



IMPACT: 2024-25

Annual General Meeting 2025:
Report and Accounts

**SEA
CADETS**

BURNHAM-ON-SEA & HIGHBRIDGE



Charity Registration No.
273886

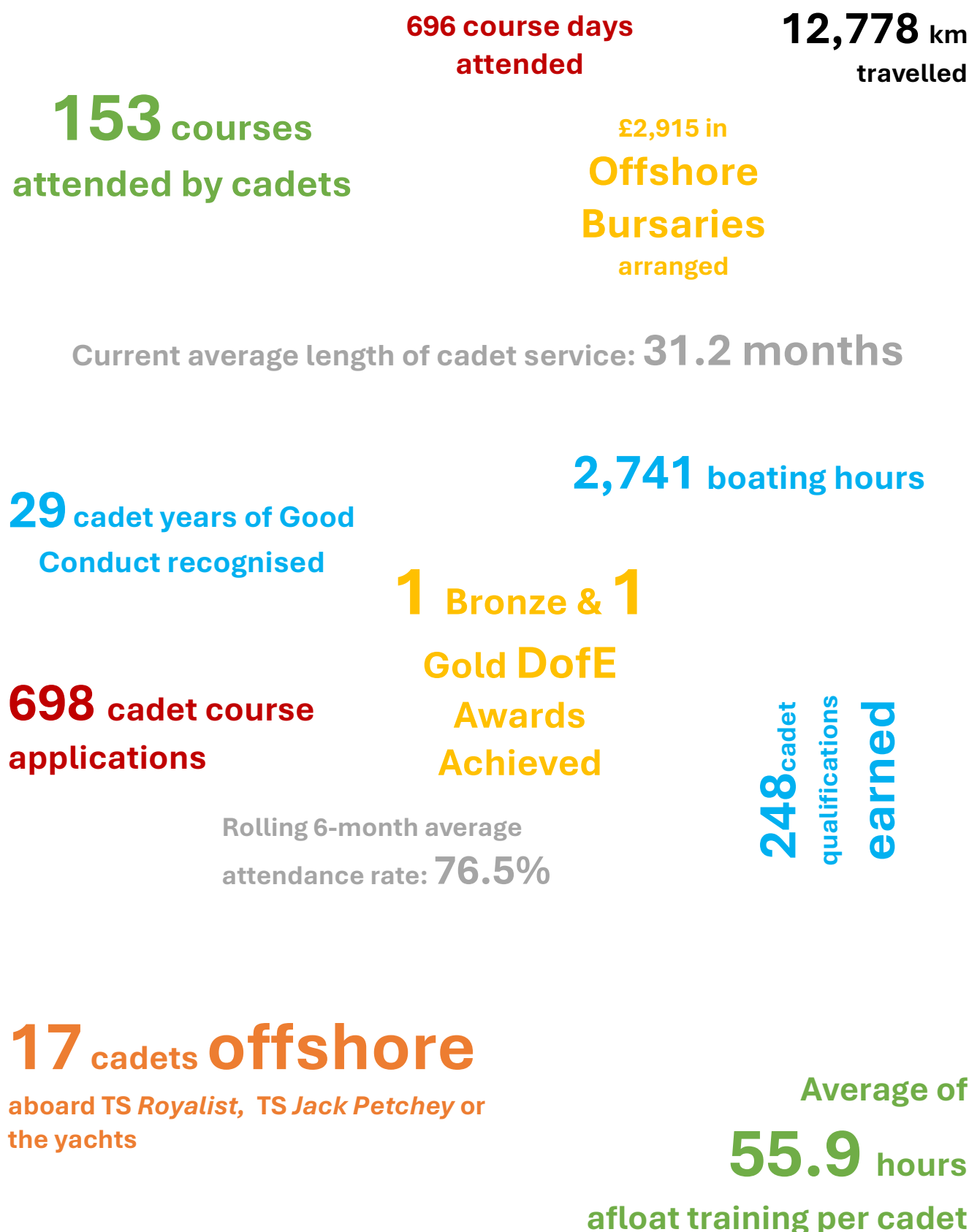
Image credit (front cover): Lt (SCC) D Gregory RNR
Cdt 1 Victoria at Sherborne Castle Country Fair 2025

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OUR YEAR IN NUMBERS



OUR PEOPLE

OUR PRESIDENT

Name

Commodore Mike Knott CBE

OUR TRUSTEES

Name

Role in 2024-25

Ms Victoria EVANS	Chairman & Trustee	Re-elected at AGM24
Mrs Hazel FEAR	Vice Chairman & Trustee	Re-elected at AGM24
Mrs Jo HARVEY	Secretary & Trustee	Re-elected at AGM24
Major (Rtd) Martyn COCKRAM	Treasurer & Trustee	Co-opted: 6 June 2024 Re-elected at AGM24
Miss Kelly ROWE	Trustee	Re-elected at AGM24
Lt (SCC) Dom GREGORY RNR	Commanding Officer & Trustee	Ex-officio Trustee

Former Trustees in FY24-25

Mrs Haley LEADER	Trustee	Resigned: 5 May 2024
Mrs Marie-Claire LADD	Trustee	Resigned: 9 May 2024
Cllr Carol ROBERTS	Trustee	Resigned: 10 October 2024. Did not stand for re-election at AGM24
Mr Peter NICHOLSON	Trustee	Resigned: 10 October 2024. Did not stand for re-election at AGM24
Mr Paul LATHAM	Trustee	Resigned: 10 October 2024. Did not stand for re-election at AGM24
Mr Mark WILLIAMS	Trustee	Resigned: 15 Jan 2025

There have been no personnel changes amongst the Trustee Team in FY25-26 (to the date of AGM25)

OUR INSTRUCTORS

Name	Role	
Lt (SCC) Dom GREGORY RNR	Commanding Officer	
SLt (SCC) Corey HAYES RNR	First Lieutenant	
Lt (SCC) Victoria NEATE RNR	Unit Training Officer	
CPO (SCC) Jeremy FEAR	Head of Seamanship	
CPO (SCC) Dave GORDON	Divisional Officer	
CPO (SCC) Joanne SIDWELL	Boats Officer	
PO (SCC) Harry FORRESTER	Afloat Instructor	Detached duty
PO (SCC) Philippa GRIFFITHS	Instructor Environmental Champion	Transfer: May 2025, to Royal Navy as Officer Under Training
PO (SCC) Matilda HIGGINS	Instructor Neuro-Diversity Champion	
PO (SCC) Mike LEADER	Divisional Officer	
PO (SCC) Will LEADER	Instructor	Detached duty
PO (SCC) Mel SÉVÈRE	Instructor	Detached duty
PO (SCC) Sarah SILMAN	Instructor	Detached duty
PO (SCC) Kay SOUSA	Instructor	Attached from City of London Unit
PO (SCC) Hollie WILLIAMS	JSC Training Officer	
PPO (SCC) Oliver EDWARDS	Instructor	
PPO (SCC) Charlie FEAR	Instructor	Leaver: May 2025
Miss Emily BARTON	Instructor	Leaver: June 2025
CI Stuart BROWNING	Safety Boat Driver	
CI Dan FEAR	RYA Powerboat Instructor	
CI Hannah FORBES	Mountain Bike Leader	
CI Tony HALL	Mountain Bike Leader	
CI Mike KNOTT	RYA Dinghy Instructor	
CI Beth MASON	RYA Senior Instructor	
CI Cat NEWMAN	JSC Instructor	

