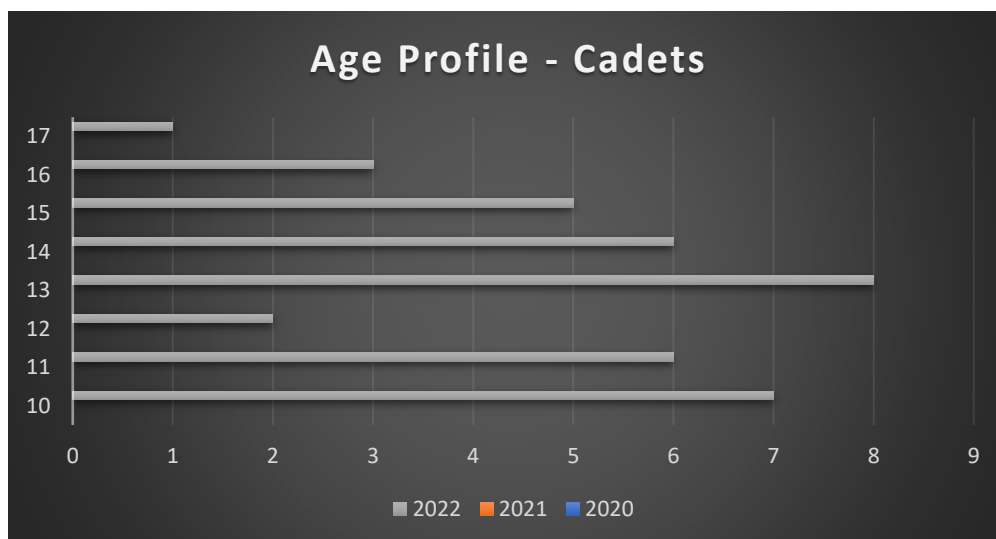
During FY 2021-22:

Cadet headcount rose overall from **30** at 1 April 2021 to **40** by 31 March 2022. This exceeded the stated ambition of 38 at AGM21.

OVERALL COUNT	FY 20-21	FY 21-22
OVERALL CADET HEADCOUNT	30	40 (+10) ↑
ENROLLED BLUEJACKET CADETS (RATED CDT, CDT1, OC, AC, LC & POC)	19	25 (+6) ↑
NEW ENTRIES	6	3 (-3) ↓
JUNIOR SEA CADETS	5	12 (+7) ↑

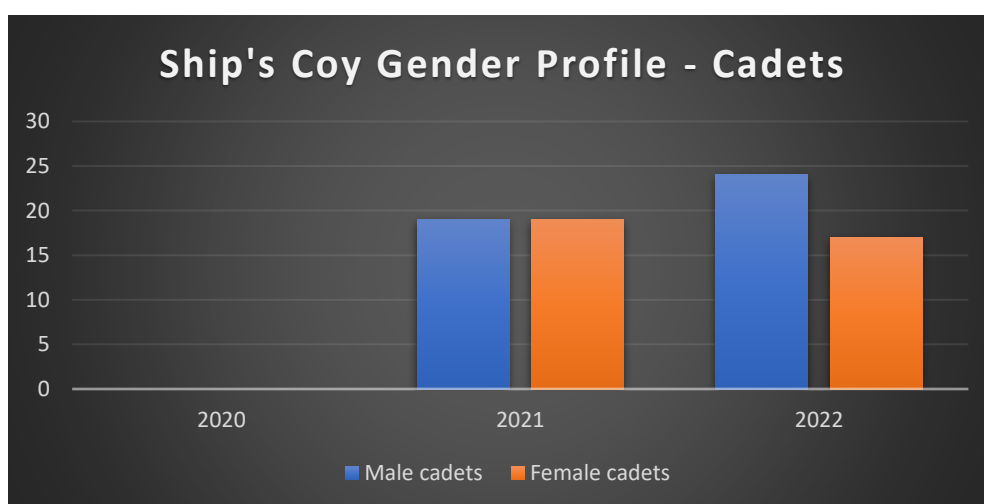


The Unit's post-Covid recovery has been exceptionally strong and the Unit is thriving. The Junior Sea Cadet section recruitment has been particularly noteworthy with a waiting list for entrants. This has been carefully managed so that the post-lockdown surge in recruitment does not overwhelm Unit resources in a year's time when those Juniors transition to the Enrolled (bluejacket) strength at age 12.



The cadet age profile across all sections shows that there is a relatively even age distribution indicating that the Unit is well balanced overall. The gap at age 12 is indicative of the pause in recruitment of Juniors during lockdown.

