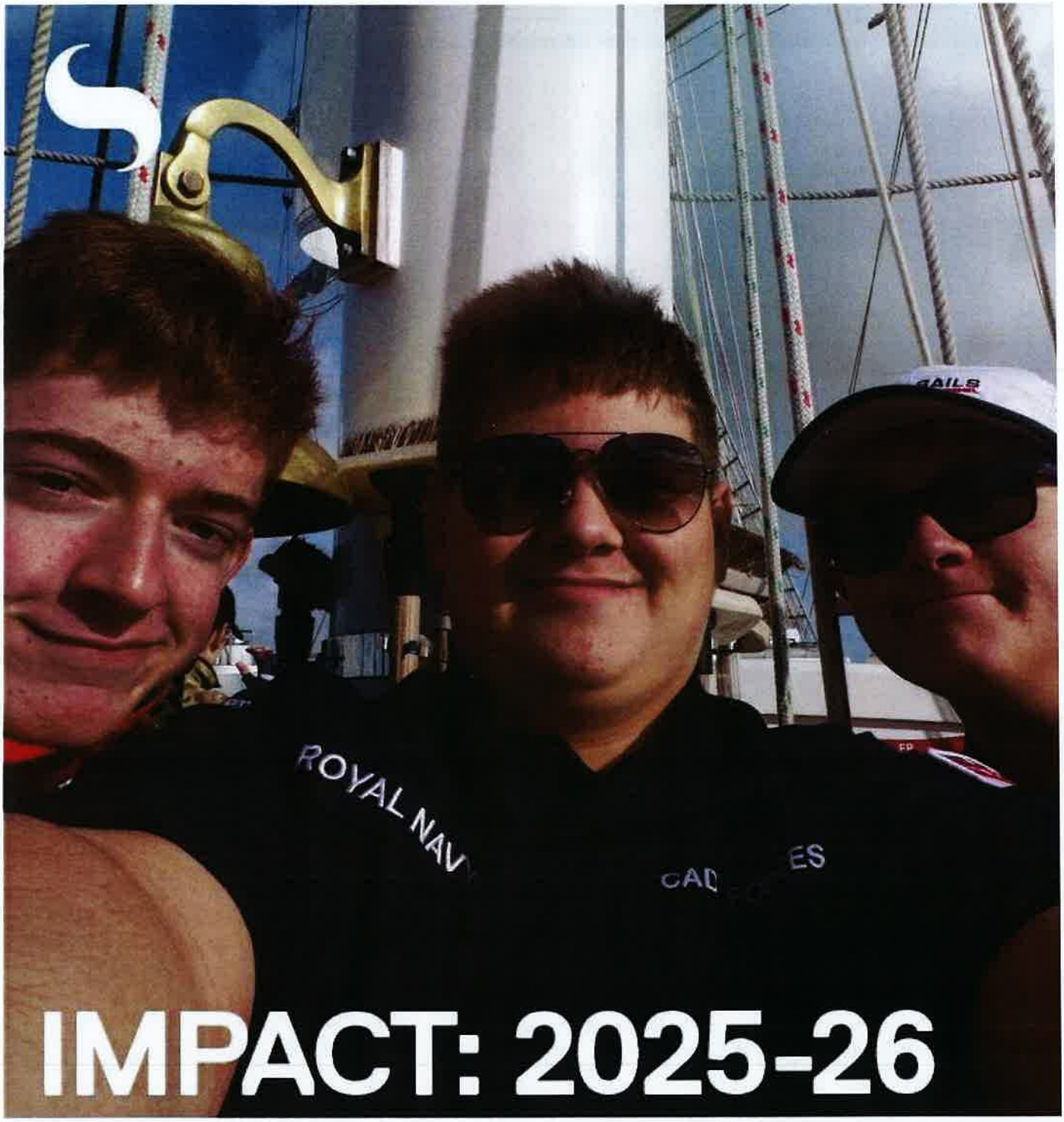


Annual General Meeting 2026: Report and Accounts

SEA CADETS
BURNHAM-ON-SEA & HIGHBRIDGE

Charity Registration No. 273886

Image credit (front cover): LC A Harvey
Self-shot image of cadets undertaking offshore training aboard TS Royalist

Image credit (rear cover): PO (SCC) T Hall
SCC Basic Mountain Bike training

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OUR YEAR IN NUMBERS

603 course days attended

9,286 km travelled

123 courses attended by cadets

£1,058.50 in Local Offshore Bursaries arranged

Current average length of cadet service: 30.9 months

2,311 boating hours

22 cadet years of Good Conduct recognised

4 Bronze, 1 Silver & 1 Gold DofE Awards Achieved

329 cadet qualifications earned

488 cadet course applications

Rolling 6-month average attendance rate: 70.4%

12 cadets offshore aboard TS *Royalist*, TS *Jack Petchey* or the yachts

Average of 59.3 hours afloat training per cadet

OUR PEOPLE

OUR PRESIDENT

Name	
Commodore Mike Knott CBE	Unit President and RYA Dinghy Instructor

OUR TRUSTEES

Name	Role in 2025-26	
Mr Marcus BOTT	Secretary (from AGM25) & Trustee	Elected at AGM25
Major (Rtd) Martyn COCKRAM	Treasurer & Trustee	Re-elected at AGM25
Mrs Hazel FEAR	Vice Chairman & Trustee	Re-elected at AGM25
Lt (SCC) Dom GREGORY RNR	Commanding Officer	Ex-Officio Trustee
Mrs Victoria HALL	Chairman & Trustee	Re-elected at AGM25
Mrs Jo HARVEY	Secretary (to AGM25) & Trustee	Re-elected at AGM25
Mrs Roxanne FAULKS	Trustee	Elected at AGM25
Former Trustees in FY25-26		
Miss Kelly ROWE	Trustee	Re-elected at AGM25; resigned December 2025
Changes Since 1 April 2026		
Lt (SCC) Dom GREGORY RNR	Commanding Officer	Resigned as CO and Ex-Officio Trustee with effect from 29 May 2026
SLt (SCC) Corey HAYES RNR	Officer-in-Charge	Appointed Officer-in-Charge and Ex-Officio Trustee with effect from 29 May 2026

There have been no additional personnel changes amongst the Trustee Team in FY26-27 (to the date of AGM26)

OUR INSTRUCTORS

Name	Unit Role	
Lt (SCC) Dom GREGORY RNR	Commanding Officer	To be replaced on 28 May 2026
SLt (SCC) Corey HAYES RNR	First Lieutenant	To be appointed Officer-in-Charge on 29 May 2026
Lt (SCC) Victoria NEATE RNR	Unit Training Officer BTEC Lead	
Mid (SCC) Philippa GRIFFITHS Royal Navy	Environmental Champion	Detached duty
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) Matilda HIGGINS	Neuro-Diversity Champion	
PO (SCC) Mike LEADER	Divisional Officer DofE Lead	
PO (SCC) Will LEADER	Instructor	Detached duty
PO (SCC) Mel SÉVÈRE	Instructor	Detached duty
PO (SCC) Sarah SILMAN	Instructor	Detached duty
PO (SCC) Hollie WILLIAMS	JSC Training Officer	
PO (SCC) Oliver EDWARDS	Assistant Boats Officer	
PPO (SCC) Tony HALL	Mountain Bike Specialist	
PPO (SCC) David BENNETT	Stores Officer	
PPO (SCC) Oliver TREBILCOCK	Instructor	
CI Stuart BROWNING	Safety Boat Driver	
CI Dan CAYFORD	RYA Dinghy Instructor	
CI Harry CAYFORD	RYA Dinghy Instructor	
CI Dan FEAR	RYA Powerboat Instructor	
CI Hannah FORBES	Mountain Bike Leader & BC/UKCC L2 Coach	
CI Rebecca KNOTT	JSC Instructor	

Name (contd)	Unit Role
CI Mike KNOTT	RYA Dinghy Instructor
CI Towan LATHAM	RYA Senior Dinghy Instructor
CI Beth MASON	RYA Senior Dinghy Instructor
CI Cat NEWMAN	JSC Instructor
CI Lena SIMON	RYA Windsurfing Instructor

OUR SUPPORT TEAM

Name	Role
Mrs Victoria BARRINGTON	Unit Assistant
Mrs Emily BOTT	Shore Support Specialist & Unit Onboarding Champion
Mrs Rebecca DOWNTON	SUP Specialist Instructor
Mr Colin FEAR	Minibus Driver
Mr Duncan HARVEY	Minibus Driver
Mr Nicolas MATTRAVERS	Safety Boat Driver
Miss Kelly ROWE	Unit Assistant
Miss Nicola TAYLOR	Courses Officer

