



**ARDROSSAN AND LARGS SEA CADET UNIT**

**TS GANNET**

**SC023135**

**TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR  
THE YEAR ENDED 31ST MARCH 2025**



**Ardrossan and Largs Sea Cadet Unit**  
**Trustees' Annual Report and Accounts for the year ended 31 March 2025**

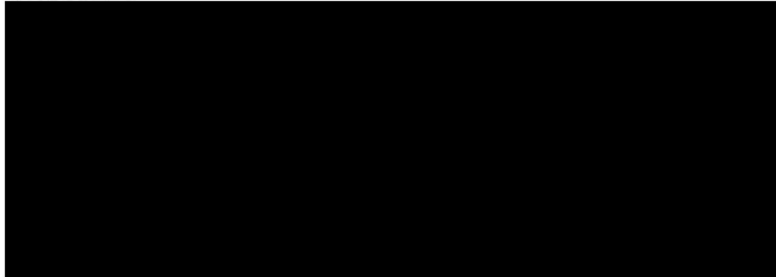
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**TRUSTEES' REPORT**



**TRUSTEES**



**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Our unit is a self-supporting youth organisation and an independent charity with a central support, management and training structure provided by the Marine Society and Sea Cadets (MSSC), itself a charity registered by the Charity Commission of England and Wales.

The Unit is registered as a Scottish charity and is governed by a constitution issued by the MSSC. The charity trustees form the Unit Management Committee (UMC) and are re-elected on an annual basis. MSSC lays down specific controls for UMC membership, including the completion of a number of training modules. UMC members are proposed and elected at the AGM, from those community members with an interest in the Unit. In the event of a vacancy arising during the year the trustees have the power to appoint new trustees, which trustees will serve until the date of the next AGM, after which the post will be filled by election. A trustee whose term of office has expired can be appointed for a further term of office. Trustees do not receive any form of remuneration.

The key function of the UMC is to provide an element of governance and oversight to the operations of the Unit and crucially to provide advice and support to the commanding officer.

The trustees are responsible for keeping proper accounting records which disclose with material accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities and Trustee Investment (Scotland) Act 2005 and orders made thereunder. They are also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**CHARITABLE PURPOSE**

The purpose of our organisation is to help young people to develop the skills, confidence and self-esteem to live happy and healthy lives, regardless of background, gender or ethnicity and develop their physical, intellectual and social potential as individuals and responsible citizens.

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We seek to achieve this through the provision of education and leisure activities based on nautical themes and in accordance with the principles, ethos and practices of the MSSC and the traditions of the Royal Navy.

Sea Cadets offers young people a structured pathway to develop their skills. Training and education encompasses sailing, rowing, paddle sports, power boating, seamanship, navigation, first aid, drill and piping. Cadets obtain qualifications as proficiency in specific activities are demonstrated. Cadet achievements are recognised through earning uniform insignia and promotions.

**PUBLIC BENEFIT**

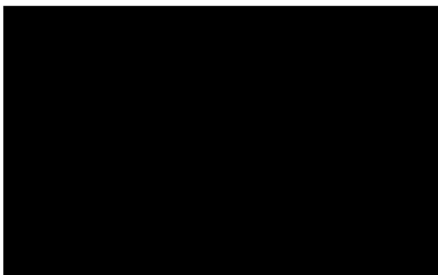
The trustees have reviewed the guidance provided by the Office of the Scottish Charity Regulator (OSCR) and the Charities and Trustee Investment (Scotland) Act 2005 and confirm that the charity complies with legislation and guidance. Specifically, the charity makes a positive difference to the community through:

- (a) the advancement of education,
- (b) the advancement of health,
- (c) the advancement of citizenship and community development,
- (d) the advancement of the arts, heritage, culture or science,
- (e) the advancement of public participation in sport,
- (f) the provision of recreational facilities, and the organisation of recreational activities,
- (g) the promotion of equality and diversity.

**RESERVES POLICY**

The charity's trustees continue to review the requirement for reserves. The level of the reserve required is presently set at the value of three months of recurring revenue expenditure. As at the 31 March 2025, the total of the charity's unrestricted reserves stood at £14,786 which is within the reserves policy adopted. Our medium to longer term aim is to increase our unrestricted reserves over time to ensure the future sustainability of the unit.

Approved by the UMC and signed on its behalf on 28 August 2025



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## **CHAIRMAN'S ANNUAL REPORT**

### **Introduction.**

I am pleased to present my report to accompany the Annual Accounts for Ardrossan and Largs Sea Cadet Corps ("the Unit") for the year ended 31 March 2025.