Capacity within the Junior Sea Cadet section is based on two dedicated CFAVs being available each parade night, together with the limitation on physical space within the building. It is likely that prospective Junior Sea Cadets who are already aged 11 will likely be deferred to their 12th birthday and join the seniors directly and only those aged 10 brought forward. There is no intention to open the Junior Sea Cadets to those aged 9.



The cadet gender profile shows a relatively even split between male and female cadets. Whilst exactly even in 2021 this is slightly male-heavy in 2022. No data is available for 2020.



Stock image of cadets under training

Another metric used by the Unit to monitor progress relates to retention.

Cadets are required to leave on their 18th birthday. Most are offered the opportunity to stay on as CFAVs. Of these many will do so but leave after a relatively short period especially if offered a place at university.

Other noticeable trends relating to departure occur around age 15/16 when educational commitments mean that cadets find attending the Unit difficult, or those not wishing to undertake the Leadership pathway find that parade nights are less productive.

The average service of a sea cadet across the UK is 24 months.

- Of the 12 cadets who left the Unit within the FY the average cadet service was 40 months.
- Male cadets leaving had an average cadet service of 61 months.
- Female cadets leaving had an average cadet service of 29.9 months.

The significant challenge of these statistics is to understand why girls leave – on average – earlier than boys.

The significant outcome of this information is that of those cadets leaving the Unit in FY 21-22 the stay is 66.7% longer than the national average. The longer length of stay applies irrespective of gender. This implies that cadets have a better Cadet Experience with a wider and more rounded range of opportunities.

The Unit's waiting list at 31 March 2022 stands at 9, of which the bulk are for the Junior Sea Cadet section. New Entrants are called forward on a monthly basis with, on average 1.5 joiners per month, offset by roughly 1 leaver per month.

This aspiration has been met and exceeded, yet the Unit needs to continue to actively manage the incoming demographic to ensure that the ongoing surge in recruitment does not overwhelm its resources and dilute the offering to all cadets.

ASPIRATION 3:**Deliver an average of one Specialisation qualification to each cadet**

During FY 2021-22:

Cadets earned **32** specialisations between 1 April 2021 to 31 March 2022. There were **25** bluejacket cadets enrolled on 31 March 2022. This exceeded the stated ambition.

Specialisation qualifications are open to all bluejacket cadets. These cover 8 subject areas at three levels: Basic, Intermediate and Advanced. Some specialisations sub-divide into different pathways enabling a broader understanding of subject knowledge.

Specialisations offered are:

- Catering (formerly Cook/Steward)
- Drill & Ceremonial (open only to Able Cadets and above)
- First Aid (Advanced open only to cadets aged 16 or more)
- Marine Engineering (open to cadets aged 13 and above)
- Physical Training
- Seamanship
- Navigation
- Communication Information Systems (CIS), (formerly Comms), currently under review and in abeyance)

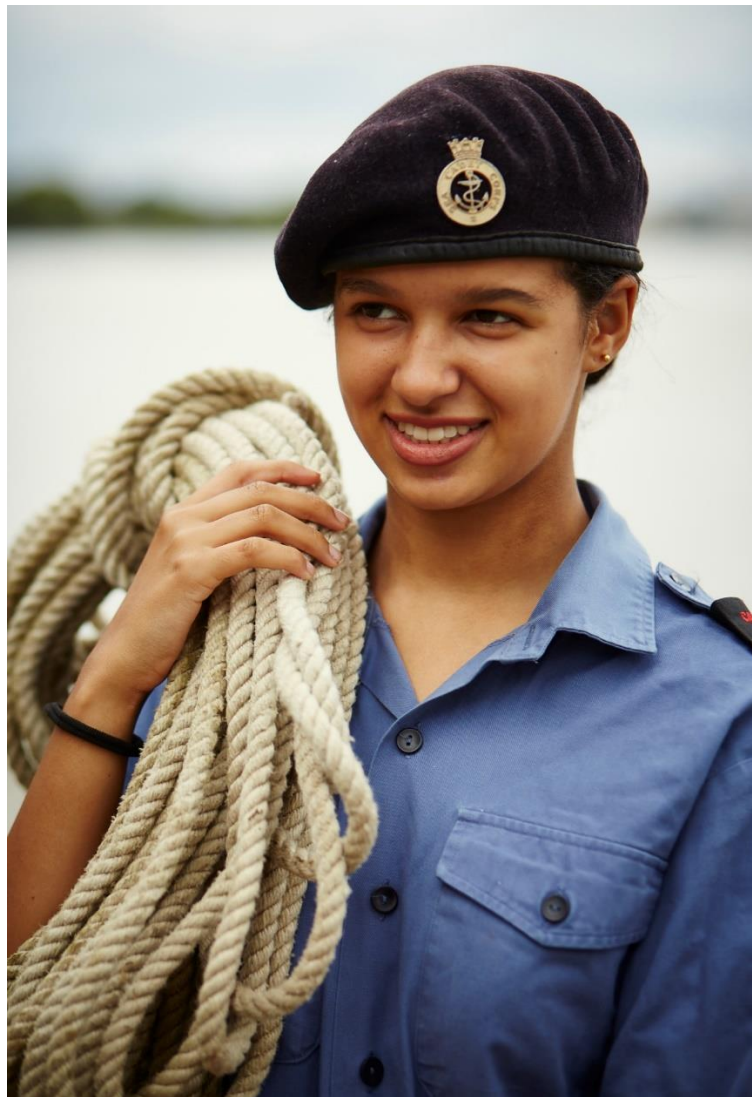
All cadets undertake First Aid and Seamanship training which is embedded within the Cadet Training Programme (CTP). Corresponding specialisation awards are made if an assessment by a qualified instructor is undertaken and the performance standards are met.