OUR SUPPORT TEAM

Name	Role	
Mr David BENNETT	Stores Officer	
Mrs Rebecca DOWNTON	SUP Specialist Instructor	
Mr Hal FARNIE	RYA Powerboat Instructor	Leaver: July 2025
Mr Colin FEAR	Minibus Driver	
Mr Duncan HARVEY	Unit Booking Officer	
Mrs Kate KIRKBY	Shore Support Specialist	
Mrs Lynn ALLARD	Shore Support Specialist	Leaver: September 2025
Mr Gary HALL	Shore Support Specialist & Minibus Driver	Leaver: September 2025
Mr Marcus BOTT	Shore Support Specialist & Unit Onboarding Champion	
Mrs Emily BOTT	Shore Support Specialist & Unit Onboarding Champion	
Mrs Linda EVANS	Unit Chaplain	Leaver: May 2025

OUR SUPPORTERS

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

Individual/Organisation

Somerset & Dorset Branch of the Marine Society & Sea Cadets

[Marine Society & Sea Cadets](#)

[Burnham-on-Sea & Highbridge Town Council](#)

[Launch2Learning](#)

[Matt Fiddes Martial Arts](#)

[Beyond Skate](#)

[Easyfundraising](#)

All Sponsors who supported cadets on fundraising activities held in 2024-25:

- Bike A Bit of Britain: Sponsored Bike Ride
- Sponsored Swim

The family of the Late Michael Jackson – former Chairman

The family of the Late Rev Captain David Evans

Flt Lt and Mrs Martin Neate RAFAC

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CHAIRMAN'S INTRODUCTION

*Image: Lt (SCC) Dom Gregory RNR
OC Grace training in Weymouth 2025*

CHAIRMAN'S INTRODUCTION

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

It is with immense pride that I present this year's AGM report for Burnham-on-Sea and Highbridge Sea Cadet Unit. Over the past year, we've once again seen the remarkable dedication of our officers and adult volunteers. Their unwavering commitment—through training, mentoring, and the essential work that happens behind the scenes—has been exceptional. They continue to give their time freely and generously, ensuring our cadets benefit from a wide range of experiences both on the water and beyond.

Our cadets have demonstrated incredible enthusiasm and resilience. Time and again they've stepped outside their comfort zones, embraced new challenges and pushed themselves to reach personal milestones both representing the unit and independently. Whether they're acquiring new skills, participating in competitions or representing the unit within the wider community their growth in confidence and ability has been nothing short of inspiring.

We are especially proud of our cadets' achievements in the South West Area sailing, windsurfing, and paddle regattas—successes that have secured us several places at the National Regatta in Southport. These accomplishments are a true reflection of the shared commitment, support, and hard work of everyone involved.

Maintaining this momentum and keeping the unit thriving—and recognised nationally—is no small task. That's why we encourage anyone who can to get involved. Whether it's sharing a role or offering just a couple of hours a month, your time can make a real difference. We understand the demands on people's time, and we're proud to offer flexible opportunities that can work around individual availability.

Our Unit Management Team (UMT), though currently operating with limited numbers, has continued to provide vital oversight and support. Their hard work behind the scenes has been key to the smooth operation of the unit and to upholding the high standards we strive for. I want to thank each of them for their commitment and perseverance throughout the year.

Looking ahead, we are focused on strengthening our adult team. We're actively working to recruit new trustees and volunteers with plans to increase our visibility through local advertising and outreach efforts. We welcome anyone with an interest in youth development, maritime skills, or community involvement to join us on this journey. With your support, we can continue to grow and offer even more opportunities to our cadets.

To everyone who has played a part in the success of our unit this year—thank you. Together, we're building something truly special.

Mrs Victoria Hall (nee Evans)
Chairman & Trustee



Image: Lt (SCC) Dom Gregory RNR
Dragonboat Racing at Sherborne Castle Country Fair 2025

TRUSTEES REPORT

Introduction

The Sea Cadet Unit at Burnham on Sea and Highbridge is one of over 400 other Units and was founded in 1971.

We provide training, activities and qualifications for our young people not available elsewhere, providing a level of skill, self-confidence and leadership that will give our members the best possible head start in life.

We encourage members to support themselves and each other with the aim of fulfilling their potential in whatever path their future takes them.

Management

The Unit Management Team (UMT) meets monthly to discuss opportunities and challenges relating to Unit Management and growth.

This growing team comprises people from all different walks of life and professions which enables each to bring their individual skills, enthusiasm and ideas to ensure continued success for our cadets and unit.

Concerns

The Unit relies entirely on donations and active fund-raising for specific projects and the continued support of our local community to keep the doors open and lights on.

Grant applications to external funders are becoming increasingly challenging to find and generally rely on match-funding to achieve, which in turn is beginning to stretch our resources. Grants towards unrestricted funds for help with expenses are not generally available making our locally-driven fundraising a critical income stream.

We are building a reliable base of external hall-users whose contributions mitigate the income gap, however this cannot be at the expense of our core Cadet users.

Progress

The Commanding Officer ensures the day-to-day smooth working of the Unit and is quick to identify areas in need of support. The UMT pass on our thanks and gratitude for his continued diligence and dedication to our cadets, instructors, volunteers and the wider community.

The Unit's dedicated Fundraising Team have now been in place for just over two years, working hard to arrange successful fundraising events on behalf of both the Unit and partner charities such as Ladies Moose.

Phase 1 of the Unit's redevelopment project is now virtually completed, with just the final finishing touches being made to the fitout prior to starting Phase 2 and breaking ground on the new classroom capacity.

The Unit continues to be an active member Cheddar HUBS and use this facility regularly to enhance the sailing experiences of our Cadets. The HUBS team are presently undertaking the due diligence necessary to be able to seek RYA Recognised Training Centre status. If approved our newly qualified instructors will be able to offer certificated training in all five inshore boating disciplines.

Volunteers and Cadets

Our cadets are enthusiastic and continue to take part in the varied educational activities and training put together by our instructors. They take personal pride in our Unit and represent us at every opportunity, many giving presentations to local community groups. We believe our cadets are proud of their achievements, proud of their Unit and communicate this with passion whenever asked to do so.

In turn the trustees are extremely proud of our cadets and are amazed at their achievements both at District, Area and National levels, often testing their skills and knowledge against those of larger units. Our successes continue to be reported in local media and our activities are regularly promoted in local magazines.

The trustees wish to thank all of our volunteers their continued dedication, support and hard work and welcome newer members of the team.