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

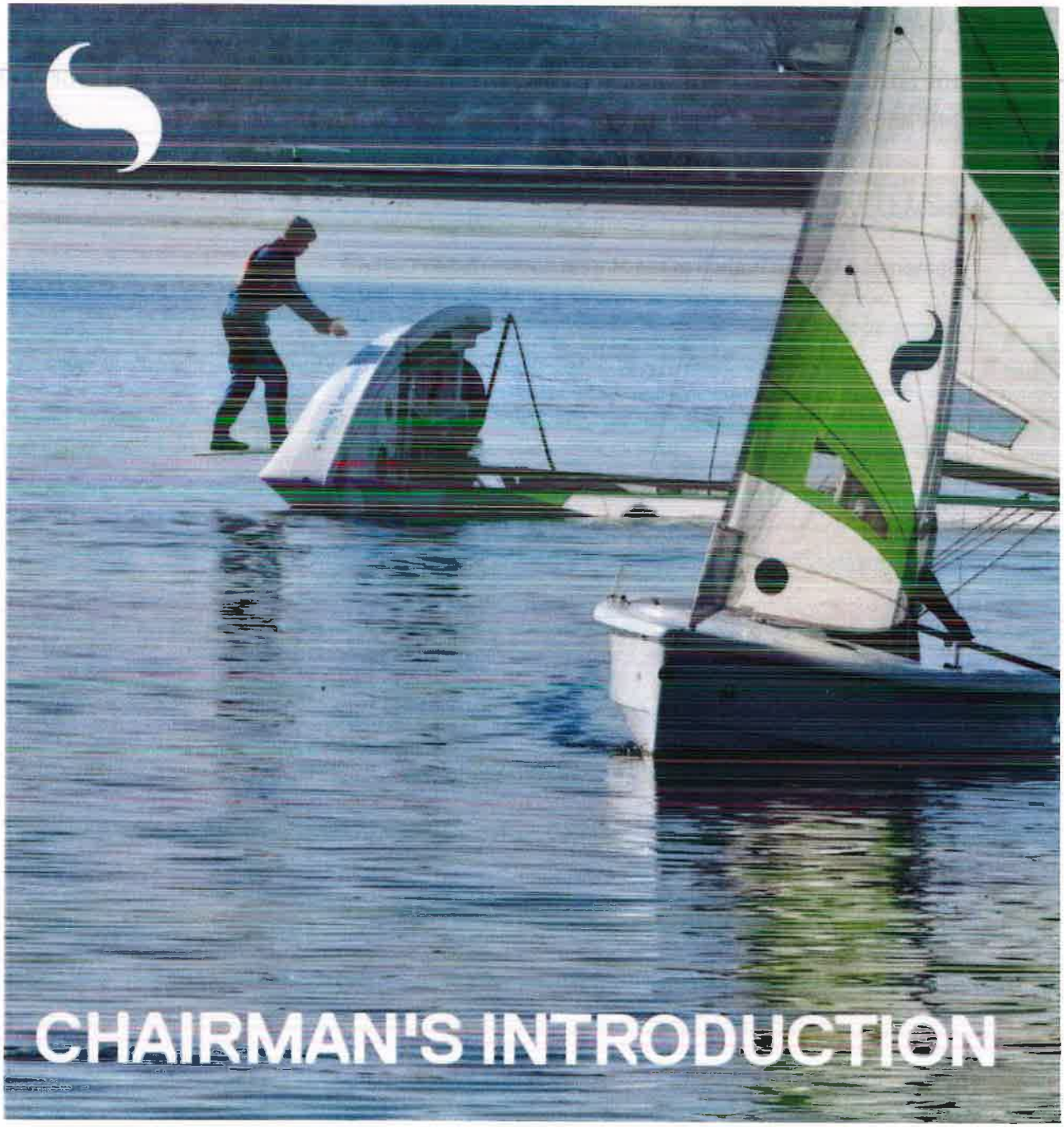
Matt Fiddes Martial Arts

Beyond Skate

Easyfundraising

Hillview JCC

Burnham-on-Sea Rotary Club



CHAIRMAN'S INTRODUCTION

Image: Miss V Barrington
AC Denver recovering a capsized RS Quest

CHAIRMAN'S INTRODUCTION

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

It is with great pride that I present this year's AGM report for Burnham-on-Sea and Highbridge Sea Cadet Unit.

The past year has certainly been one of change and transition, but I am pleased to say that these changes have been met with great resilience, patience and commitment from our cadets, officers and adult volunteers. Change can bring its challenges, but it also gives us an opportunity to look at what we do, build on our strengths and look forward to new possibilities.

One of the biggest changes this year was seeing our long-serving CO step down from his role. While it was naturally a sad moment to see him leave a position he had held for many years, I would like to express my sincere thanks for everything he has done for the unit, our cadets and the wider Sea Cadets organisation. His time, commitment and contribution have helped shape the unit we have today, and for that we are extremely grateful.

It is also very exciting to see our new OIC, SLt Hayes, take on the role and lead the unit into its next chapter. He has taken the reins with confidence and has ensured that the unit has continued to run consistently well, while also beginning to introduce his own ideas and plans for the future. It will be exciting to see these develop, and I have every confidence that, with his leadership, our cadets will continue to enjoy the many opportunities the Sea Cadets has to offer.

Throughout all of these changes, the dedication of our officers and adult volunteers has remained a constant. They continue to give their time generously, often behind the scenes and without recognition, to make sure our cadets have the best possible experience. Whether that is through training, mentoring, supporting activities, organising events or simply being there when needed, their contribution is hugely valued.

Our cadets have also continued to make us incredibly proud. They have shown enthusiasm, determination and resilience and taking on challenges that may once have seemed daunting. We have seen them develop new skills, gain confidence, take part in competitions and represent the unit within the wider community.

Our cadet numbers are currently experiencing a slight decline, largely due to a number of our young people reaching the age at which they leave the cadet organisation. While it is always sad to see cadets move on, it is wonderful that some have chosen to remain involved with the unit as adult volunteers and are now considering whether they would like to follow the civilian or uniformed route. Seeing young people who have grown through the unit wanting to give something back is a real testament to the value of the organisation.

At the same time, it is encouraging to see our junior section welcoming more young people into the unit. We also have some of our established juniors beginning to look towards taking that next step into the senior section. This provides us with a positive foundation for the future and gives us plenty to look forward to.

Although this has been a year of transition, it has been reassuring to see the strength and resilience of everyone involved. Training has remained consistent, and our cadets have continued to make the most of the opportunities available to them.

One area that has presented us with a particular challenge this year has been our boating activities. Having to relocate where these activities take place has created additional challenges, particularly around transportation and logistics. Despite this, we have still managed to achieve a strong number of boating hours for our cadets.

I would like to thank everyone who has helped make this possible. It has required a great deal of flexibility, patience and ingenuity from our officers, volunteers and families. Most importantly, the decisions made during this period have always had our young people at the forefront. While it has not always been straightforward, I believe the way everyone has adapted demonstrates the strength of our unit. Plans are now beginning to take shape which should hopefully make our boating activities much smoother in the year ahead.

Our building redevelopment is also progressing, and we have been able to make a good start by preparing the ground for the next phase. I am hopeful that by the time of our next AGM, we will see this work moving forward in earnest. This is an exciting development for the unit, and I look forward to seeing how it progresses and what it will ultimately provide for our cadets and volunteers.

Our Unit Management Team continues to provide valuable oversight and support. Although we are currently operating with limited numbers, the commitment of those involved has remained strong. A great deal of the work undertaken by the UMT happens quietly in the background, but it is an important part of keeping the unit running effectively and ensuring we maintain the standards we expect of ourselves. I would like to thank every member of the UMT for their time, patience and continued support throughout what has been a busy and sometimes challenging year.

Looking ahead, one of our priorities is to strengthen the wider team around the unit. We are still looking for additional trustees and volunteers, and we will continue to advertise and reach out within our local community. We all appreciate that people's lives are busy. Work, family and other commitments can make it difficult to take on another responsibility, and we completely understand that. However, sometimes even a small amount of time can make a real difference when shared amongst a larger group.

I would particularly like to encourage everyone connected with the unit to think about what they might be able to contribute. You don't necessarily need to take on a formal role. Perhaps you have a particular skill you could share, could help at an event, offer a couple of hours occasionally, or simply have an idea that could help us. Every contribution is valuable.

One area where we particularly need everyone's support is fundraising.

At the moment, much of our fundraising is being undertaken by a relatively small number of cadets. I am incredibly proud of the enthusiasm they have shown and the effort they have put in, but it is important that we recognise that this cannot be their responsibility alone, nor can it be sustained in the long term.

Fundraising needs to be a shared responsibility across our whole unit community. The money we raise directly benefits our cadets. It helps us provide activities, equipment, opportunities and experiences that would otherwise be more difficult to offer. In many ways, every fundraising effort is another investment in our young people. That does not mean that everyone needs to organise an event or commit a huge amount of time. Perhaps you can help at an event, approach a local business, donate a few hours, help with an

idea, or simply encourage others to get involved. If a larger number of us each contributed a little, the difference could be considerable.

I would therefore really like to see us establish a dedicated Parent and Supporters Association (PSA) during the coming year, with support from parents, their extended families and members of our wider community. It doesn't need to be a large team, and it doesn't need to become a huge commitment for any one person. The important thing is that we share the responsibility.

Ultimately, everything we do is about giving our young people the best possible experience. Every hour volunteered and every pound raised helps us to provide them with opportunities, experiences and memories that they will hopefully carry with them for many years.

I am genuinely excited about the year ahead. With new people joining the team and bringing their own skills, experiences and ideas, I believe we have an opportunity to build on what we already do well while also trying some new things. The unit may look somewhat different in the coming year, but I believe that is something to embrace. With SLt Hayes leading the unit, supported by everyone involved, I am confident that our young people will continue to thrive.

Finally, I would like to thank everyone who has played a part in the success of Burnham-on-Sea and Highbridge Sea Cadet Unit this year.

To our cadets, thank you for your enthusiasm, determination and willingness to have a go.

To our officers and adult volunteers, thank you for the time and commitment you give so generously.

To our trustees and UMT, thank you for the work you undertake behind the scenes.

And to our parents, families and supporters, thank you for the encouragement and support you provide.

It has been a year of change, but it has also been a year that has demonstrated just how much can be achieved when people work together. I am proud of what we have achieved, grateful to everyone who has helped us along the way, and very much looking forward to seeing what the next year brings. Together, we can continue to make Burnham-on-Sea and Highbridge Sea Cadet Unit a place where our young people can learn, grow, challenge themselves and, most importantly, enjoy being part of something special.

Mrs Victoria Hall
Chairman & Trustee



Image: Miss V Barrington
Cadets practicing canoe skills on the Bridgwater-Taunton Canal

TREASURER'S INTRODUCTORY NOTES

Grants and Fundraising

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 no grants were 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 to help swell our coffers and so enhance the opportunities we can offer our cadets.