Within some specialisations externally recognised qualifications may be available. Participation in these may incur additional cost.

SUMMARY OF AWARDS (ALL LEVELS)	FY 20-21	FY 21-22
CATERING	6	1
DRILL & CEREMONIAL	0	3
FIRST AID	0	14
MARINE ENGINEERING	0	0
PHYSICAL TRAINING	0	0
SEAMANSHIP	0	8
NAVIGATION	2	5
CIS	1	1
TOTALS	9	32

Unit Instructors are qualified to deliver Drill & Ceremonial, First Aid, Marine Engineering, Seamanship and Navigation specialisation training.

This aspiration has been **met and exceeded** yet further effort needs to be expended to ensure that cadets achieving advancement to Cadet First Class are credited with Basic First Aid and those achieving advancement to Ordinary Cadet are given the opportunity to be assessed for Intermediate First Aid. Similarly, all those achieving advancement to Able Cadet should be able to be assessed for Basic Seamanship.



Stock image of a cadet under training

ASPIRATION 4:**Deliver an average of one Afloat proficiency qualification to each cadet**

During FY 2021-22:

Cadets earned **54** afloat proficiencies between 1 April 2021 to 31 March 2022. There were **25** bluejacket cadets enrolled on 31 March 2022. This exceeded the stated ambition.

Afloat proficiency qualifications are open to all bluejacket cadets, a limited number of awards are also available to Junior Sea Cadets. These cover 5 inshore boating and 2 offshore boating activities from basic level to advanced.

Inshore proficiencies offered are:

- RYA Powerboating
- RYA Dinghy Sailing
- RYA Windsurfing
- BC Paddlesports
- SCC Rowing

Offshore proficiencies offered are:

- Offshore Sailing (TS *Royalist* and the two Rustler yachts TS *Sir Stelios* or TS *City of London*)
- Offshore Power (TS *John Jerwood* or TS *Jack Petchey*)

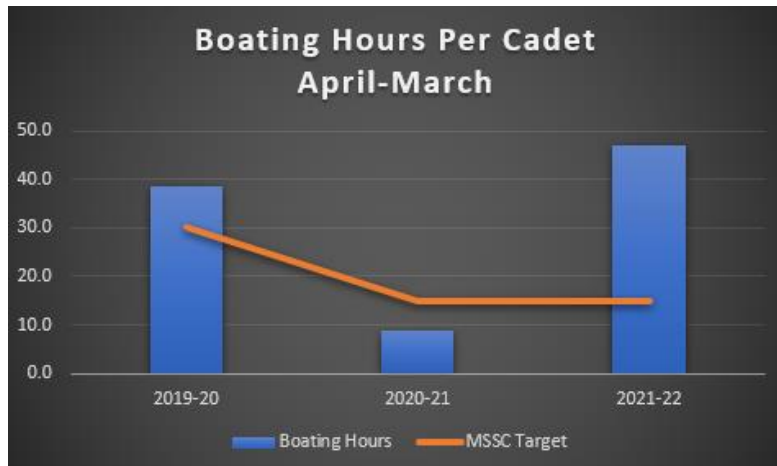
SUMMARY OF AWARDS (ALL LEVELS)	FY 20-21	FY 21-22
RYA POWERBOAT	0	0
RYA DINGHY SAILING	0	17
RYA WINDSURFING	0	6
BC PADDLESPTS	16	31
SCC ROWING	0	0
TOTAL INSHORE AWARDS	16	54
OFFSHORE SAILING	0	0
OFFSHORE POWER	0	0
TOTAL OFFSHORE AWARDS	0	0
TOTALS	16	54

In both FY 2020-21 and FY 2021-22 no offshore qualifications were earned due to Covid restrictions on residential training.