We believe our Unit to be a happy and successful place due to an incredible team, each working tirelessly to provide exciting and engaging activities to encourage self-confidence, leadership, teamwork and followership enabling our cadets to thrive.

Finance

The Unit Management Team continues to work hard to find sources of income to cover core costs; something that is becoming increasingly difficult as grants become scarcer. Indeed, in the period covered by this report only one grant was received. Fundraising events are then, becoming ever more important and are held regularly. They are usually well-supported, although it would be great to see more even people at these events.

We recognise there are many reasons why parents are not able to support all fundraising activities personally, but we would encourage cadets, parents and volunteers to publicise these events at every opportunity amongst their own social circle and using their own social media presence.

A very good example of this was the sponsored swim held last December. To the credit of the cadets taking part and those who sponsored them, over £1200 was raised. Unlike a grant for a specific purpose, with this money we can enhance cadet activities and give them an even richer experience.

Despite the reduction of grants we have seen in this financial year, another great achievement for the Unit was the purchase of a new-to-us minibus to replace the one kindly donated by the late Terry Rickard in 2020, which has given sterling service but is now showing its age. Additional increased seating capacity gives the Unit more flexibility with cadet activities.

Trustee Objectives for the financial year 2025-26

Objectives for the coming year are:

- To remodel the grassed area at front of the building creating a nature garden, provide a re-laid and illuminated pathway and deter insensitive parking by neighbouring units.
- To appoint a suitable project manager to lead Phase 2 of the Unit Redevelopment; break ground and achieve at least first fit.
- To stabilise the Unit Management Team and grow specialist skills and expertise.

Risk Assessment

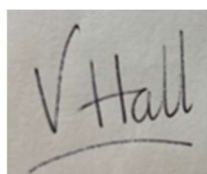
The major risks to which the charity/unit is exposed are continually reviewed and systems are put in place in order to minimise these risks.

Report of the Trustees for the year ended 31st March 2025

The Trustees present their annual report and financial statements of the charity for the year ended 31st March 2025. 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.

Signed for and on behalf of the Trustees by:

A handwritten signature in dark ink, appearing to read 'V Hall', is written on a light-colored, slightly textured surface.

Mrs Victoria Hall (nee Evans)
Chairman



Image: International Topper Class Association

© Sander van der Borch

Cdt 1 Brooke competes at the World Topper Championships at Medemblik, The Netherlands

ANNUAL REPORT AND FINANCIAL STATEMENTS AT 31ST MARCH 2025

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

INDEPENDENT EXAMINERS REPORT TO THE TRUSTEES OF BURNHAM-ON-SEA & HIGHBRIDGE SEA CADET CORPS

I report to the trustees on my examination of the accounts of Burnham-on-Sea & Highbridge Sea Cadet Corps for the year ended 31st March 2025.

Responsibilities and basis of report

As the charity trustees of Burnham-on-Sea & Highbridge Sea Cadet Corps 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 Burnham-on-Sea & Highbridge Sea Cadet Corps' 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.

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

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of Burnham-on-Sea & Highbridge Sea Cadet Corps as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting 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.



CATHERINE WILLIAMS
WESTCOTTS, 47 BOUTPORT STREET, BARNSTAPLE, EX31 1SQ
Date: 31st January 2026

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31st MARCH 2025

Income and Endowments from:						
	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Subscriptions		10,918	-	-	10,918	8,719
Grants		1,500	-	1,000	2,500	7,888
Donations		1,538	-	-	1,538	3,626
Fundraising		6,758	-	2,494	9,252	5,320
Gift Aid		-	-	-	-	1,382
Payments & Refunds		4,817	972	-	5,789	3,431
Hall Hire		7,059	-	-	7,059	2,978
Total Income		32,590	972	3,494	37,056	33,344
Expenditure on:						
	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Redevelopment		-	(3,474)	-	(3,474)	(14,692)
Unit Maintenance		(811)	-	(83)	(894)	(3,259)
Unit Infrastructure		(11,863)	-	-	(11,863)	(9,544)
Replace & Restock		(2,950)	-	-	(2,950)	(523)
Transport		(5,708)	-	-	(5,708)	(4,656)
Watercraft		(1,027)	-	(605)	(1,632)	(1,180)
Cadet Activity & Resource		(3,065)	-	(1,418)	(4,483)	(3,375)
Fundraising Trading		(880)	-	(332)	(1,212)	(314)
Uniform & Badges		(1,124)	-	-	(1,124)	(650)
Bank Charges		(13)	-	-	(13)	-
Total Expenditure		(27,441)	(3,474)	(2,438)	(33,353)	(38,193)
		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
(Deficit)Surplus for the Year		5,149	(2,502)	1,056	3,703	(4,849)
Increase/(Decrease) in investments		-	806	-	806	5,707
Depreciation		(13,537)	-	-	(13,537)	-
Reserve movements		-	-	-	-	-
Net Movement in funds		(8,388)	(1,696)	1,056	(9,028)	858
Reconciliation of funds:		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Funds brought forward		185,910	99,628	4,846	290,384	289,526
Funds Carried Forward		177,522	97,932	5,902	281,356	290,384

All of the charity's activities derive from continuing operations during the above two periods.

BALANCE SHEET AT 31st MARCH 2025

Fixed Assets	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Tangible Assets	5	157,214	-	-	157,214	170,751
Current Assets	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Investments	6	-	84,858	-	84,858	83,873
Cash at bank and in hand		20,748	13,074	5,902	39,724	36,179
		20,748	97,932	5,902	124,852	120,052
Creditors	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Amounts falling due within one year	7	(440)	-	-	(440)	(419)
Net Current Assets		20,308	97,932	5,902	124,142	119,633
Net Assets		177,522	97,932	5,902	281,356	290,384

Funds of the charity:

Unrestricted income funds						
	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Balance brought forward		185,910	99,628	-	285,538	286,065
Surplus/(Deficit) for the year		(8,388)	(2,502)	-	(10,890)	(6,234)
Transfer between funds		-	-	-	-	-
Surplus/(deficit) on investment revaluations		-	806	-	806	5,707
Total unrestricted funds		177,522	97,932	-	275,454	285,538

Restricted income funds						
	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Balance brought forward		-	-	4,846	4,846	3,491
Restricted funds		-	-	1,056	1,056	1,385
Total restricted funds		-	-	5,902	5,902	4,846

Total Funds						
	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Total funds		177,522	97,932	5,902	281,356	290,384

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2025

1. Accounting Policies

Statement of Compliance

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of Preparation

Burnham-on-Sea & Highbridge Sea Cadet Corps meets the definition of a public benefit entity under FRS 102. The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

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.

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 fixed asset policy noted below.

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.

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.

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.

Fixed Assets

All fixed assets are initially recorded at cost. Assets costing less than £250 are charged to resources expended in the year they are purchased.

All additions have been included in the Profit and Loss Account under the Watercraft heading. This is in line with the accounting policies issued by MSSC and represents a change of accounting policy.