Not to be reliant on grants alone, our cadets also take the initiative to fundraise either as a group or as individuals. One cadet in particular this year decided to undertake a sponsored indoor row, covering the equivalent of 70 miles over 31 days. Aiden Hall managed to raise a staggering £838 which will be used to buy tools for our planned Marine Engineering course.

Spending

In the last report it was mentioned that our aspiration was the purchase of a new-to-us minibus, to replace the one kindly donated by the late Terry Rickard in 2020. This was achieved by drawing down some of the Unit's investments at a time when the markets were buoyant, meaning we lost comparatively little on the overall investment portfolio. A kind donation from the local Rotary club allowed us to equip the bus with our Sea Cadet livery, protective seat covers and additional safety equipment.

Overview

We are in a strong position financially. With your support we can ensure we stay that way, enhancing our ability to offer a wider range of cadet activities and give our young people the best Cadet Experience possible.

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 three years, working hard to arrange successful fundraising events on behalf of both the Unit and partner charities such as Burnham-on-Sea Rotary Club and the former Burnham 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 has moved away from membership of Cheddar HUBS and sought out new facilities and resources at Durleigh Sailing Centre near Bridgwater, working in partnership with the club and our friends at Bridgwater Sea Cadets to further improve the sailing experiences of our Cadets.

This transition will result in a less convenient and less consolidated afloat experience for our cadets but this is balanced against a considerable cost reduction and significantly more positive working relationship with our hosts. We recognise that this may result in an overall reduction of afloat hours for the cadets but are actively seeking to mitigate this impact.

We remain open to the idea of returning to Cheddar HUBS in the future but only if the circumstances suit.

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 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.

The Unit succeeded in installing the first parts of the new nature garden at the front of the building consisting of installing an earth bunding, seeding and building a bug hotel, consolidating these works with a renewal and improvement to the access track adjacent to the building leading to the rear compound. This includes a variety of small electrical works which will complete early in the first quarter of the new financial year, improving external lighting and soft site security measures and enabling year-round access to the rear gate for the Unit minibus and trailer fleet.

Trustee Objectives for the financial year 2026-27

Objectives for the coming year are:

- To fence the remaining grassed area at front of the building preventing careless and inconsiderate parking by neighbouring clubs, re-laying the damaged pathway and incorporating lighting to assist safe access and egress in hours of darkness.
- To continue works in support of Phase 2 of the Unit Redevelopment Plan
- To grow the Unit Management Team and include further 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 2026

The Trustees present their annual report and financial statements of the charity for the year ended 31st March 2026. 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:

Mrs Victoria Hall
Chairman

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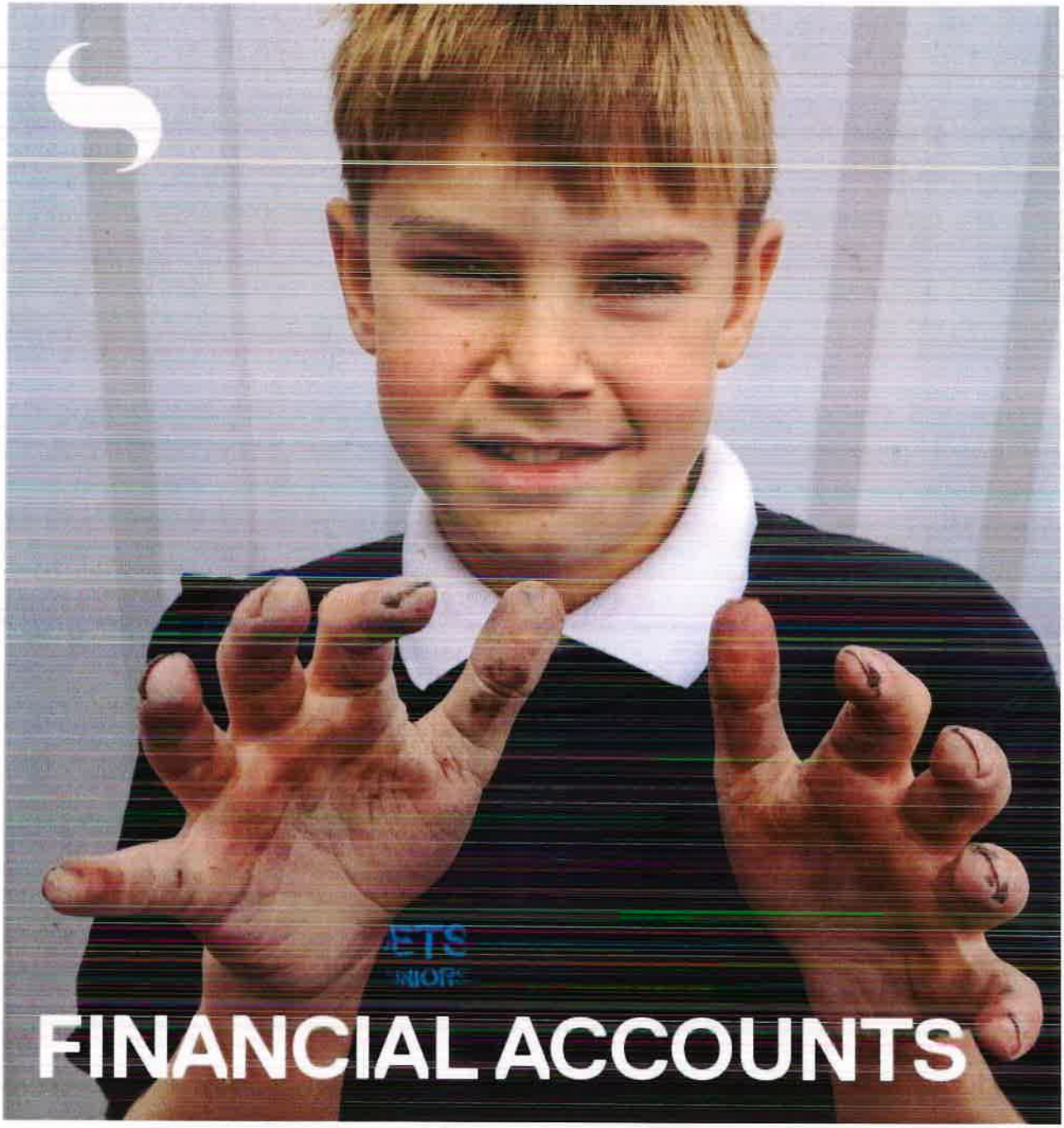


Image: PO (SCC) H Williams

AJC Arthur during a JSC training weekend at Weymouth National Boat Centre

ANNUAL REPORT AND FINANCIAL STATEMENTS AT 31ST MA18RCH 2026

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 2026.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

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 the Trust 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 FCA DChA, WESTCOTTS (SW) LLP, 47 BOUTPORT STREET, BARNSTAPLE, EX31 1SQ

Date:

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31st MARCH 2026

Income and Endowments from:	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Subscriptions		8,165	-	-	8,165	*10,918*
Grants		600	-	-	600	*2,500*
Donations		1,547	-	-	1,547	*1,538*
Fundraising		1,569	-	890	2,459	*9,252*
Gift Aid		-	-	-	-	-
Payments & Refunds		12,957	-	-	12,957	*5,789*
Hall Hire		21,980	-	-	21,980	*7,059*
Total Income		**46,818**	**-**	**890**	**47,708**	***37,056***

Expenditure on:	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Redevelopment		-	(3,239)	-	(3,239)	*(3,474)*
Unit Maintenance		(374)	-	-	(374)	*(894)*
Unit Infrastructure		(12,093)	-	-	(12,093)	*(11,863)*
Replace & Restock		(2,364)	-	(678)	(3,042)	*(2,950)*
Transport		(6,574)	-	-	(6,574)	*(5,708)*
Watercraft		(496)	-	(1,711)	(2,207)	*(1,632)*
Cadet Activity & Resource		(1,643)	-	(834)	(2,477)	*(4,483)*
Fundraising Trading		(152)	-	-	(152)	*(1,212)*
Uniform & Badges		(650)	-	-	(650)	*(1,124)*
Bank Charges		(1,152)	-	-	(1,152)	*(13)*
Total Expenditure		**(25,498)**	**(3,239)**	**(3,223)**	**(31,960)**	***(33,353)***

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
(Deficit)Surplus for the Year	21,320	(3,239)	(2,333)	15,748	*3,703*
Increase/(Decrease) in investments	-	(4,535)	-	(4,535)	*806*
Depreciation	(13,510)	-	-	(13,510)	*(13,537)*
Reserve movements	-	-	-	-	-
Net Movement in funds	7,810	(7,774)	(2,333)	(2,297)	*(9,028)*

Reconciliation of funds:	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Funds brought forward	177,522	97,932	5,902	281,356	290,384
Funds Carried Forward	**185,332**	**90,158**	**3,569**	**279,059**	**281,356**

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

BALANCE SHEET AT 31st MARCH 2026

Fixed Assets	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Tangible Assets	6	155,204	-	-	155,204	*157,214*
Investments	7	-	80,231	-	80,231	*84,858*
		155,204	80,231	-	235,435	*242,072*

Current Assets	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Cash at bank and in hand		30,588	9,927	3,569	44,084	*39,724*
Amounts falling due within one year	8	(460)	-	-	(460)	*(440)*
Net Current Assets		30,128	9,927	3,569	43,624	*39,284*
Net Assets		**185,332**	**90,158**	**3,569**	**279,059**	***281,356***

Funds of the charity:

Unrestricted income funds

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Balance brought forward		177,522	97,932	-	275,454	*285,538*
Surplus/(Deficit) for the year		7,810	(3,239)	-	4,571	*(10,890)*
Transfer between funds		-	-	-	-	-
Surplus/(deficit) on investment revaluations		-	(4,535)	-	(4,535)	*806*
Total unrestricted funds		**185,332**	**90,158**	**-**	**279,490**	***275,454***

Restricted income funds

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2025 £	*Total Funds 2025 £*
Balance brought forward		-	-	5,902	5,902	*4,846*
Restricted funds		-	-	(2,333)	(2,333)	*1,056*
Total restricted funds		**-**	**-**	**3,569**	**3,569**	***5,902***

Total Funds

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2026 £	*Total Funds 2025 £*
Total funds		**185,332**	**90,158**	**3,569**	**279,059**	***281,356***

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2026

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. The financial statements are present in sterling which is the functional currency of the entity.