Unit Instructors are qualified to deliver: all inshore boating proficiencies except for Powerboat training.

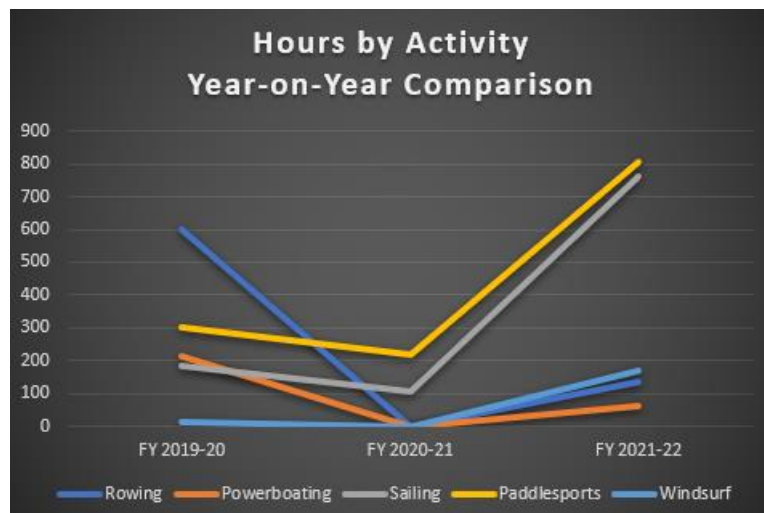
Extensive use of Cheddar HUBS is noticeable within the reporting period to the exclusion of the Unit's normal sites at Huntspill River and Apex Park. Part of the reason for low qualification levels in FY21-22 is that instructors have been required to address a significant skill fade amongst learners during the Covid pandemic.

In relation to boating hours the Unit has performed exceptionally well by delivering an average of 47 hours per cadet against a national expectation of just 15 hours each.



The last FY has resulted in higher average hours per cadet even compared to pre-pandemic levels.

In relation to the spread of activities across all training venues opportunities to undertake all five inshore boating activities were taken by the cadets with the greatest uplift in participation in dinghy sailing due to the access at Cheddar HUBS and investment in hulls made by the Unit. The most significant drop was in rowing, reflecting the lack of qualified instructors.



This aspiration has been **met and exceeded** however gaps exist in Rowing largely due to the lack of availability of the only qualified Rowing Instructor. Threats to maintaining this level of performance include a very small number of people qualified in multiple disciplines and little strength in depth of instructor resource.

ASPIRATION: 5**Deliver an average of one Land-Based proficiency qualification to each cadet**

During FY 2021-22:

Cadets earned **24** land-based proficiencies between 1 April 2021 to 31 March 2022. There were **25** bluejacket cadets enrolled on 31 March 2022. This failed to meet the stated ambition.

Land-based proficiency qualifications are open to all bluejacket cadets. None are available to Junior Sea Cadets. These cover a range of activities from basic level to advanced.

Land-based proficiencies offered are:

- Adventure Training, covering Hill Walking, Mountain Biking and Climbing
- Aviation
- Diving & Snorkling (both activities in abeyance but recognised if earned outside the Sea Cadets)
- Meteorology
- Music, covering Musician, Bugler and Drummer
- Shooting, covering Air Rifle, Small-Bore and Full-Bore weapons
- Piping
- Peer Educator

SUMMARY OF AWARDS (ALL LEVELS)	FY 20-21	FY 21-22
ADVENTURE TRAINING	0	13
AVIATION	4	1
DIVING & SNORKLING	0	0
METEOROLOGY	0	3
MUSIC	0	0
SHOOTING	0	0
PIPING	0	0
PEER EDUCATOR	2	6
TOTALS	7	24

Access to Peer Educator, Music and Shooting proficiencies is only available through the Area or National training infrastructure. The Unit has two talented musicians who do not show in the stats as their qualifications were earned in previous years and no progression pathway exists. Whilst cadets from the Unit have undertaken shooting sessions, Weapons Handling Tests must be repeated six-monthly and no cadet from the Unit achieved the performance standard for a shooting competency badge.