Depreciation

Depreciation is charged so as to write off the cost of historical assets over their estimated useful lives, as follows:

Asset Class	Depreciation Rate
Freehold property	2% straight line
Equipment	15% reducing balance

NOTES TO THE ACCOUNTS AT 31ST MARCH 2025 (continued)

Fund Structure

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

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

Designated funds also includes a £5,000 fund retained for contingencies.

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.

Going Concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

2. Transactions with Trustees

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

3. 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.

4. Grants

Grants				
	2025		2024	
	Total Funds £		Total Funds £	
	Restricted	Unrestricted	Restricted	Unrestricted
MSSC	1,000	-	3,500	-
Burnham-on-Sea & Highbridge Town Council	-	1,500	400	-
Burnham-on-Sea Rotary Club	-	-	300	-
The Foyle Foundation	-	-	3,000	-
Groundwork UK	-	-	188	-
Flo Axa	-	-	500	-
	1,000	1,500	7,888	-

NOTES TO THE ACCOUNTS AT 31ST MARCH 2025 (continued)

5. Fixed Assets

	Property	Furniture and equipment £	Total £
At 1 April 2024	92,887	77,864	170,751
At 31 March 2025	92,887	77,864	170,751
Depreciation			-
At 1 April 2024	-	-	-
Charge for Year	1,858	11,679	13,337
At 31 March 2025	1,858	11,679	13,337
Net Book Value			
At 31 March 2025	91,029	66,185	157,214
At 31 March 2024	92,887	77,864	170,751

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

6. Investment Portfolio

	2025 £	2024 £
Investment portfolio brought forward	83,873	76,738
Investment additions	179	1,429
Investment disposal	-	-
Investment revaluation	806	5,706
	84,858	83,873

7. Creditors: amounts falling due within one year

	2025 £	2024 £
Accruals	440	419

8. Related party transactions

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

9. Gifts in Kind and Volunteers

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

NOTES TO THE ACCOUNTS AT 31ST MARCH 2025 (continued)

10. Trustee Remuneration and Expenses

No trustees, nor any persons connected with them have received any remuneration from the charity during the year.

11. Staff Costs

No salaries have been paid to employees during the year.

12. Analysis of net assets by fund

	<i>Unrestricted Funds £</i>	<i>Designated Funds £</i>	<i>Restricted Funds £</i>	<i>Total £</i>
Fixed assets	157,214	-	-	157,214
Current assets	20,748	97,932	5,902	124,582
Current liabilities	(440)	-	-	(440)
	177,622	97,932	5,902	281,358

13. Prior Year Fund Analysis

Income and Endowments from:	<i>Unrestricted Funds £</i>	<i>Designated Funds £</i>	<i>Restricted Funds £</i>	<i>Total 2024 £</i>
Subscriptions	8,719	-	-	8,719
Grants	-	-	7,888	7,888
Donations	459	-	3,167	3,626
Fundraising	4,208	-	1,112	5,320
Gift Aid	1,382	-	-	1,382
Payments & Refunds	2,003	1,428	-	3,431
Hall Hire	2,978	-	-	2,978
Total Income	19,749	1,428	12,167	33,344

NOTES TO THE ACCOUNTS AT 31ST MARCH 2025 (continued)

Expenditure on:	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2024 £
Redevelopment	-	(14,692)	-	(14,692)
Unit maintenance	(371)	(2,800)	(88)	(3,259)
Unit infrastructure	(3,685)	-	(5,859)	(9,544)
Replace and restock	(523)	-	-	(523)
Transport	(3,356)	-	(1,300)	(4,656)
Watercraft	(20)	-	(1,160)	(1,180)
Cadet activity & resource	(1,211)	-	(2,164)	(3,375)
Fundraising trading	(314)	-	-	(314)
Uniform and badges	(439)	-	(211)	(650)
Total Expenditure	(9,919)	(17,492)	(10,782)	(38,193)
Increase/(Decrease) in investments	-	5,707	-	5,707
Reserve Movements	(29,630)	29,630	-	-
Net Movement in funds	(19,800)	19,273	1,385	858
Reconciliation of Funds				
Total Funds brought forward	205,710	80,355	3,461	289,526
Total Funds carried forward	185,910	99,628	4,846	290,384

14. Funds

Unrestricted Funds:	Balance at 01/04/2024 £	Incoming Resources £	Resources Expended £	Balance at 31/03/2025 £
General Funds	185,910	32,590	(40,978)	177,522
Designated Funds	99,628	972	(2,668)	97,932
	285,538	33,562	(43,646)	275,454
Restricted Funds:	Balance at 01/04/2024 £	Incoming Resources £	Resources Expended £	Balance at 31/03/2025 £
Cheddar Changing Spaces	496	109	(605)	-
Foyle Foundation	92	-	(92)	-
Mountain Bikes	68	2,385	(1,741)	712
Other Restricted Funds	4,190	1,000	-	5,190
	4,846	3,494	(2,438)	5,902

The financial statements on pages 17 to 26 were approved by the trustees, and authorised for issue on:

31 January 2026

and signed on their behalf by:



.....
Mr Martyn Cockram
Treasurer

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Image: International Techno 293 Class Association

© Georgie Altham/PhotoBoat

*AC Lena competes at the World Techno 293 & Techno 293 Plus Class World Championships
at Pwllheli, Wales*

COMMANDING OFFICER'S REPORT

Between 1279 to 1662 the word “groat” was a silver coin of England, equal to four pennies.

Money makes the Unit tick. It keeps the roof over our heads, the lights turned on and the building heated. It's a necessary evil and it's our responsibility as Trustees and Instructors to use the financial resources of the Unit with care and wisdom. This Annual General Meeting is your opportunity to ask us as Trustees difficult questions, holding us to account (another money reference for you) for how we've arrived at the decisions we have during the last year.

I hope you find this document useful in helping you determine whether we are responsible custodians of the Unit and its financial resources. Questions are always welcome as is fresh talent to our team of Trustees.

This has been a challenging year for our Trustees with our numbers diminishing substantially over the last 12 months. The change of leadership at the Chairman level has not been without some pain, however as I suggested in my CO's Report last year, change is an essential and inevitable part of life. Our Unit will continue and reshape itself. This ability to adapt and flex is crucial in showing our corporate resilience.

We're now in a period of consolidation and growth whereby we're looking to replenish not only the number of Trustees behind the scenes, but also the diversity of thought and practical skills that underpin a vibrant and healthy Unit Management Team. Without those people at the heart of our Unit we genuinely have no Unit. As a Commanding Officer I wish to thank all those who have stood up when it mattered and supported this Unit into being one of the top two Sea Cadet Units in South West Area.

Of course, this wouldn't be much of a report without taking a moment to reflect on the achievements of the year. And what achievements they are!

In the 12 months from April 24 to March 25 the Unit grew in cadet strength from an already impressive 43 to an astonishing 49: nearly 14% growth year on year and alone accounting for around a third of the total growth by the wider District. This tells me that we're doing something broadly right with our offer.