This has been a year of considerable progress. With our strategic OPERATION REFIT entering its next phase, we have delivered significant fundraising achievements, infrastructure improvements, enhanced training assets, renewed commitment to financial stability and sustainability, and strengthened cadet development across our community.

### **Fundraising and OPERATION REFIT.**

OPERATION REFIT remains the focal point of our development agenda. Over the last twelve months, we have advanced from concept to construction on a multi-year £350,000 refurbishment and expansion programme. While full expenditure from the year 2024/25 totalled approximately £54,600, we have secured over £110,000 towards completion of OPERATION REFIT to date.

### **Institutional donors**

We are deeply grateful for the financial support that underpins OPERATION REFIT and our overall mission. Thank you to the following for funding support received during the year to 31 March 2025, in alphabetical order:

- AMW Charitable Trust
- Clothworkers Foundation
- Foyle Foundation
- Gosling Foundation
- Hunterston Rotary Club
- Landfill Trust / Paterson Quarries Ltd
- North Ayrshire Council
- Robertson Trust

Their generosity has enabled us to plan the renovation of our existing premises, acquire a new training portacabin, and make further infrastructure upgrades. Clyde Marina generously provides us with two free berths for our vessels for which we are most grateful.

### **Renovation and new facilities**

With thanks to our funders, we have commenced renovation of our existing building and site infrastructure. Resurfacing of the parade square and access areas, supports safer pedestrian and vehicle traffic, underpinning the extension of training spaces (the first tranche delivered early in 2025). A brand-new portacabin has been acquired to serve as a compact, weather-proof training classroom. This space begins to relieve pressure on indoor teaching areas and allows additional cadet capacity. Planning continues for a future on-site canteen and boat shed, which will support food service facilities and provide secure, covered storage for small boats and equipment, integral to our boating season and cadet experience delivery.

### **Financial sustainability**

Despite the capital outlays associated with OPERATION REFIT, the Unit remains financially viable. Cadets and volunteers raised significant sums and helped to raise awareness locally. Core operational income is sustained through:

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- Regular cadet subscriptions.
- JustGiving donations
- Organised sponsorship events supported from the Parents and Supporters Association (PSA).
- Ongoing community fundraising including community collections such as our supermarket collection campaign.

We extend our heartfelt thanks to all who contributed and volunteered in these efforts.

Subscription income ensures we meet our regular commitments to insurance, utilities, materials, and staff training. Trustees remain committed to maintaining a conservative budget approach to retain sufficient reserves for both planned works and contingencies. One of our key principles is to keep subscriptions at an affordable level to ensure that no young person is excluded on economic grounds.

**Towards renewable energy and energy efficiency**

As part of our long-term sustainability strategy, trustees are overseeing proposals for: installation of solar panels and battery storage to offset electricity costs and reduce our carbon footprint. Improvements to building insulation, LED lighting, efficient heating systems and other energy-efficient building features are measures we will consider as funding becomes available. These measures will not only reduce running costs, but also serve as educational tools for cadets studying engineering, environment, and sustainability.

**Security improvements**

In recognition of evolving safeguarding and asset-protection requirements, the Unit allocated funds toward a new CCTV system, covering the exterior of the building, portacabin, training yards and parking area. This investment enhances site security, supports safeguarding standards, and reassures cadets, families, and visitors.

**Cadet development and training opportunities**

Our primary purpose remains the cultivation of young people through high-quality nautical training. Highlights this year include:

- Subsidy of cadets attending offshore sailing programmes, providing experiential learning, navigation practice, seamanship, and leadership experience beyond local waters.
- Funding cadets to participate in professional courses including power-boating, first aid, radio communication, seamanship, and navigation certificates.
- Delivery of in-house training such as Basic Seamanship courses held at TS Gannet, with excellent attendance and refinement of practical skills in ropework, knots and safety drills.

Cadet success and progression is a testament to our uniformed staff, civilian staff, and PSA. We especially praise their dedication in tirelessly delivering training, mentoring young people, organising events, and representing the Unit in the community.

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**Community and inter-unit collaboration**

Our engagement with neighbouring cadet units and wider maritime groups has continued to strengthen:

- Increased interaction and joint activities with other cadet units in our district, sharing expertise and fostering camaraderie.
- Developing a positive relationship with the Maritime Reserves, in particular our local link with HMS DALRIADA in Glasgow, enabling access to resources, joint activity, and mentorship opportunities.

We also remain deeply appreciative of our strong working relationship with North Ayrshire Council, The Ayrshire Community Trust (TACT), and the Marine Society and Sea Cadets (MSSC), whose ongoing support and collaboration help to sustain and amplify our impact.