Basic aviation has been well-supported during lockdown. One cadet in FY 21-22 successfully won a place on the prestigious Ground School (Bronze Wings) course and has been invited to apply for the Silver Wings course later in 2022.

The Unit has one Piping Instructor and is able to provide this proficiency.

Newly developed instructional resource has enabled Mountain Biking to be delivered and supported in-house to Intermediate level. Two Hill-Walking instructors are in development. One qualified climbing instructor is able to offer climbing subject to work commitments. Adventure Training is a developing part of the training infrastructure that supports proficiency delivery, Duke of Edinburgh's Award and Cadet Training Programme delivery.

Meteorology is a key development need within the Unit that is currently gapped and mitigated by an enthusiastic cadet. This is the outstanding area of CFAV development that remains to be plugged. CFAV instructor development is critical in ensuring that the Unit avoids single points of failure and mitigates the impact of CFAV churn going forward.

This aspiration has been failed, although adult volunteer development is well in hand to mitigate some of the training gaps identified. Threats to meeting and exceeding this in future years come from a lack of strength in depth across the Unit-facilitated proficiencies and a lack of access to Area/National provision.



Stock image of a cadet under training

ASPIRATION: 6

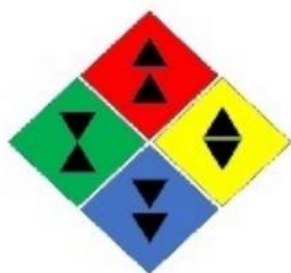
Deliver a rounded Junior Sea Cadet training package to include CREST and STEM proficiency awards

During FY 2021-22:

Cadets earned **15** Junior Sea Cadet (JSC) Activities badges and **11** afloat proficiency badges between 1 April 2021 to 31 March 2022. No Commodore's Pennants, CREST or STEM proficiencies were awarded in the period. There were **12** JSCs enrolled on 31 March 2022. This failed to meet the stated ambition.

Within any 12-month period it is expected that on average each enrolled Junior Sea Cadet should achieve a minimum of two coloured modules, plus an afloat proficiency, plus either the CREST or STEM award.

JSC Activity Modules are:



- **Red:** Unit Knowledge and Activities
- **Yellow:** Community Activities
- **Blue:** Water-based Activities
- **Green:** Outdoor Activities

The Commodore's Pennant is awarded to cadets who achieve a further 8 participation activities in each of the four coloured activity modules after being awarded all of the relevant coloured activity module badges.

The CREST award is a recognition of having undertaken at least 8 STEM-based activities and is an award issued by the British Science Association. The STEM proficiency is awarded after 15 STEM activities have been earned.

SUMMARY OF AWARDS (ALL LEVELS)	FY 20-21	FY 21-22
RED	0	8
YELLOW	0	1
BLUE	1	5
GREEN	1	1
COMMODORE'S PENNANT	2	0
CREST	1	0
STEM	0	0
TOTALS	5	15

The poor performance of FY 20-21 can be attributed to the exceptionally low engagement of JSCs with the online training package during the Covid lockdown. FY 21-22 shows relatively disappointing

numbers, but this is set against the backdrop of a section that has more than doubled in size and only towards the end of the period is beginning to reach maturity such that the full potential of the section can be met.

Imaginative programming and consistency in staffing make this section a destination of choice. It is frustrating that the numbers do not bear out the experience of the cadets as evidenced by the six-month waiting list at year-end.

This aspiration has been *failed*, although the JSC tracking charts indicate that several cadets are tantalisingly close to awards and thereby smashing the targets set.



Cadets at Cheddar Reservoir undertaking team tasks using the Unit's MegaSUP.

ASPIRATION: 7**Advance each cadet by a minimum of one rate**

During FY 2021-22:

Bluejacket cadets earned **23** advancements

JSCs earned **14** advancements.

There were **25** bluejacket cadets and **12** JSCs enrolled on 31 March 2022. This partially met the stated ambition.

Within any 12-month period it is expected that on average each enrolled bluejacket cadet should achieve one advancement in rate, up to the rate of Able Cadet. Advancement beyond Able Cadet is at the personal choice of the individual. Junior Sea Cadets are expected to advance in rate around six months after joining provided the required pre-requisites are met.