We are expecting to lose a number of cadets who reach the age of 18 in this coming financial year. I hope that most will transition across to the adult team strengthening this still further. Their places will in turn be backfilled in the senior section by most of the current Junior Sea Cadets, bringing their enthusiasm and energy to the Unit. We must then turn our attention in the New Year (2026) back to actively recruiting Juniors to the current authorised maximum. And should the need arise we may circle back to the question of whether we have the long-term need and instructional capacity to offer up a new Junior Sea Cadet Section based on sustainable organic growth.

At a national level the message is about growth and has been now for several years. More recently is a political pressure for all five of the UK's uniformed cadet forces to grow by around 50% and the national organisation will be doing its bit where we can to enable that by forming additional sections or satellite Units to help bring the Sea Cadet offer to a broader spectrum of families.

As we continue to grow so must our building with greater classroom capacity. We must reinvigorate our redevelopment plans and recruit a dedicated Project Manager able to drive forward with Phase 2 of our planned works: the extension and refit of the current Boat Store.

Our progress with this project has stalled in the last year and we're immensely keen to reinvigorate this opportunity as best we can.

Our cadets' success and self-belief have over the nine years of my command seen our cadet and adult headcount double, our public profile as well as that within the wider Corps have risen way beyond that of a small Unit tucked away in Somerset. Our peers within the District are paying attention to what we do and are responding, raising the District's own profile and boosting more cadets to success.

At our Royal Navy parade in October 2024 we showcased our cadets' skills and expertise and this was rewarded by the Unit being placed second overall in the Area's Best Unit competition – the Stephenson Trophy. This came from our cadets taking the opportunities open to them and scoring the winning try – every time.

As we've mentioned before the shape of our Unit will be changing markedly over the coming 12 months and I for one am relishing the opportunity to welcome new faces to help shape our future.

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*

I hope that the information presented within this Impact Report will help you determine how successful I have been in meeting my brief.

The overall theme of this report is that our Unit is continuing to change at all levels. We're in great shape to meet future challenges head-on. We'd like to have you with us on this amazing Sea Cadet Adventure.

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

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Image: Lt (SCC) Dom Gregory RNR
Cadets from Somerset & Dorset District celebrate winning the Junior Class of dragonboating at Sherborne Castle Country Fair in May 2025

ENVIRONMENTAL RESPONSIBILITY

Our Environmental Action Plan:

We limit our impact on the environment both within our community and on a wider level wherever possible by taking the following measures:

- We encourage the use of Unit transport where possible to reduce multiple journeys by car and thereby reducing overall harmful emissions
- We maintain the Unit minibus to ensure that it remains as efficient as possible for a vehicle of its age
- We're actively planning for the eventual replacement of the Unit minibus with an electric/hybrid solution once technology catches up with our ambition, recognising that this may take two or more vehicle replacement cycles to occur
- We commission infrastructure improvement works to reduce our environmental impact where necessary, appropriate and at a cost the Unit can reasonably afford
- Our waste disposal arrangements include a "Recycle at Depot" commitment from our contractor
- We aim to use products that are sustainable and have minimal impact to the environment wherever we can
- We avoid travelling to the Unit more than we need, utilising remote-working technology to complete admin tasks
- Our training offering includes modules and sessions that focus on environmental responsibility and encourage cadets to be trailblazers in environmental leadership
- We expect cadets to be heavily involved in supporting the national and local initiatives as well as coming up with their own ideas for local action via the Cadet Voice programme.

The Marine Society College enable cadets and volunteers to undertake their award-winning [Environment@Sea](#) e-learning (amongst many other topics) in the same way as any professional seafarer at no personal cost.

Our Environmental Impact:

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

- Between 2019 and 2023 we have reduced our overall carbon footprint by around 30%. Data is not available yet for 2024-25 due to calculation changes as a result of using a different software package to make this assessment. We intend to catch up with this dataset this year.

Our environmental focus remains strong: we are proud of our achievements so far and our aims for the future are focussed on building on the work undertaken and recognising there is much more to do.

- Between 2019 and 2021 we completely replaced the lighting within the Unit in all compartments to install power-efficient LED units
- In late 2022 we replaced the heating system servicing around 90% of the existing building, secured funding to complete this project alongside the planned redevelopment. This has had a substantial, positive and ongoing impact on our electricity use, driving down usage and in turn ensuring that we're not overpaying for the energy we use

In 2024 we welcomed a new long-term tenant to the site. Since starting their occupation we are expecting energy expenditure (heating and lighting) to increase and are maintaining energy discipline around the rest of our operations to mitigate this.

In the coming Financial Year (2025-26) we intend to replace the current Unit minibus with a newer model which in turn should be more fuel-efficient and produce fewer emissions of harmful gases and particulates per mile. The projected life-span of this vehicle is anticipated to be up to 10 years' service

Our Future Environmental Aspirations:

Short Term:

- Creation of a nature garden at the front of the building to enclose the existing grassed area and re-lay the footpath to the door. This will include a variety of cadet-led environmental projects such as the introduction of wildflowers and development of an insect hotel.

This is further intended to improve soft security measures for the building and also provide a key facility to improve cadets' – and the wider community's – welfare and mental health as well as form a key element of our Junior Sea Cadets' training offer.

- There is not currently a realistic, affordable hybrid or fully electric transport package to replace the Unit minibus. It is likely that the next vehicle will continue to be diesel powered, however we intend for the newer vehicle to meet a minimum of Euro 6 compliance.

Mid Term:

- Begin feasibility study into reducing the use of Calor gas for cooking and hot water systems
- Identify a transition plan to install sources of renewable energy to power – and improve – external lighting within the rear compound, containers and side of the building

Longer Term

- Looking further ahead the Unit's aim is to extend electricity self-generation/storage capacity to become entirely carbon neutral. Deadline for delivery is not yet agreed but is our goal to drive towards carbon neutrality in affordable, incremental steps.

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Image: Lt (SCC) Dom Gregory RNR
ACs Finley (l) & Alex (r) competing for Somerset & Dorset District at the South West Area Combined Regatta held at Tamworth

EQUITY, DIVERSITY & INCLUSION

The Sea Cadet Corps, and Burnham-on-Sea & Highbridge Unit in particular, is open to all.

We do not discriminate or limit access to membership or activities on the basis of perceived differences in gender, sexuality, ability, disability, learning needs, religion or skin colour.

Every cadet is different, has their own expectations of where their cadet careers will lead and their own personal challenges that with support can be overcome.

Every adult volunteer brings unique skills and attributes that elevate our Unit from good to great.

Yet despite our best efforts to broaden the scope of our membership and enable access to all where we reasonably can we understand that there is a long way to go before our membership truly reflects the composition of our society: our journey has only just begun.

Our Unit aims match those of the wider Sea Cadet Corps:

- Fully reflect and celebrate the diversity of the community we serve
- Remove barriers to inclusion, both real and perceived
- Become more equitable

In understanding what we mean by Equity, Diversity and Inclusion (ED&I) we have to understand these terms. We are fully cognisant of the public perception of ED&I issues within the armed forces: the media have run many stories over the recent years criticising the approach to ED&I taken by the UK's military and bemoaning the apparent cost of these initiatives.