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
Furniture and Property	2% straight line
Equipment	15% reducing balance

NOTES TO THE ACCOUNTS AT 31ST MARCH 2026 (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. Independent Examiner' Renumeration

	2026 £	2025 £
Independent examiner's fees	500	430

3. Transactions with Trustees

There were no transactions with trustees during the period, other than incidental. No trustees received renumeration in the year.

4. 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.

5. Grants

Grants				
	2026		2025	
	Total Funds £		Total Funds £	
	Restricted	Unrestricted	Restricted	Unrestricted
MSSC	600	-	1,000	-
Burnham-on-Sea & Highbridge Town Council	-	-	-	1,500
	600	-	1,000	1,500

NOTES TO THE ACCOUNTS AT 31ST MARCH 2026 (continued)

6. Fixed Assets

	Property £	Furniture and equipment £	*Total £*
At 1 April 2025	92,887	77,864	170,751
Additions	-	11,500	11,500
At 31 March 2026	92,887	89,364	182,251
Depreciation			
At 1 April 2025	1,858	11,679	13,537
Charge for Year	1,858	11,652	13,510
At 31 March 2026	3,716	23,331	27,047
Net Book Value			
At 31 March 2026	89,171	66,033	155,204
At 31 March 2025	91,029	66,185	157,214

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

7. Investment Portfolio

	2026 £	*2025 £*
Investment portfolio brought forward	84,858	*83,873*
Investment additions	951	*179*
Investment disposal	(1,043)	-
Investment revaluation	(4,535)	*806*
	80,231	***84,858***

8. Creditors: amounts falling due within one year

	2026 £	*2025 £*
Accruals	460	*440*

9. 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.

10. Gifts in Kind and Volunteers

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

NOTES TO THE ACCOUNTS AT 31ST MARCH 2026 (continued)

11. Staff Costs

No salaries have been paid to employees during the year.

12. Analysis of net assets by fund

	Unrestricted Funds £	*Designated Funds £*	*Restricted Funds £*	*Total 2026 £*
Fixed assets	155,204	80,231	-	235,435
Current assets	30,588	9,927	3,569	44,084
Current liabilities	(460)	-	-	(460)
	185,332	**90,158**	**3,569**	**279,059**

	Unrestricted Funds £	*Designated Funds £*	*Restricted Funds £*	*Total 2025 £*
Fixed assets	157,214	84,858	-	242,072
Current assets	20,748	13,074	5,902	39,724
Current liabilities	(440)	-	-	(440)
	177,522	**97,932**	**5,902**	**281,356**

13. Funds

	Balance at 01/04/2025	*Incoming Resources*	*Resources Expended*	*Balance at 31/03/2026*
Unrestricted funds	**£**	**£**	**£**	**£**
General funds	177,522	46,818	(39,008)	185,332
Designated funds	97,932	-	(7,774)	90,158
	275,454	**46,818**	**(46,782)**	**275,490**

	Balance at 01/04/2025	*Incoming Resources*	*Resources Expended*	*Balance at 31/03/2026*
Restricted funds	**£**	**£**	**£**	**£**
Mountain Bikes	712	122	(834)	-
Other restricted funds	5,190	768	(2,389)	3,569
	5,902	**890**	**(3,223)**	**3,569**

NOTES TO THE ACCOUNTS AT 31ST MARCH 2026 (continued)

	Balance at 01/04/2024	*Incoming Resources*	*Resources Expended*	*Balance at 31/03/2025*
Unrestricted funds	**£**	**£**	**£**	**£**
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**

	Balance at 01/04/2024	*Incoming Resources*	*Resources Expended*	*Balance at 31/03/2025*
Restricted funds	**£**	**£**	**£**	**£**
Mountain Bikes	68	2,494	(1,850)	712
Cheddar Changing Spaces	588	-	(588)	-
Other restricted funds	4,190	1,000	-	5,190
	4,846	**3,494**	**(2,438)**	**5,902**

Designated funds represent funds estimated for the redevelopment of the Unit.

Restricted funds represent funds given to the Unit for specific equipment purchases.

NOTES TO THE ACCOUNTS AT 31ST MARCH 2026 (continued)

14. Prior Year Fund Analysis

Income and Endowments from:	*Unrestricted Funds* £	*Designated Funds* £	*Restricted Funds* £	*Total 2025* £
Subscriptions	10,918	-	-	10,918
Grants	1,500	-	1,000	2,500
Donations	1,538	-	-	1,538
Fundraising	6,758	-	2,494	9,252
Gift Aid	-	-	-	-
Payments & Refunds	4,817	972	-	5,789
Hall Hire	7,059	-	-	7,059
Total Income	**32,590**	**972**	**3,494**	**37,056**
Expenditure on:	***Unrestricted Funds*** **£**	***Designated Funds*** **£**	***Restricted Funds*** **£**	***Total 2025*** **£**
Redevelopment	-	(3,474)	-	(3,474)
Unit maintenance	(811)	-	(83)	(894)
Unit infrastructure	(11,863)	-	-	(11,863)
Replace and restock	(2,950)	-	-	(2,950)
Transport	(5,708)	-	-	(5,708)
Watercraft	(1,027)	-	(605)	(1,632)
Cadet activity & resource	(3,065)	-	(1,418)	(4,483)
Fundraising trading	(880)	-	(332)	(1,212)
Uniform and badges	(1,124)	-	-	(1,124)
Bank Charges	(13)	-	-	(13)
Total Expenditure	**(27,441)**	**(3,474)**	**(2,438)**	**(33,353)**
Increase/(Decrease) in investments	-	806	-	806
Depreciation	(13,537)	-	-	(13,537)
Net Movement in funds	**(8,388)**	**(1,696)**	**1,056**	**(9,028)**
Reconciliation of Funds	***Unrestricted Funds*** **£**	***Designated Funds*** **£**	***Restricted Funds*** **£**	***Total 2025*** **£**
Total Funds brought forward	185,910	99,628	4,846	290,384
Total Funds carried forward	**177,522**	**97,932**	**5,902**	**281,356**

The financial statements on pages 19 to 30 were approved by the trustees, and authorised for issue on:

18 August 2026

and signed on their behalf by:



.....
Mr Martyn Cockram
Treasurer

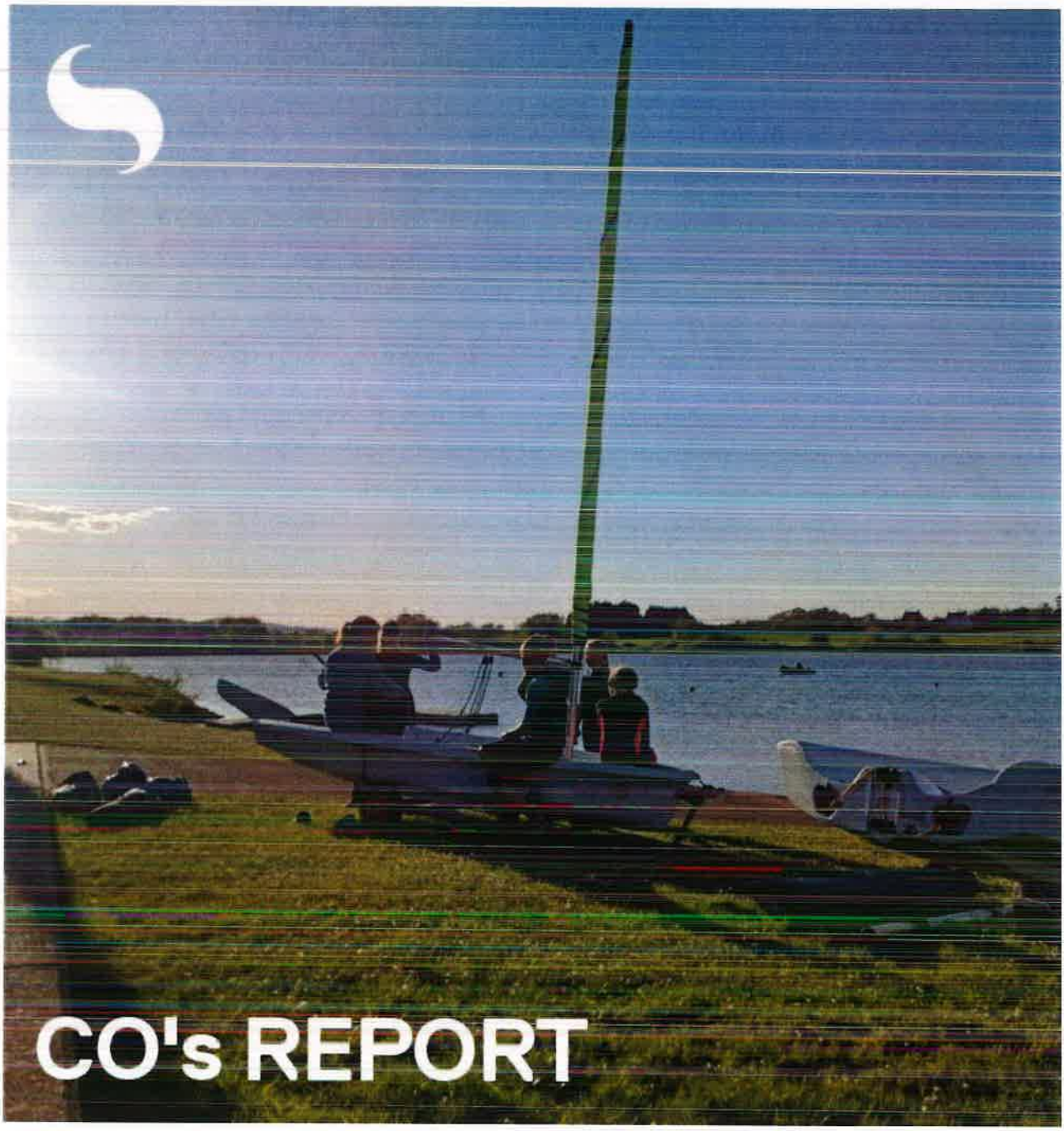


Image: Mrs G Whiting

CPO (SCC) Joe Sidwell briefing novice sailors at Durleigh reservoir in April 2026

COMMANDING OFFICER'S REPORT

All Good Things...