Those cadets who did not achieve advancement within the FY fall into two categories:

- Long-term absentees
- Transfers from neighbouring Units

Advancement is closely linked to attendance. Each bluejacket cadet must undertake 48-49 Cadet Training Programme (CTP) sessions, meeting the performance standards set which take on average 1 parade per CTP session. There were 91 parade nights facilitated by the Unit of which sessions in May through to the end of August are restricted to afloat activities at local training venue, leading to the winter season being predominantly focussed on advancements.

Cadets need to attend regularly to gain the greatest benefit from the training offered and advance in line with peers. A minimum of 50% attendance is expected. Attendance rates below 50% are challenged. Allowances are encouraged for cadets in exam seasons and those who need extra support post-Covid.

The Unit's advancement training infrastructure is strong, with CFAVs dedicated to supporting the Junior Sea Cadets in turn aided by senior cadets. The Unit is fortunate to have a knowledgeable and growing team of uniformed instructors ensuring that promotion candidates are well-prepared and exceed the minimum standard required.

This aspiration has been partially met. Junior Sea Cadet advancement performance has been strong whilst bluejacket promotion rates have been held back by long-term absentees and cadets joining the Unit on transfers.

ASPIRATION: 8

Deliver a minimum of three Duke of Edinburgh Awards at Bronze level, and support all eligible cadets to participate at a suitable level

During FY 2021-22:

Cadets earned **2** Bronze Duke of Edinburgh Awards, and **1** DofE Certificate of Achievement. **6** cadets were enrolled into the Duke of Edinburgh's Award Scheme at Bronze level. This partially met the stated aspiration at AGM21.

The Unit ran a canoe-based Duke of Edinburgh's Award Bronze qualifying expedition during 2021 enabling 6 cadets to earn the Expedition section of their awards taking place on the Grand Western Canal near Tiverton. This section has often proved a sticking point preventing participants from completing the award in a timely way. The difference in 2021 has been the development of two CFAVs as Expedition Supervisors.

The Unit has also been a strong supporter of the wider MSSC-led virtual Skills section learning developed by the National Staff Officer. Further adult development will enable additional Unit instructors to also become Expedition Assessors.

The Duke of Edinburgh's Award is supported within the Unit by a dedicate coordinator whose primary task is to encourage enrolments, support participants and deliver expedition skills training, liaise with assessors and drive re-enrolments at higher levels.

Two completed Bronze Awards represents the Unit's best award completion rate in the last ten years.

The Certificate of Achievement is awarded to cadets who have completed three out of the four sections of the Bronze Award, was introduced in 2020 and is a recognition of the difficulties participants have faced completing qualifying expeditions during Covid restrictions.

The Award Scheme has offered numerous variations and mitigations in 2021 to enable participation to continue despite the issues of Covid. These have carried forward to 2022 and we are looking forward to providing an additional canoe-based expedition in the coming 12 months.

This aspiration has been partially met. We failed to achieve three full Bronze Awards, although all the available metrics show a positive and improving picture. Barriers to completion have been mitigated and a strong support network of adult volunteers is in place in-house.

ASPIRATION: 9

Deliver a minimum of three BTEC Level 1 Awards, register all eligible cadets with CVQO in a timely manner

During FY 2021-22:

Cadets earned **2** completed BTEC Level 1 Awards in Teamwork and Personal Skills for Uniformed Youth Organisations.

No further cadets became eligible for registration within the period.

This aspiration has been partially met. The number of cadets advanced to Ordinary Cadet and becoming eligible for registration fell below the predicted number due to a cadet leaving the Unit before registration could be completed.



An adult volunteer sailing at Cheddar Reservoir

ASPIRATION: 10

Deliver a minimum of one BTEC Level 2 Award, register all eligible cadets with CVQO in a timely manner

During FY 2021-22:

1 cadet earned a BTEC Level 2 Diploma in Teamwork and Personal Development.

1 cadet has been registered with CVQO for the BTEC Level 2 Diploma, from a possible 5 eligible candidates.

Enrolment within the CVQO BTEC programme at both funded levels has suffered from the lack of a designated adult instructor whose primary role is to develop this programme. A suitable appointee is to be identified and appointed in the next FY.

The Diploma programme launched in September 2021 is easier to complete and enables a wider variety of cadet skills to contribute towards completion.

This aspiration has been partially met. Registrations for the Level 2 Diploma have failed for a number of reasons, most likely due to a perceived additional workload on young people already under pressure to perform at school, and a lack of specialist support in-Unit.