It's critical for us all, however, to understand that in complete contrast to the rather negative spin in the media representation of ED&I development within the Armed Forces, this is critical in delivering a larger pool of intelligent, better trained, better motivated and tenacious people at the heart of UK Defence at a time of febrile global politics.

Within the UK Cadet Forces we understand very clearly that to remain relevant to the young people we aspire to serve we must reflect both their concerns and the culture of our local communities. This is quite literally an existential issue that we must adapt to and culturally embed through the organisation at all levels.

With formal MSSC guidance still under development this Unit takes inspiration from the work already undertaken by the Royal Yachting Association (RYA) and Paddle UK (P-UK) – formerly British Canoeing – and we currently understand ED&I to be:



Allowing everyone to receive the treatment and environment they need to thrive.



Embracing individuality and celebrating differences across all communities



Inclusion

Creating an environment where everyone feels safe, welcome and their contributions are valued

In relation to **Equity** we sincerely hope that we already deliver on this to our existing membership. Yet we cannot ignore that as our demographic changes in the future we will need to adapt, invest and change further to ensure that no-one is left behind.

Diversity poses a significant issue within the Unit. At 31 March 2025 our Unit has only one cadet who does not self-describe as White British and no CFAVs. We do not fully reflect our local community despite our aspiration to do so.

We must do more to understand what real or perceived barriers are in place that prevent potential cadets and adult volunteers joining from other faith or cultural communities and seek to break down those barriers so that all our cadets' lived experiences match our aspiration.

Inclusion should never be about identifying what our cadets *can't* do. It should always be about identifying what they *can* do and maximising the opportunity for all.

We are on a positive track to be fully-inclusive to all our members. Our Unit is probably the first in the UK to appoint a Neuro-Diversity Champion to help us make the cultural and attitudinal shifts necessary. But this remains superficial unless back up these token efforts with actual results.

We know we have cadets on strength who have a variety of special educational needs. We adapt our training where we can in order to ensure our training is accessible.

Case Study:

Some time ago we received a call from the Sea Cadets' National Booking Support Team asking whether we could enable a cadet from another Unit outside of Somerset & Dorset District to take part in a Paddle Explore course at Cheddar Reservoir. This cadet had suspected epilepsy and his home Unit had flatly refused to allow him to go afloat and take a full part in cadet life.

The Unit team have some experience in working with young people with additional needs and our Boats Officer didn't need to think too hard about her answer. Of course she said yes.

Clearly there were extra mitigations put in place for this cadet, a bespoke risk assessment created in partnership with the cadet's family, however at the end of the training activity the cadet felt wanted and valued by his instructors and peers and left having fully engaged with the course.

If that cadet's home Unit has set an example of everything wrong with the Corps, we hope that we were able to demonstrate what can be done well with just a little bit of thought.

In terms of training the MSSC have introduced ED&I e-learning for all newly-joining CFAVs and require all existing volunteers to have completed this by 31 March 2026. All employees and sessional workers have also undertaken blended learning workshops to bring a stronger understanding to the workplace.

There is much to do to improve this training – it is only version one of a complex and challenging group of subjects. Over time this training will improve. We will get better at really listening to our stakeholders and learning about all aspects of ED&I and not just the niches that shout the loudest.

Further progress is being made with the publication by MSSC of a current position audit in May 2022, together with a series of recommendations, action plan points, position statements and specific guidance relating to:

- Cadet gender considerations for competitions and accommodation
- Guidance to front-line volunteers and line managers on inclusive conversations with particular emphasis on disabilities

There is clearly much more to do and embedding this cultural shift will take years to fully embrace and accomplish – certainly many more than this Commanding Officer has remaining in post, but the end will result in a better Unit with cadets who continue to demand the absolute best we can offer.

Our aspirations and goals remain as they were in last year's report:

- We listen to advice and guidance offered by community leaders where it leads to the further breaking-down of the physical, psychological or behavioural barriers that separate us
- We share our experience with the wider organisation and actively support wider adoption of policy amongst our members and peer Units
- We aspire to be exemplars of the best ED&I behaviours within the Sea Cadet Corps
- We continue to report on progress in future AGM reports.

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Image: Lt (SCC) Dom Gregory RNR

Lunch on the beach near Brixham, south Devon, during a Sea Kayak Experience Day in 2025

WELLBEING

This is a rapidly expanding part of our training offer made in recognition of the importance of the topic to maintaining good psychological health amongst the cadet and volunteer strength.

This comprises a series of Cadet Training Programme modules delivered by instructors within the Unit and developed by the Learning Team based at the National Support Centre.

The focus on Wellbeing is one of the Corps' direct responses to the Covid pandemic. Lockdown brought with it isolation, social distancing and many other restrictions which have since been lifted but left behind a legacy of worry and anxiety as we return to the new "normal" – whatever that is. We want cadets to be clear that they've lived through an historical event which will impact our country, and our lives for years and decades to come. The usual support infrastructures of school, peers and cadets were not as readily available as they were during the pandemic and individuals, no matter how resilient, continue to show the effects even years after restrictions were lifted.

Members of UK Cadet Forces appear to have generally fared better than many others in the aftermath of this global pandemic. Yet with each new cohort of joiners we see the need for ongoing help and support which the MSSC at all levels remains committed to delivering.

The topic of wellbeing applies equally to our adult volunteers. It is a measure of how we as a society are recognising the significance and potential impact of mental health issues that access to Wellbeing training is being made available to all cadets and instructors, but also that direct support via the provision of Individual Assistance Programme (IAP) to all MSSC employees and CFAVs, regardless of role.

We recognise that there are many factors that may impact a cadet, employee or volunteer's day-to-day mood or longer-term mental health. The MSSC is providing training for volunteers throughout the organisation to become L2 Mental Health First Aiders, able to intervene positively with anyone who may show signs of struggling.



Source: Cornell University

In 2025-26 the National Support Centre are committed to appointing a National Support Officer (NSO) tasked with developing specific Wellbeing provision at Unit level. Further steps are planned for the period to 2030.

I look forward to appointing our Unit's first Wellbeing Officer during the coming year and I hope that the benefit of doing so will be clear to all.

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Image: Mrs Cat Newman

Junior Sea Cadets present their achievements to the Area Officer, parents and other cadets at the 2024 Royal Navy Parade

STRATEGY REVIEW

The last financial year has been particularly challenging in wake of a **Refining Our Offer** course correction which has significantly impacted the training offer and delivery across the full range of provision. We anticipate that the coming few years will bring some stability to the organisation as National Support Centre continue to work to make the training budgets balance.

We do not foresee 2025-26 to have such significant problems as the last few years have been and are looking forward a period of organisational peace. Much of the reason for this lull is the appointment of a new Chief Executive Officer (CEO) for the national charity following the retirement expected in May 25 of Martin Coles CBE, and the handover of the role of Captain Sea Cadets to a new incumbent expected in late 2025.