And so after ten challenging years I have reached the end of my tenure as Commanding Officer of Burnham-on-Sea & Highbridge Sea Cadets. What an adventure!

My period of command began in 2016 supporting the then-Officer-in-Charge through a period of mental health leave. Formally taking full charge of the Unit in February 2017, I was blessed with the support of the former Chairman of Trustees, Mrs Carol Roberts. Without her generosity of time and patience our Unit could not have become the powerhouse it has become.

We need to remember what the Unit looked and felt like then. Since taking on our roles Carol and I had inherited a building in dire need of care and attention. Painted black on the outside with antique and faded signage it was not a welcoming place. Prospective new members would often not make it into the building to see how their lives could be changed. The building was dark and inefficient with a heating system which would have been second-hand to Noah, and lighting that meant we would have almost been better off burning piles of money. Financially, the Unit was struggling to recover from near-bankruptcy just a year prior to Carol's appointment. Our cadet numbers were below 20.

So how have we turned our fortunes around? Well, we started with small changes and worked up from there. I seem to recall that the first thing I did was label each door with a number and install a couple of key presses – much to the bemusement of my Chiefs.

But at its heart our turnaround began by remembering why our core team of volunteers gave their time in the first place. Our cadets deserve a meaningful Cadet Experience – bespoke to each. On the management side we sought a position of financial security, holding a strategic reserve and ensuring that the money going out didn't exceed that coming in. We became highly visible in our community working alongside partners like Burnham Rotary, Burnham Branches of both of Royal British Legion and the Masons. We were also blessed with a significant legacy which even now we are very careful to manage well and invest for our current and future cadets.

Our Trustees invested in the building: repainting the exterior to renew the weatherproofing, installing a privacy-screen around the rear compound, replacing signage to be bright, informative and on-brand. An integrated fire alarm system was installed. All doors internally and externally have been replaced. Lighting was replaced with LED panels and heating with a more efficient system, our broadband connection improved. In this writer's humble opinion had we not done so at the time we did, bearing in mind the incredible cost-inflation affecting energy in the last few years, the Unit may not have survived.

In 2019 our Unit was on a roll and starting to gain traction in recruitment and performance. Then, of course: Covid.

From an enforced closure due to the UK-wide bar on gatherings we faced a huge challenge: how do we reinvent the Sea Cadet Experience in Burnham and Highbridge without being able to see and effectively

interact with our cadets? As with most organisations we moved online. We had around 50% engagement from our cadets – understandable given they're doing much the same thing to get through school as well – the last thing you want to do in your free time is sit back down in front of a computer and do it all over again. We learned a great deal in those difficult months of lockdown – what worked, what didn't – but what I personally took away was that our cadets' goodwill and that of their families was incredibly strong. It would have been very easy for cadets to walk away en-masse and leave us with a Unit that had no cadets!

I think what helped was making our online offer viable within a couple of weeks of lockdown being announced: the lesson being that survival means **being creative**, be willing to **take risks, listen to and act** on feedback received and **working at pace**. And most importantly, by being there: giving the cadets the confidence that there are adults outside their own family who really care about them in what were for some, terrifying times.

We emerged from lockdown in 2021 with 28 cadets on strength. At that time, despite the pandemic, this was a good number of cadets for this Unit – the highest number we had on strength since I took command five years earlier. Since then, of course we've experienced steady growth, peaking with 50 cadets on strength in June 2025. Our numbers have dropped since then quite markedly – as expected bearing in mind that our leavers were almost all cadets who have turned 18 rather than those who have simply decided that they have other priorities. In the six months to March 26 we've had eight cadets age out which is around seven more than we'd expect in a normal year.

At the 2025 Annual General Meeting I forecast that our headcount would drop in 2026 and with 39 cadets on strength at the end of March 2026 this is just one less than expected. We're incredibly fortunate that most of the former cadets who aged out during the year have asked to stay as Adult Volunteers in some capacity. Most have chosen to stay as Civilian Instructors – this gives them the capacity to volunteer when it suits, leveraging the flexible volunteering concept, which in turn enables us to deconflict cadet commitments with their A-Levels taking place in May and June. Having invested in them as cadets to become afloat instructors retaining their service and skills means younger cadets benefit from their knowledge, learn new skills and behaviours from their peers.

This does, however, leave a hole in the cadet strength as fewer cadets are now at that level of peak boatiness[1]: experts and able to inspire and teach others. What an opportunity then for this next generation to step up!

A change of Unit Chairman is a scary time for any Commanding Officer/Officer-in-Charge. This relationship is critical to the successful functioning of any Unit and my working relationship with Carol was excellent. So to have a new Chairman, Victoria, as my new boss in 2024 was daunting. However, Victoria has been a steadfast rock of support for me personally as we muddled through our first year or so re-establishing boundaries and expectations. I can do nothing but offer my sincere thanks to Victoria for her support over the period we've worked together.

Standing down from command now is absolutely not a reflection on our Trustees: it is, however, recognition that from time to time the Unit needs a change of focus and direction to rejuvenate. Now is the right time for me to hand command to my successor, Corey Hayes, to make that next leap forward.

[1] Yes, I just made up a word. Its my report, after all.

Our handover has been planned for quite some time with the intention of making the transition as smooth and painless as possible. It would be irrational not to expect some hiccups, of course, but I know some of Corey's ideas to drive the Unit forward and meet our future growth targets as demanded by the recommendations in the 2025 Strategic Defence Review and I'm excited to see how well they bed in. But as always our challenges will be overcome by working together. Any Sea Cadet Unit will only achieve success by being willing to take calculated risks: some will work, others won't. But if we fail to try we have no chance.

Our Unit – this thing called Burnham & Highbridge Sea Cadets – that we are temporary custodians of is thriving. Against all the key indicators that we measure our success by we are in great shape. Our boating hours remain high, our offshore engagement is strong, the range of qualifications we offer is second to none within the District, if not wider Area.

If nothing else we need our cadets to own their sea cadet careers and drive their own futures. No cadet should have the same pathway, same experience as another. Every cadet is unique and so should their personal Cadet Experience.

It has been my privilege to have been your Commanding Officer for the last ten years. This now passes to Corey so he can support and nurture this next generation of young people with fresh ideas, new ways of thinking and engaging with you.

Thank you all for your support over the years and allowing me to play in my sandpit. It's been a blast!



Lieutenant (SCC) Dom Gregory BSc(HONS) LCGI Royal Navy Reserve
Commanding Officer (until 28 May 2026)

OFFICER-IN-CHARGE'S UPDATE

John C Maxwell once said "*Change is Inevitable, Growth is Optional.*"

I sat for many evenings trying to think of a more meaningful quote to highlight for this years OiC report, however I kept coming back to John C Maxwell as he raised a very good point. As I think back to what this Unit looked like in 2007 when I walked through the double doors as a cadet to what we see today proves that indeed change is inevitable. And even looking back to last year the Unit has again changed shape.

We have a plethora of new cadets who show enthusiasm in everything we offer. The adult volunteer team has grown, adapted and broadened the opportunities we can offer. In May we look forward to one of the biggest changes with the leadership of the Unit.

Then we have the building itself which is a constantly changing and adapting environment, improving almost daily with the one aim of providing an engaging and safe environment for our cadets to learn and grow.

So if that's the inevitable so what about the optional?

In late 2025 we had the release of the Strategic Defence Review. This document was created to fundamentally overhaul our country's Defence Strategy. Within this review they outlined the huge benefits to our wider communities offered by the cadet forces, setting our UK Cadet Forces the challenging growth target of 30% by 2030[2]. This doesn't sound very optional but given the transformation of the Unit in the last ten years we are in an immensely strong position to achieve this growth target.

To meet this target we need to increase our numbers from 50 (at 1 April 2025) to 64. This is a huge undertaking and will come with significant challenges. The Unit is currently in a rebuilding phase following a large number of cadets aging out and forecast to age out in a relatively short period of time. This leaves behind a new era of cadets with different desires and aspiration, offering opportunities to broaden our offer and move inexorably forwards towards that **30x30** target.

Our building is also well into a major refit and redevelopment phase. In the last year we've has seen some impressive improvements:

- The store outside of the Galley no longer has a colander for a roof and a rather rotten roof beam. Instead it has been improved into an additional teaching space to develop future generations of engineers, and support mountain bike maintenance.
- The external lighting is being improved around the site improving both the visibility of the Unit and more importantly the safety of cadets and volunteers alike.
- We are making progress towards building two further classrooms and hopefully this will pick up more pace in the coming year.

[2] Updated to 30% growth by **2035** under the Defence Investment Plan published on 30 June 2026

For me personally, I am looking forward to getting stuck in to my new role. It is an honor to find myself sitting in the hotseat of TS *Dulverton*, something 12-year-old me would never have thought possible.