Cadets under training at Cheddar Reservoir

ASPIRATION: 11**Deliver a minimum of six berths aboard an Offshore vessel within the 2022 Offshore programme**

Within the 2022 Offshore season:

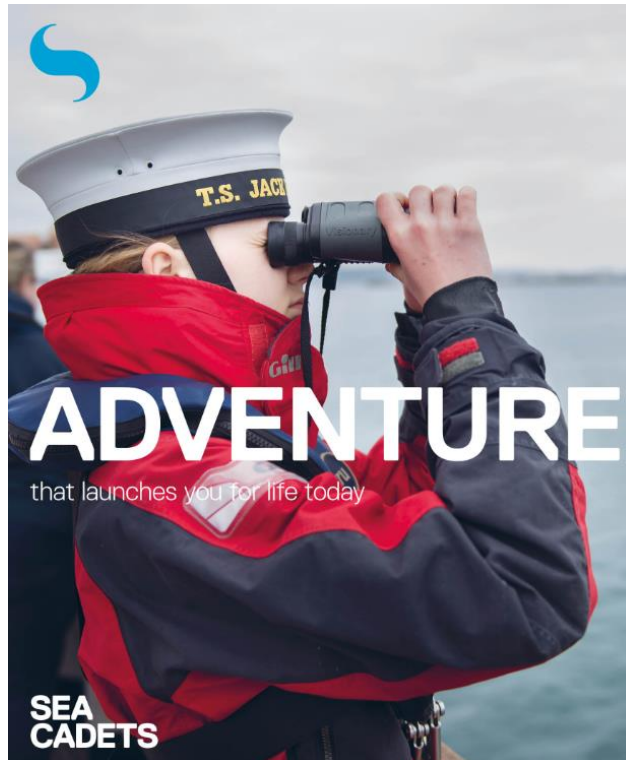
10 cadets have been awarded Accepted places aboard one of the five offshore training vessels within the Offshore fleet. Voyages take place during July and August 2022.

1 Uniformed instructor is booked to undertake a Supervisor role in early July.

Bursary funding was secured from a Somerset & Dorset Branch MSSC grant of £700 made in 2020 which has been held as restricted funds to support the 2022 season. Additional funding has been given for this purpose by a local businessman. This has enabled eight cadets each to benefit from a 41% bursary against the full voyage fee.

Voyage fees for two berths were 83% funded through bursary support arranged through South West Area MSSC.

This aspiration has been **met and exceeded**. Burnham-on-Sea & Highbridge Unit has a strong pre-lockdown record of participation in Offshore training and this is continuing with the help of our financial supporters looking forward to the 2023 season.



Stock image of a cadet under Offshore training

ASPIRATION: 12**Support adult volunteers to complete career training that meets personal objectives**

During FY 2021-22:

23 out of **24** CFAVs earned at least one qualification that achieved a new award or revalidated existing training.

95 awards were achieved, from joining e-learning to functional training issued by National Governing Bodies.

The mean number of awards earned by adult volunteers in the FY was **4.0**. The median number of awards earned in the FY was **3.0**

All adult volunteers are required to revalidate Safeguarding and Responsible for Information e-learning every three years. Health & Safety e-learning follows a five-year renewal cycle.

On joining, all new volunteers must undertake the e-learning above, plus further Induction training. Newly-joining Trustees also undertake role-related training in support of their Governance brief.

Uniformed instructors must achieve four Core training modules in Seamanship, Drill & Ceremonial, Working With Young People and Basic Leadership within the first two years of appointment. Further specialist training and water-based instructor development is also available.

In the coming FY it is anticipated that a dedicated adult volunteer will take on the Adult Volunteer Development Officer brief.

This aspiration has been met. Adult volunteers are the mainstay of this Unit. If the Unit is successful it is entirely driven by the enthusiasm and commitment of the adult volunteers around them. Developing those volunteers is an essential step in delivering excellence to the cadets. If we fail to train, we train to fail. Failure is not an option.



Cadets First Class Leo (l) (13) and Alex (r) (13) competing in the K2 Junior Boys Marathon event at the Somerset & Dorset District Paddlesports Regatta in May 2022.

MEETING THE SEA CADET EXPERIENCE

Embedding the Cadet Experience into everything we do is a critical part of the next 12 months.