Our Trustees continue to drive our Unit forward despite our own organisational churn. Having recruited a new and much valued Treasurer during the last financial year we have been able to return to a comfortable surplus as can be seen by this report. In doing so, we remain able to maintain monthly subs without a further increase planned for the financial year 2025-26 and continue to expand our equipment fleet for the benefit of our cadets.

From a management perspective the only challenge is to ensure that we have the skilled people in place to maximise this benefit.

FUTURE READY

Future Ready is the MSSC's strategic plan for the period 2023-2028. Launched in April 2023 this document sets goals for both the Sea Cadet and Marine Society parts of the national charity.

The **Future Ready** Vision for Sea Cadets is “**Every young person launched for life**”. We know that membership of the Sea Cadets brings huge benefits to our young people and we are keen to extend this to as many young people as possible within our community.

Meeting this vision requires clarity of thought in relation to recruiting adults who represent all parts of our community as well ensuring they are well-trained and valued volunteers. Our cadets must be able to access the widest possible range of activities and be supported with their unique needs.

Our Sea Cadet Mission is “**Inspiring young people to achieve their potential through challenge and nautical adventure guided by the customs and traditions of today's Royal Navy**”.

The key part here is to focus on the phrase “today's Royal Navy”.

For too long too many of our adult volunteers around the Corps hark back to times of yore: to the halcyon days of the Royal Navy of the 1950s – powerful, vast in number and, aside from being steam-powered, probably entirely imaginary. Today's RN is small, a transformed national leader in matters related to ED&I, and pioneers in the use of technology. For us as a national charity or local one to aspire to such a goal is a heady aspiration.

So how on earth do we start to meet these highest of goals? Well, let's start with our Core Values:

- **Respect**
- **Loyalty**
- **Self-Discipline**
- **Commitment**
- **Honesty & Integrity**
- **Courage**

These are not just the foundation of what makes us more than a uniformed youth club. These are building blocks of what set us apart from others and act as the standard of personal conduct that we think of as normal that others can only aspire to.

We recognise the importance of:

- formal education to develop our members' minds
- the value of adventurous activities, increasing levels of trust and responsibility recognised through our rank structure
- socialisation with others beyond cadets'-own peer groups, driving social mixing, inclusion and community
- the significance of today's Royal Navy in giving a collective sense of purpose and ambition

We achieve this by:

- non-formal educational opportunities in a variety of settings
- common rituals that bind us together

We are proud of our long-term, measurable outcomes as identified by the LegaSea Report of May 2018¹:

- transferable life skills and accredited qualifications such as BTEC or DofE Awards at all levels
- improved physical health
- improved wellbeing and resilience
- reduced harmful or problem behaviours
- improved school attendance, engagement and attainment
- social responsibility and willingness to engage with others.

The key themes of the national **Future Ready** strategy and our local interpretation of it relate to:

- Our Offer
- Our People
- Inclusion & Growth.

¹ [SC Impact Report online.pdf \(sea-cadets.org\)](https://sea-cadets.org/SC-Impact-Report-online.pdf)

Our Offer

We have adapted to the substantial changes imposed as a result of the **Refining Our Offer** review and continue to provide a broad, creative local offer which goes well beyond that which most other Sea Cadet Units can reasonably achieve.

In relation to our published aspirations we have had some successes with some unexpected challenges thrown in for good measure.

Last year we intended to: “support Cheddar HUBS into becoming an RYA Recognised Training Centre”. This has become an unexpected, and in our view, entirely avoidable challenge with our host venue, BCYC, doing everything possible to block our HUBS from becoming a Recognised Training Centre. The reasons for them doing so remain unclear and a considerable source of stress for the Unit Management Teams of all of the HUBS Member Units.

Yet despite this we expect to continue at Cheddar HUBS for the foreseeable future without the RTC status. This introduces problems of finding additional dates in the diary for direct assessments at Weymouth National Boat Centre. Notwithstanding this we have lost a HUBS Member Unit which in turn drives up our annual cost of membership and substantially increasing the cost per afloat hour we expect to incur in FY 25-26 and beyond.

Whether we continue to be part of the Cheddar arrangement from February 2026 onward will be a UMT decision for later on in 2025.

Our transition to become an Air Rifle Hub is a slow, painful and protracted process. All the expected equipment has been delivered, yet no additional training provision has been made to enable us to use these rifles and range. The administrative burden is huge.

We continue, however, to hold out hope that this new offer for the Unit will result in cadets being able to shoot air-rifle safely on-site. In the meantime we encourage those cadets keenly interested in shooting to consider joining Burnham Rifle Club next to the Unit.

Offsetting these disappointing updates are the positive outcomes of introducing a broader and consistent range of mountain bike opportunities to our cadets. We are blessed with a good fleet of bikes which have been looked after through the enthusiasm of our cadets taking on a specific fundraising challenge. Having spent a considerable sum of money on bringing this fleet back to full serviceability we’re looking forward to offering access to our cadets and neighbouring Units for qualifications and logged rides in support or Intermediate and Advanced awards.

Our use of District and Area training opportunities has been at a consistent level in FY 2024-25 compared to the previous year, with our Unit offering up more than its fair share of instructors and supervisors which enable many District courses to run. Partly this is due to us enjoying a broad and growing spectrum of talented instructors willing to share their skills with learners from throughout the District. However, its also partly down to instructors from other Units not stepping up to support the District programme. This appears to be a legacy of Covid that the District team will need to adapt to if we wish to continue working at the current pace.

Our People

To help deliver Our Offer we have already established a firm pipeline of instructional capacity within the afloat proficiency pathways and need to develop further our onshore provision and backfill our afloat instructor losses due to churn. Our cadets and adult volunteers have qualified as:

- RYA First Aid Instructors
- British Canoeing Stand-Up Paddleboard Instructors and Coaches
- RYA Safety Boaters
- RYA Dinghy Instructors
- RYA Windsurfing Instructors
- RYA Powerboat Instructors

Our onshore provision is relatively weak with little strength in depth amongst land-based specialisations which increases our reliance on the District Training Plan to deliver the training we know from feedback that our cadets want.

In addition to the District Training Officer role advised last year, the Unit Commanding Officer has also been appointed as District Recreation Officer, planning and delivering competitions for all eight Units within the District to engage with.

As noted above, there is a potential threat with five of our long-standing and very well-respected cadets turning 18 and aging out of the Corps towards the end of 2025. They'll take with them a huge skillset and wide-ranging capacity that leaves the Unit weaker and so part of our planning relates to identifying and developing suitable potential replacements throughout the coming year and beyond

Inclusion and Growth

Inclusion is reviewed in much greater depth in the ED&I section starting on page 35.

Our growth ambitions last year were modest with a view to retaining our headcount at April 2024 levels (43 cadets). At 31 March 2025 we'd increased our headcount to 49 cadets – an increase of 12% having had a highest membership level of 50 during the year.

In 2025-26 we are expecting a net **reduction** in membership due to expected churn and cadets leaving due to age, taking us back to around 43-44 cadets on strength at the Christmas break. We anticipate early year growth to around 45-46 by the end of the coming financial year.