As you can see from all the reports within this document we have everything to be excited about. Our Unit has been changing for the better since its founding in 1974 through to the present day. Change is inevitable and absolutely not to be feared.

Come along with us for the ride. It's going to be amazing!



Sublieutenant (SCC) Corey Hayes Royal Navy Reserve
Officer-in-Charge (Designate)

THE ROLE OF THE COMMANDING OFFICER/OFFICER-IN-CHARGE

The role of the Commanding Officer (CO) or Officer-in-Charge (OiC) 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*

We leave it to our stakeholders to determine whether or not we've met our key purposes. We believe that under almost every key metric the Unit Team have met or exceeded the expectation of the Sea Cadet Corps. We believe that we promote a family atmosphere where every cadet has the opportunity to thrive, and build a unique portfolio of skills to take forward into their adult lives.

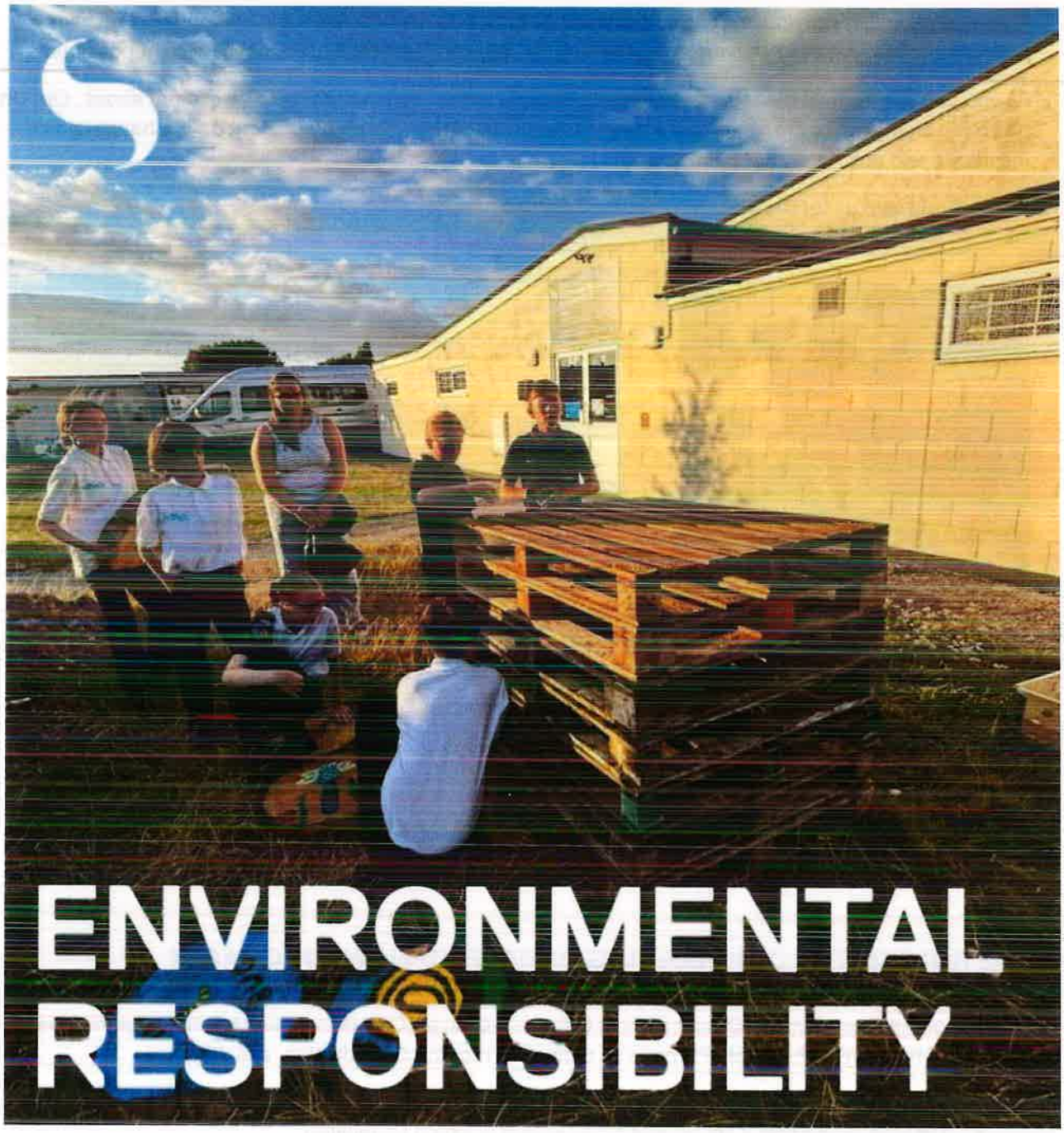


Image: PO (SCC) Hollie Williams

Junior Sea Cadets starting building work on the Unit's new Insect Hotel

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 undertake regular maintenance of the Unit minibus to ensure that it remains as efficient as possible for a vehicle of its age
- We're actively planning for the next 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 enables cadets and volunteers to undertake 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%. Unfortunately data has not been available for the last two years due to problems accessing suitable software to calculate this information.

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 occupancy, 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 September 2025 we commissioned a replacement minibus which is proving to be more efficient and cheaper to operate and maintain. If looked after we project the service life of this vehicle to be up to 10 years.

Our Future Environmental Aspirations:

Short Term:

- Completion 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 in compliance with new legislation[3] 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.

- Cadet-led reviews of carbon footprints over past years and seeking ideas for future energy efficiency and sustainability projects.

[3] The Terrorism (Protection of Premises) Act 2025

- Begin research into improvements to the Unit's energy efficiency including retrofitting insulation and improving heating management with the aim of driving down both financial cost and carbon footprint.

Mid Term:

- Begin feasibility studies into reducing the Unit's reliance on LPG 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 it is our goal to drive towards carbon neutrality in affordable, incremental steps.

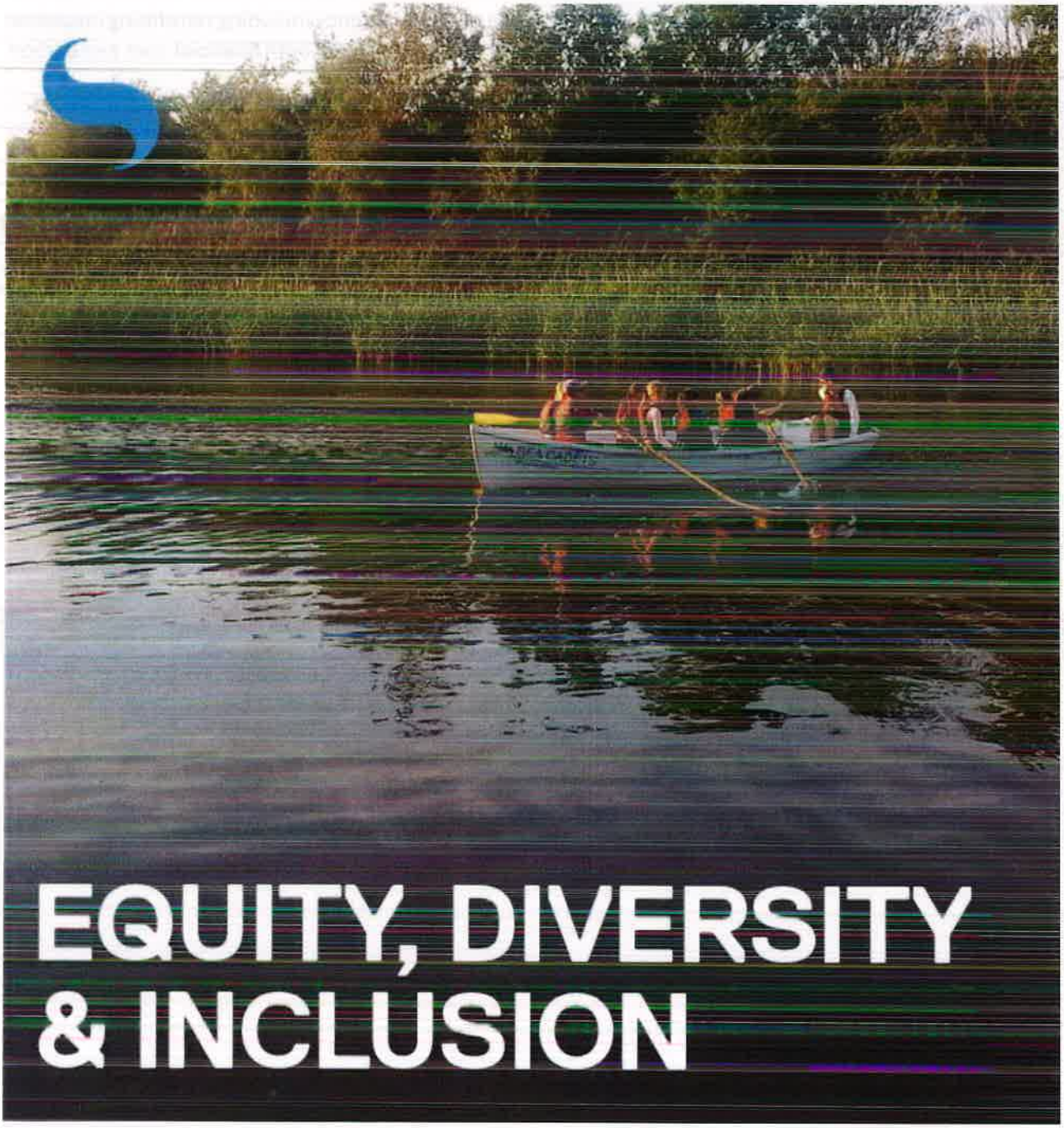


Image: Mrs C Newman
Cadets rowing at Huntspill River, summer 2026

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.

Its essential 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, as well as the wider Defence community being a better reflection of the UK's incredibly diverse population.