**Trustees and governance**

Trustees have continued to provide oversight and governance of every aspect of our operations. Their continued support is invaluable in:

- Setting strategic direction (especially regarding OPERATION REFIT and energy transition).
- Maintaining financial prudence and regulatory compliance.
- Ensuring a safe and worthwhile cadet training programme and boating season.
- Fostering cadets within a positive educational, social, and vocational environment.

I extend my sincere thanks to the trustees for their enduring dedication and stewardship.

**Staff, volunteers and supporters**

The success of our Unit reflects the hard work and commitment of:

- Uniformed staff, who deliver training, activities, and provide mentorship.
- Civilian staff, who support administration, logistics and cadet welfare.
- The Parents & Supporters Association (PSA), whose fundraising, event-organisation and advocacy provide essential support beyond the parade square.

Their collective efforts create a safe, engaging environment in which our cadets can grow and thrive.

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**Looking ahead: Priorities for 2025/26 and beyond**

As we enter the next financial year, our strategic priorities include:

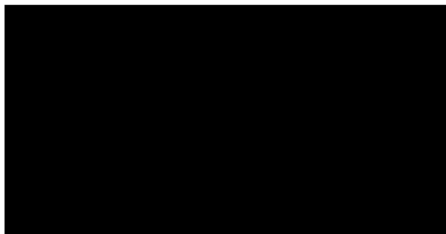
- Completing OPERATION REFIT – brick-and-mortar renovation, training portacabin retrofit, and site tarring.
- Progressing renewable energy proposals – obtaining contractor quotes, grant applications, and installation planning for solar and battery solutions.
- Finalising plans for canteen and boat-shed – including design, budgeting, and seeking further grant support.
- Expanding training capacity and boating seasons – enabled by infrastructure investment and improved equipment.
- Broadening cadet development offerings – more places on sailing and professional courses, leadership opportunities, and inter-unit and reserve collaborations.
- Strengthening community collaboration – with local councils, TACT, MSSC, and district partners to secure future partnerships and funding.

**Conclusion**

This financial year has been marked by robust progress in fundraising, infrastructure development, cadet training and institution-building. We have remained financially stable while preparing for significant capital works. We have upheld a steady course toward a greener, more efficient and sustainable unit. Cadet development continues to flourish, supported by our volunteers, staff, parents, supporters, funders, and trustees alike.

We look forward with optimism to: completing OPERATION REFIT, launching new facilities, and empowering our cadets to explore the seas both literally and metaphorically.

Thank you once again to all funders, trustees, uniformed and civilian staff, parents and supporters. Together we are building a stronger, safer, and more inspiring Sea Cadet Corps for young people in North Ayrshire.





## **COMMANDING OFFICER'S ANNUAL REVIEW**

Our purpose is to give young people the best start in life through nautical training, adventure and fun using the best maritime traditions of the Royal Navy. We draw our cadets from a wide socio-economic demographic and aim to enable all of our cadets to reach their full potential through a combination of soft skills training (leadership, teamwork, communication, conflict resolution, citizenship, respect, and self-discipline), shore-based training, waterborne training, and academic and vocational qualifications. This enables our cadets to thrive and develop into functioning and contributing members of our society, ready to enter the world of work with relevant skills and qualifications.

The catchment area of our unit ranges across North Ayrshire and encompasses a number of economically disadvantaged areas including Ardrossan, Saltcoats, Stevenston, Kilwinning and Dalry. Our catchment area includes 6 of the Scottish Index of Multiple Deprivation's (SIMD) 5% most deprived areas and 16 of the 10% most deprived areas. This socio-economic profile is reflected in our cadet cohort.

Our staff of (20) volunteers, including a number of ex-service personnel and former cadets, are entirely unpaid and support the unit through their continued commitment of time and effort.

We are currently operating at capacity of 24 cadets (both male and female, aged 9-18) attending one evening a week and, weather permitting, occasional weekend boating. Our capacity has been fixed since COVID but as we continue to improve our facilities, consolidate our capabilities and upskill existing volunteers I hope to be able to increase our capacity to 40 during the forthcoming year.

This year has seen an unprecedented level of success for our unit, largely due to the ongoing progress of OPERATION REFIT, our £350,000 regeneration programme. We have received and actioned funding for multiple projects across the programme, the including resurfacing a large area of our premises, the erection of security fencing and the purchase of a purpose-built education facility which, when fully installed, will boost our shoreside capacity by 30%.

OPERATION REFIT will continue throughout the forthcoming year. We expect to see the purchase of a purpose-built £50,000 breakout facility, £50,000 of refurbishment work on the main building" and a further £20,000 of compound resurfacing. These enhanced facilities will allow us to offer full-day courses for our cadets and further integrate into the wider community through the use of our facility as a "community hub".