As stated in last year's report future growth from these levels will be difficult given the physical restrictions of the building and limitations of resources, people and equipment.

Addendum: Strategic Defence Review 2025

In June 2025, after the initial draft of this Report, earlier this year the UK Government published the Strategic Defence Review² (SDR) which for the first time mentioned the value that the various MoD-sponsored cadet forces bring to wider UK Defence.

² [The Strategic Defence Review 2025 - Making Britain Safer: secure at home, strong abroad - GOV.UK](https://www.gov.uk/government/consultations/the-strategic-defence-review-2025)

Recommendation 26 forms part of the Government’s whole society approach to the question of defence. In Chapter 6 there is an acknowledgement that society has lost visibility of the role of Defence in that society. Building society’s understanding of what the Armed Forces do and increasing their visibility is seen as a critical outcome.

As cases in point we’ve seen far more publicity in the media about:

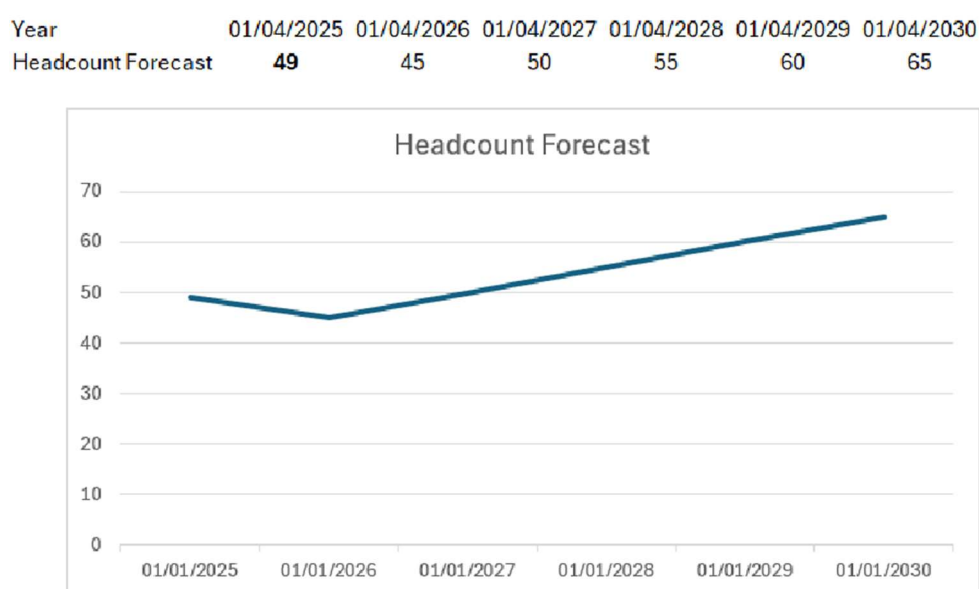
- the Royal Navy escorting Russian warships through the English Channel in the last few months: a role conducted largely quietly since the 1950s but much more in the public eye of late
- the effort expended in maintaining the UK Continuous At Sea nuclear deterrent patrol, Op RELENTLESS, with some submarine crews spending in excess of 200 days submerged on deployment
- the commissioning of the RFA *Proteus* and HMS *Stirling Castle* purchased from trade and converted to protect the UK’s critical subsea infrastructure from malicious damage, mine warfare and or asymmetric warfare from non-friendly nation states

Reconnecting with society is aimed at raising public awareness of the critical role Defence plays in our way of life. SDR recognises the impact of the skills and non-curricular education that UK Cadet Forces bring to our members and are cognizant of the potential recruitment pool contained therein. We have to remember, of course, that the UK military is volunteer-based and has been since 1963. We do not expect this to change despite some of the alarmist headlines of the red-top newspapers and online clickbait, so in this respect the Government faces a difficult balancing act in bringing Cadet Forces into the SDR mix.

Nevertheless, Recommendation 26 encourages the MoD to work to expand in-school and community-based Cadet Forces by 30% by 2030.

Drilling down to Unit-level this means that by 2030 our Unit is tasked with increasing its overall cadet headcount from 49 to 64. Given the challenges regarding infrastructure this will be difficult and the scale of this task should not be underestimated: the earlier we begin to think about this the better.

Given the anticipated reduction in headcount expected in FY 25-26 this suggests that a simple growth plan should look something like this:



This represents a very simple but achievable growth plan that this Unit could undertake to meet its commitment to the SDR but is contingent on the current and next financial years being used to address the resource and infrastructure limitations that prevent us from further growth now. In practice this means building and bringing into service the new planned classroom facility where the existing boat store is without further unnecessary delay.

Other options to maximise utilisation of our resources are also actively being discussed with stakeholders.

WORKSTRANDS

Our business plan will continue to be woven together using the same workstrands that bound our post-Covid regeneration with each strand addressing the three themes of ***Future Ready***.

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.
- We recognise that the instructor pipeline of CFAVs is contingent on encouraging older cadets to stay on as adult volunteers.
- We will invest time and resource in developing our instructors – adult and cadet
- We understand that not all CFAVs have the same capacity to give as others: to use the analogy of a brick in the wall, not every brick has to be the same size or shape and we flex our expectations accordingly.
- We understand that cadets are unique individuals with differing expectations and capacity to learn. We will deliver training at a pace to suit each ensuring that they remain as safe as is reasonable practical, bearing in mind that most activities offered include an element of managed risk.

The **INNOVATION** strand looks at our digital offer and the physical resources of the Unit:

- Our continuing digital transformation and becoming less reliant on paper and automating simple functions, making relevant information available to those who need it in an accessible and easy to use way. We will work to encourage wider adoption of and local support to 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** 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 and promoting 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

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Image: Lt (SCC) Dom Gregory RNR

An instructor falls off his SUP whilst showing off during training at Weymouth in May 2025

SUMMARY REVIEW

Our Unit remains strong. It is well managed and resourced. Achieving this has taken huge commitment from the relatively small team of volunteers who strive so hard to offer a professional service to our stakeholders.

Looking ahead we can see cultural and societal challenges coming at us to which our Unit and wider organisation must continue to adapt to if we are to remain relevant to the communities we serve. What we do now to change in order to accommodate these is critical to the long-term survival of the charity.

We must continue to live within our means, cutting our cloth and expenditure in the face of inflationary pressures to ensure that we only spend what we must to deliver on our Charitable Purpose and continue to work hard to prove to our donors that their money is well-spent on people who are so deserving of that trust.

We are well-placed to rise to the challenges outlined with an outstanding team of trustees, instructors and other volunteers without whom none of our cadets could achieve so much.

Our cadets go far beyond the minimum that's expected of them. They contribute to the Unit and wider society with enthusiasm and they absolutely embody the Corps' Core Values: they are a credit to themselves and it is our pleasure and privilege as Cadet Forces Adult Volunteers to serve them.

Notes



Burnham-and-Highbridge No 552 Unit of the Sea Cadet Corps is a charity
registered in England, 273886