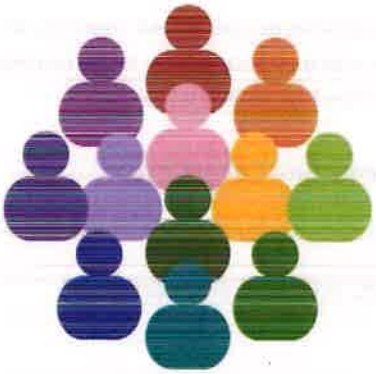
Within the UK Cadet Forces we understand very clearly that to remain relevant to the young people we aspire to serve we must reflect both their concerns and the culture of our local communities. This is quite literally an existential issue that we must adapt to and culturally embed through the organisation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

With formal MSSC guidance very slow to be produced by National Support Centre 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:



Equity

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



Diversity

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 2026 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, and ensure that those cadets who need additional support receive it where we have the capacity to do so.

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.

As of 31 March 2026, 3 out of 43 volunteers (7%) have yet to complete this training. This excludes 2 CFAVs currently being onboarded and not subject to this deadline.

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 for Inclusive conversations and facilitating the participation of disabled young people

There is clearly much more to do and embedding this cultural shift will take years to fully embrace and accomplish and will be a challenge for the new Officer-in-Charge going forward, 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.

Update: July 2026

From 5 August 2026 we are expecting the new Equality and Human rights Commission Code of Practice to come into effect. This does not change the Equality Act 2010 but does provide statutory guidance on how organisations like the Sea Cadet Corps should apply the law in practice.

It is not the place of individual Units to make their own interpretation. We will instead align with the wider conversation being held that reviews relevant policies, procedures and supporting guidance, taken carefully and recognising our legal responsibilities and our commitment to delivering a safe, welcoming and respectful environment for everyone in Sea Cadets.

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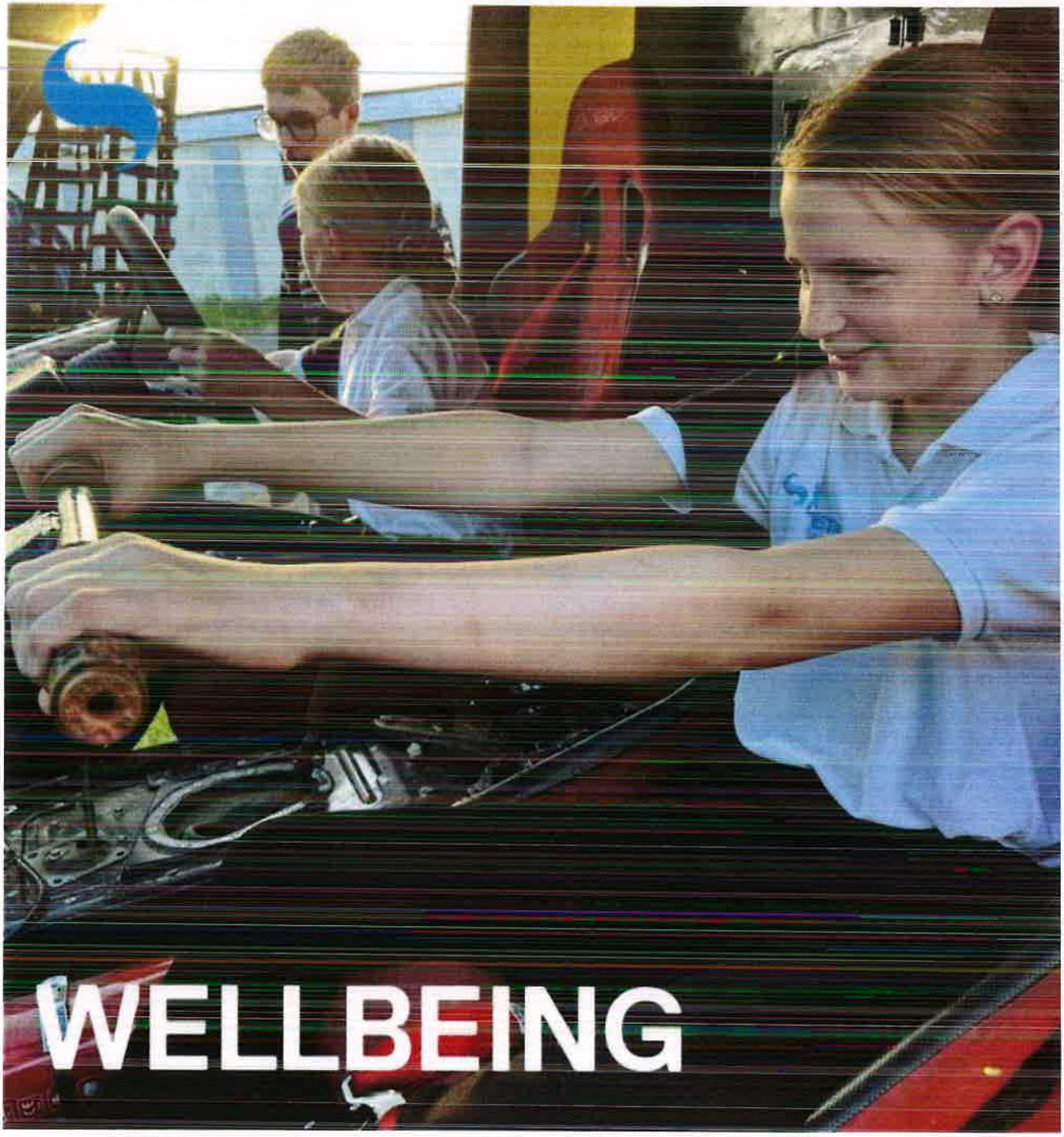


Image: PO (SCC) Tony Hall

Cadets participating in a visit by the Royal Navy & Royal Marines Motorsport Team, summer 2026

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.

It is disappointing that the National Support Centre have chosen not to engage with proposals made by Unit volunteers within the reporting period on extending Wellbeing training to older cadets – arguably those most in need due to the stresses and pressures of exams and growing up. We will continue to challenge and revisit this going forward.

Mental Wellbeing

We support our cadets and volunteers by enabling each to access a sympathetic ear in the form of a Divisional Officer and chain of command whose sole role is to ensure that every voice is listened to and frustrations are addressed where possible.

We retain two qualified Mental Health First Aiders on the adult team who support all personnel and whose service is also open to our wider community if needed.

The District also enables access to a number of TRiM Practioners. These non-clinical peers are trained to actively listen to those who have experienced a recent trauma and undertake a personal risk assessment for potential longer-term psychological harms. This service is open to cadets and others who have experienced death, life-changing injuries or sexual harm, and is a rapid-response service normally offered around 72 hours after a traumatic incident on request.

Relationship Wellbeing

Cadets are often in their first emotional relationships in their teens and can often find the ups and downs of this difficult. Similarly, there can be challenges for those who may be coming out of difficult or abusive relationships to re-establish "normal" boundaries with those around them. Our team can signpost sources of direct support.

For adult volunteers who find their own relationships challenged we offer free access to an Individual Assistance Programme which supports volunteers through problems with:

- Stress and anxiety
- Personal legal information or tax support
- Family issues including childcare and eldercare
- Housing or tenancy concerns
- Bereavement or loss
- Relationships and marital changes
- Medical information

Physical Wellbeing

Physical wellbeing is not all about access to a gym! For us we aim to encourage a healthy lifestyle, beginning at Junior Sea Cadet level with information about well-balanced nutrition, leading all the way through the system to encouraging life-long healthy habits from regular exercise to eating well.

Our Cadet Training Programme – the advancement programme that cadets work through at each rate has elements of physical activity, whether as Recreational Training (RT) Games, engagement with afloat activities, or adventure training. Cadets and volunteer instructors are also able to engage with the SCC

Physical Training (PT) specialisation. Four cadets are currently qualified as Basic PT Instructors in their own right, with some booked to attend Intermediate training in the coming year. We're very keen for more cadets to experience this amazing specialisation. Courses are normally arranged through District or Area: but wouldn't it be brilliant if the Unit had its own qualified adult PTIs?

Cultural Wellbeing

This writer's interpretation of cultural wellbeing is to embrace every unique difference and asset that every cadet and volunteer brings to the Unit and allowing these to bloom. Its not just about having a superficial understanding of religion or disability: its about creating an environment where all our people have an equally loud and powerful voice at the decision-making table and feeds into the EDI aspirations detailed above.

Our Unit culture should be warm and inclusive, respectful of others but unafraid to challenge unwanted behaviours and language in positive ways. It's about giving our cadets and our volunteers the psychological safety to say no if they're uncomfortable about something, the space to explain why and the mutual respect to adapt a plan if it is necessary. Its fair to say that not everyone is onboard with this yet, but any cultural change takes time to enbed.

Environmental Wellbeing

We've already touched on aspects of environmental wellbeing by mentioning the improvements to the physical infrastructure of our building and the resources available to our people. This also applies to the uniforms we wear – ensuring that everyone has a uniform that fits and that there are minimal delays in issuing kit to those entitled to wear it.

Made-to-measure No4 uniform is presently not available. This is a big stumbling block to environmental wellbeing. Larger or taller adults, or some of our shorter cadets struggle to access uniform that helps them meet their commitments made under the Sea Cadet Promise – "to be proud of my uniform and smart and seamanlike in wearing it". We know that the next transition in No4 uniform, from PCS to Rig 22, will come to us eventually. It will be easier to wear and be supplied in a wider range of sizes, alleviating some of the problems faced by cadets and volunteers alike.

We have made a great start with final planning underway at the time of writing of the installation of the Unit Nature Garden. This will take a while to fully mature but we hope that whilst predominantly a Junior Sea Cadets project this will benefit all cadets as a chillout space as well as somewhere to explore and catalogue the bugs and creepy-crawlies that we're able to encourage in.