Continuing progress on OPERATION REFIT will require funding from grant-making organisations. We are not funded by the Royal Navy, Ministry of Defence or the Reserve Forces Cadet Association. Our volunteers must divert significant time to raise the funding required to progress OPERATION REFIT.

In addition to our significant commitment to capital spend we also must raise funding to support our continuing activities and running costs. Keeping our cadet subscriptions at an affordable level is one of our fundamental principles. We raise funds to support our running costs through local events, most notably the Ardrossan Highland Games and Largs Viking Festival. Cadets also help by attending supermarket bag packing and engaging in sponsorship activities.

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Our off-unit activity has continued to grow. The past year saw a dozen cadets participate in week-long offshore experiences on the MSSC's fleet of sail and power vessels. Some of our cadets also gained places on Ocean Youth Trust voyages.

Our OPERATION REFIT updates received featured coverage on the national Sea Cadets website, reporting the completion of tarmacking works and progress toward training facility development <https://www.sea-cadets.org/>.

Cadets visited the Scottish Maritime Museum in Irvine, earning praise for their enthusiasm and engagement, and enabling completion of Junior Sea Cadet modules in public service and heritage awareness

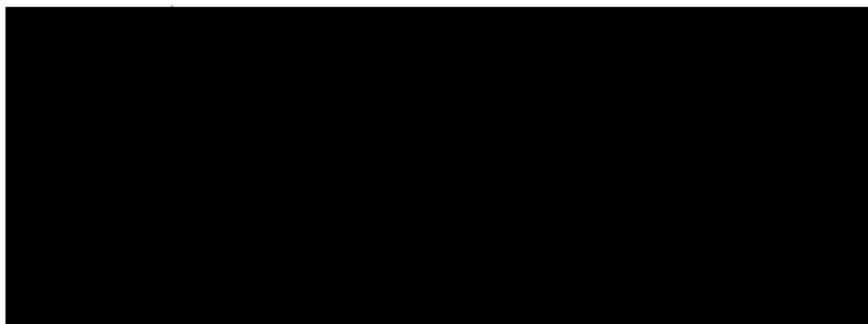
These stories reflect well on our cadets and volunteers, and help to raise the Unit's visibility in the local media and public consciousness.

I am pleased to record that we had a great turnout of cadets and volunteers for the annual Remembrance Day parade in November 2024. Our cadets also took part in poppy selling in our area on behalf of the Royal British Legion.

On Saturday March 27<sup>th</sup> 1943 a catastrophic internal explosion caused the converted aircraft carrier, HMS Dasher, to sink, in Ardrossan Bay, with the loss of 379 of the 528 crew. Every March the loss is commemorated at the HMS Dasher memorial on Ardrossan shore front and attended by a now dwindling band of relatives of the lost sailors. I am proud to record that our cadets take part in the memorial parade each year and our turnout in 2025 was a credit to our unit.

The MSSC Unit Management Assurance process is a system designed to ensure all Sea Cadet units adhere to standards and deliver quality cadet training. It involves various checks and evaluations, including audits, risk assessments, and observations of training activities, to verify compliance with regulations and best practices. I am delighted to record that in 2024, for the first time since pre-COVID, we received the highest rating – proof of our unit's progress in maintaining a safe and effective learning environment for cadets

I look forward to reporting a further successful year in 2025/26. I am optimistic that the coming year will bring further advances in OPERATION REFIT, an expanded cadet cohort and further integration with local community groups.



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**Statement of Receipts and Payments for the year ending 31 March 2025**

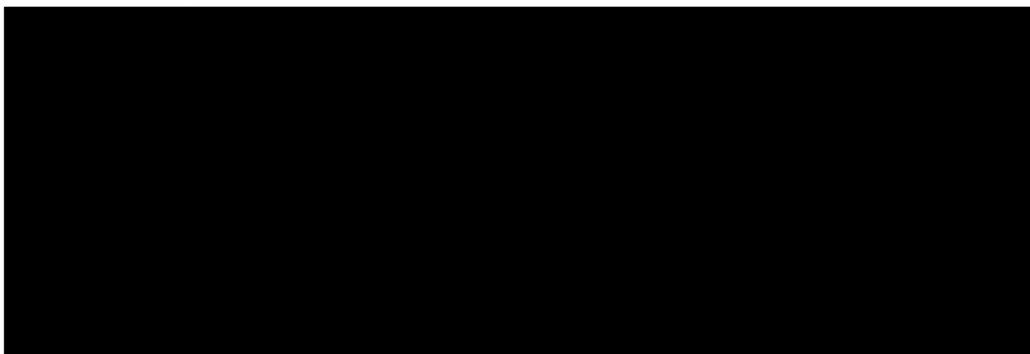
<b>Receipts</b>	<b>Notes</b>	<b>(£)</b>
MSSC loan	4	16,000
Grants	5	53,318
Donations	6	8,929
Fundraisers		2,628
Insurance recoveries	7	9,531
Sale of scrap		400
Subscriptions		2,677
Vending		755
<b>Total receipts</b>		<b>94,238</b>
<b>Payments</b>		
Project Refit	8	54,572
Buildings (maintenance)		79
Rent		600
Heating/lighting		1,604
Insurances		550
Boats	6	7,975
Fuel		96
Vending		511
Equipment (unit)		1,593
Uniform		437
Course fees		324
Miscellaneous	9	4,486
Finance/audit/bank charges		412
<b>Total payments</b>		<b>73,239</b>
<b>Surplus for year</b>	10	<b><u>20,999</u></b>