Sea Cadets 12–18yrs

	0–2 years (NEC–CFC) ²	2–4 years (CFC–AC)	4–6 years (AC–POC)
Sea Cadet life skills	Basic	Int	Adv
Core training ⁴	Basic	Int	Adv
Specialisation (e.g. Marine Engineering)	3 qualifications of any combination	1 Int	1 Adv
Proficiency (e.g. Musician)		1 Int	1 Adv
Waterborne proficiency		1 Int	1 Adv
Boating (Hours afloat)	60hrs	60hrs	60hrs
Offshore voy or overseas exch.		1	1
BTEC		1	
Event or competition	1	1	1
RN or RM event	1	1	1
DofE Award: (Bronze, Silver, Gold)	✓	✓	✓



Junior Sea Cadets 9–12yrs¹

0–3 years (JC–LJ)	
Sea Cadet life skills	Intro
Learning about your unit	15 modules
Outdoor activities	15 modules
Waterborne activities	15 modules
Community activities	15 modules
Boating (Hours afloat)	90hrs ⁵
Participation Awards (Waterborne and STEM ⁶)	2

Understanding the minimum expectation of our MoD Sponsor ensures that we deliver a rounded offer to our cadets, whilst striving to exceed that expectation at every opportunity. We will retain our targets in relation to adult development and seek to improve the resources and facilities available to the Unit's cadets.

We will also continue to offer outreach support to neighbouring Units where we have surplus training capacity.

The Sea Cadet Experience and Junior Sea Cadet Experience on the pages above splits the cadets into 2-year cohorts based on length of service (as of the end of the financial year). This is pro-rata'd down to annual training delivery targets as expressed in the FY 2022-23 Training Objectives for each part of the Unit.

Based on our current resourcing model we evaluate these objectives to be very achievable and well within the grasp of all cadets.

Note: Burnham-on-Sea & Highbridge Unit does not accept 9-year olds to join the Unit. As a result this is considered as a single 2-year cohort and the boating hours and associated objectives are pro-rata'd accordingly.



Able Junior Cadet William (10) at Cheddar Reservoir

FY22-23 TRAINING OBJECTIVES

The FY22-23 Training Objectives fit within the “Our People”, “Our Innovation” and “Our Tradition” development strands of the Unit Post-Covid Regeneration Strategy

Unit Overview

1. Maintain CFAV headcounts at the level of 1 April 2022 across all supporting services
2. Maintain cadet headcounts across both Junior and Bluejacket sections at the level of 1 April 2022
3. Plan and execute the delivery of a Unit HQ Redevelopment Plan that includes feedback from key stakeholders

Adult Development

4. Support adult volunteers to complete career training that meets personal objectives

Bluejacket Cadet Development

5. Advance cadets in rate at an average of one rate per year up to the rate of Able Cadet
6. Offer Sea Cadet Life Skills and Core Training as described by the Cadet Experience per two-year cohort
7. Deliver an average of one Specialisation qualification to each cadet
8. Deliver an average of one Shore-based Proficiency qualification to each cadet
9. Deliver an average of one Waterborne Proficiency qualification to each cadet
10. Deliver or facilitate an average of 30 afloat hours per cadet across all five of the core Inshore Boating activities, supplemented by Offshore voyage participation
11. Facilitate the participation of suitable applicants in the Offshore voyage, Aviation and International Exchange Programmes if available
12. Achieve CVQO-led BTEC participation at Level 1 and Level 2 for eligible cadets
13. Enable all eligible cadets to enrol in the Duke of Edinburgh’s Award Scheme at a suitable level and support cadets to fully complete and achieve awards in line with the Cadet Experience per two-year cohort
14. Enable all cadets to participate in at least one non-Unit-based competition or Event
15. Enable all cadets to participate in at least one Royal Navy or Royal Marines engagement event subject to a suitable programme being available via the Naval Regional Commander

Junior Sea Cadet Development

16. Advance cadets in rate at the required intervals up to the rate of Able Junior Cadet. Advance suitably qualified and mature Able Junior Cadets to the rate of Leading Junior Cadet from age 11
17. Complete an average of 7.5 Unit Knowledge (Red) Modules (15 over a two-year cohort)
18. Complete an average of 7.5 Outdoor Activity (Green) Modules (15 over a two-year cohort)
19. Complete an average of 7.5 Waterborne Activity (Blue) Modules (15 over a two-year cohort)
20. Complete an average of 7.5 Community Activity (Yellow) Modules (15 over a two-year cohort)
21. Achieve the British Science Association CREST Award in Year 1
22. Achieve 30 hours of afloat training
23. Achieve at least 1 approved afloat proficiency in Year 1. Achieve either a second approved afloat proficiency *in a different discipline*, or a STEM proficiency award in Year 2

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