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**Statement of Balances as at 31 March 2024**

	Notes	(£)
<b>Surplus for year</b>		20,999
Cash at bank 31 March 2024		2,781
Cash in hand as at 31 March 2025		11
<b>Reserve as at 31 March 2025</b>	10	<u>23,791</u>
 <b>Cash in hand as at 31 March 2025</b>		 11
<b>Cash at bank as at 31 March 2025</b>		<u>23,780</u>
		<u>23,791</u>

**Authorised by the Unit Management Committee 28 August 2025**



**Ardrossan and Largs Sea Cadet Unit**  
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**Notes to the accounts**

- Note 1            The accounts have been prepared on a receipts and payments basis in accordance with regulation 9 of the Charities Accounts (Scotland) Regulations 2006
- Note 2            The trust is not liable to income tax or capital gains tax on its charitable activities. Irrecoverable VAT is included as part of the expense to which it relates.
- Note 3            No remuneration or expenses were paid to trustees or connected persons during the financial year.
- Note 4            MSSC loan. During the year an interest free loan for £16,000 was obtained from the Marine Society and Sea Cadets. The purpose of the loan was to allow expenditure on Project Refit in advance of receiving committed grant income. The terms of the loan provide for 60 equal monthly repayments. It is the UMC's intention to repay the loan in full once grant money has been received in full.
- Note 5            The following grants were received during the year:
- |                         |                |
|-------------------------|----------------|
| Robertson Trust         | £2,500         |
| Gosling Foundation      | £27,360        |
| North Ayrshire Council  | £6,458         |
| Clothworkers Foundation | £5,000         |
| Landfill Trust          | £7,000         |
| Foyle Foundation        | £4,000         |
| AMW Charitable Trust    | <u>£1,000</u>  |
| Total                   | <u>£53,318</u> |
- Note 6            Donations consist of the value of two berths provided at no cost by Clyde Marina and several small individual donations.
- Note 7            Insurance recoveries relate to the break-in and theft of equipment in August 2023.

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Note 8            The following expenditure was incurred on Project Refit during the year:

Skip hire	£2,799
Fencing	£27,188
Resurfacing	£16,042
Portacabin (deposit)	<u>£8,543</u>
Total	<u>£54,572</u>

Note 9            The most significant items of miscellaneous expenditure relate to:

- Distribution of insurance recoveries (£1,992) to the Ayr Unit of the Sea Cadets and to one of the adult volunteers in respect of the theft of Ayr Unit assets and personal equipment respectively. (Note 7.)
- The purchase of a small caravan (£1,200) to be used as a classroom.

Note 10	Reserve as at 31 March 2025	£23,791
	Restricted reserves as at 31 March 2025	(£9,005)
	<b>General Fund Reserve as at 31 March 2025</b>	<b>(£14,786)</b>

Note 11            No grants were paid to individuals or institutions.

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**INDEPENDENT EXAMINER'S REPORT**

**Ardrossan and Largs Sea Cadet Unit SC023135**

**Accounts for the year 1 April 2024 to 31 March 2025**

The charity's trustees are responsible for the preparation of the annual accounts. The accounts have been prepared in accordance with the provisions of the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006. It is my responsibility to examine the accounts as required by section 44(1) (c) of the 2005 Act and to state whether particular matters have come to my attention.

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. 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 seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the accounts.

I have concluded my examination. I confirm that no matters have come to my attention during the course of my examination, which give me reasonable cause to believe that in any material respect:

- accounting records were not kept in accordance with section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations.
- the accounts do not accord with the accounting records and comply with Regulation 9 of the 2006 Accounts Regulations.

No matter has arisen to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