Occupational Wellbeing

How many of us get up in the morning dreading the day ahead? Our volunteering jobs can become overwhelming. Finding that work/life balance is presently aspirational but is achievable once all volunteers have the freedom to say no, or seek help and receive suitable support to meet the aim. We shouldn't place ourselves under so much stress that necessary work doesn't get done. But equally we mustn't get into another situation where one person does everything. That's not a fair distribution of work. It means that if adult volunteers ask for help we must support each other and positively contribute without compromising our own wellbeing.

Parents can help by easing the burden on the volunteers by seeking answers through the sources of information already open to them without taking the easy option of sending that email first. Cadet Portal, the Parents and Volunteers Facebook Group or TIDE are all great sources of information. Use the chain of command and the Divisional Officers first, without going straight to the CO/OiC: that's their volunteering job! Our Unit volunteers all have day-jobs in addition to their volunteering roles and these must always come first, so please have a little patience if we don't answer emails immediately. We will when we can.

Financial Wellbeing

The financial wellbeing of our Unit is not just about AGMs and Reports and Account documents. It is also ensuring that we maintain a strong and healthy financial base which ensures that subs are minimised where possible, the building is monetised by external users as much as possible, and that we maintain tight, responsible control of spending.

We encourage cadets to learn the value of money. We hope that our older cadets can take their place as Cadet Representatives at UMT Meetings and gain a wider appreciation of the roles undertaken by trustees.

We try to minimise the contributions made for training courses and set pricing at affordable levels. We do, however, understand that for many families who do not qualify for national bursary schemes finances remain tight and at no point should any cadet be disadvantaged as a result. We do have funding available to support the "squeezed middle" and we ask that any parents in this position not to hesitate to speak in confidence to the CO/OiC and ask for help. We may not be able to fully fund an activity but we can, do and will help where we can.

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Image: PO (SCC) Hollie Williams
Junior Sea Cadets catering experience, summer 2026

STRATEGY REVIEW

We are now operating in a Covid-aware environment that recognises that Covid is now just as much part of the health ecosystem as influenzas.

We have endured several years of challenging financial circumstances and difficult decisions resulting, particularly in terms of travel provision by the National Support Centre for National training and Offshore voyages.

These tough choices for the national Charity have resulted in stabilised finances. Information published in the 2025 Annual Report and Accounts for the Marine Society and Sea Cadets[4] indicate that the charity has returned to surplus and is able ease some of the restrictions imposed by the ***Refining Our Offer*** review in 2022. One clear outcome of this is a welcome reduction in course contributions payable for most out-of-Unit training activity arranged at District, Area and National levels from 1 April 2026 onwards.

The national charity has a new Chief Executive Officer, Guy Holloway, joining us from the Girl Guiding and Girl Scout movements. In January 2026 our new Captain Sea Cadets, Captain Hannah MacKenzie RNR, joined. We have a new and dynamic management team at the top ready to drive our organisation forward.

At a local level our Trustees continue to work tirelessly to cover our expenses and ensure that the financial impact on our cadets and their families is minimised. We continue to keep Unit-led course contributions as low as possible with full transparency over how these fees are arrived at yet being constantly mindful of the impact of the twin perils of inflation and waste.

We have maintained our monthly subs rates at the same level for nearly two years and at the time of writing have no immediate plans to change this. We do, however, retain the right to keep this under review making any increases that become necessary.

The main threat to the Unit is presently maintaining resilience within our volunteer's practical skillsets. This means we will continue to actively support senior cadet and adult volunteer skills development so that we avoid single points of failure in training provision to our cadets.

We will continue to encourage suitable candidates to become qualified dinghy instructors, windsurf instructors, paddlesports leaders and coaches and rowing instructors, alongside the shorebased practical skills we rely on during the winter.

We have a particular need to improve resilience in hillwalking and campcraft to reduce the impact on the two qualified adults able to lead these activities and increase the capacity of future training serials. We also need to broaden and deepen our specialisation skillsets. We welcome any volunteer willing to join us in uniform and either use their existing skills or learn new ones.

With the change of watersports venue away from Cheddar Reservoir we have fewer assets with which to train our cadets. We intend to continue fundraising in support of expanding our fleet of afloat assets and share these with neighbouring Units to maximise usage.

[4] https://register-of-charities.charitycommission.gov.uk/en/charity-search/-/charity-details/313013/accounts-and-annual-returns?_uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet_organisationNumber=313013

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 much smaller: 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? We continue to draw strength and inspiration from 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 2018[5]:

- 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.

Our Offer

The major change to our circumstances has been the move away from Cheddar HUBS. With the host sailing club preventing the HUBS from becoming an RYA Recognised Training Centre (RTC) and simultaneously increasing the cost payable by the Unit into four figures we took the difficult decision to find an alternative offer at the end of 2025.

Our new hosts are Durleigh Sailing Centre with whom we have a much more positive working relationship already, and where we feel welcomed and valued, not merely tolerated. We anticipate that over the summer this will become a hugely important part of getting cadets afloat and earning experience and qualifications. We anticipate being able to participate in club racing throughout the year which in turn brings benefits to regatta competition performance.

Our transition to become an Air Rifle Hub continues to be painfully slow. In April we expect to receive the much-needed support to verify the infrastructure changes necessary to become operational, pending only the volunteer training which has been promised throughout this process but never delivered. We have a couple of options for achieving this which we are presently working through.

Mountain-biking is going from strength to strength and we have a core of senior bluejacket cadets who are well on their way to achieving the Intermediate Mountain Biking award having built up a good portfolio of experience on the hills, riding both independently as well as using the Ride Builder opportunities through the Unit. We're already looking at some of these young people as future Mountain Bike Leaders in their own right.

[5] SC Impact Report online.pdf (sea-cadets.org)

Hillwalking and Campcraft is another aspect of our onshore offer that we are slowly rebuilding following significant upheaval in the last ten years as MoD move the leadership goalposts. Our Unit is blessed with two qualified Hillwalking Leaders. By comparison there are only three within the wider District. This skill underpins engagement with the Duke of Edinburgh's Award Scheme and broadens the number of expedition modes of transport available to our cadets to four. Most Units are entirely dependent on other Units, Districts or Area to facilitate.

In **2025-26** we utilised the following training opportunities:

	Cadet Course Days	Adult Course Days as Students or Trainers
Unit-led Courses	283	123
District-led Courses	76	70
Area-led Courses	83	20
National-led Courses	45	27
Offshore Voyages	109	0
Total Course Days	**596**	240

These figures suggest that one cadet could have been kept busy *continuously* for 1 year, 7 months and 19 days, with no days off! Combined with the adult volunteer training engagement – as students or trainers – that's over 2 years and 3 months-worth of continuous engagement.

Whether as students or trainers, our CFAVs provided over 20% of all those engaging with the District training offer. Our Unit is not just looking after its own, these stats suggest that the CFAV team are heavily supporting the District training offer as providers and consumers.

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:

- Gold DofE Award
- BCAB Level 3 Kayak Coach
- BCAB L1 SUP Instructors
- MIAS Level 4 Cyclefit Maintenance
- MIAS Level 5 Mountain Bike Leader
- Mountain Training Lowland Leader
- Mountain Training Camping Leader
- SCC Rowing Instructors
- RYA Senior Dinghy Instructor
- SCC Drill Instructor

Compared to FY 2024-25 our effort this year has been to develop the weaknesses in our onshore provision. With the last year of churn to cadets aging out we now need to resume our focus on reinvigorating the Paddlesports Instructor and Leader pipelines, alongside that of Dinghy and Rowing Instructors, whilst maintaining the current effort towards Specialisation and Onshore proficiency instructors.

Inclusion and Growth

Inclusion is reviewed in much greater depth in the ED&I section starting on page 41.

As forecast in the FY2024-25 report we expected a net reduction in headcount in FY2025-26. Our forecast was to 43 to 44 cadets at 31 March 2026. At the end of the financial year our actual headcount stood at 39, slightly below expectation.

The 2025 Strategic Defence Review has focussed many minds on future growth. The impact of which have been described elsewhere in this document. Despite the subsequent extension of the 30x30 deadline to 2035, the expectation of achieving 64 cadets on strength by 31 March 2035 remains extant.

On previous calculations and considering a forecastable churn rate consistent with historical performance, the earlier deadline for growth resulted in a need to consistently recruit an average of 2.5 cadets per month beginning in June 2026.

Extending this deadline to 2035 results in an inevitably-different calculation but growth remains a key focus point for Command teams across the UK, with Units having to consider interesting new and distinct solutions to the problem in the face of limited or no additional resource from central government.

Possible options under active consideration include:

- Identification of new, local Sea Venturers sites within the existing District boundary.
- Introduction of a Royal Marines Cadets Detachment to Units currently without, wherein doing so would add to the overall UK Cadet Forces offer and not detract from it. (It is unacceptable for the Unit, for example, to open an RMC Detachment if the net effect was to result in the closure of the neighbouring Army Cadet Force.)
- Introduction of an additional Junior Sea Cadets section, potentially extending to 9-year olds.
- Introduction of additional parade nights, enabling different cohorts of cadets to meet on different evenings, mitigating the strain on existing teaching resources
- Opening a new Unit in a new location within the District
- Opening a satellite Division (outpost) to an existing Unit on a different parade night, or at a different venue.
- Fundraising and building new infrastructure to accommodate increased headcount within the existing volunteering profile.

All options remain open to the Command Team, however the outcome chosen must fit within the Unit's local volunteering profile and financial restrictions.

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 in 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
- We seek creative solutions to the 30x35 Growth Challenge
- We embrace change and challenge the established order, seeking to emulate *Today's Royal Navy* with a relevant and modern offer.

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
- We seek to build new relationships with smaller, hard-to-reach communities within the broader catchment

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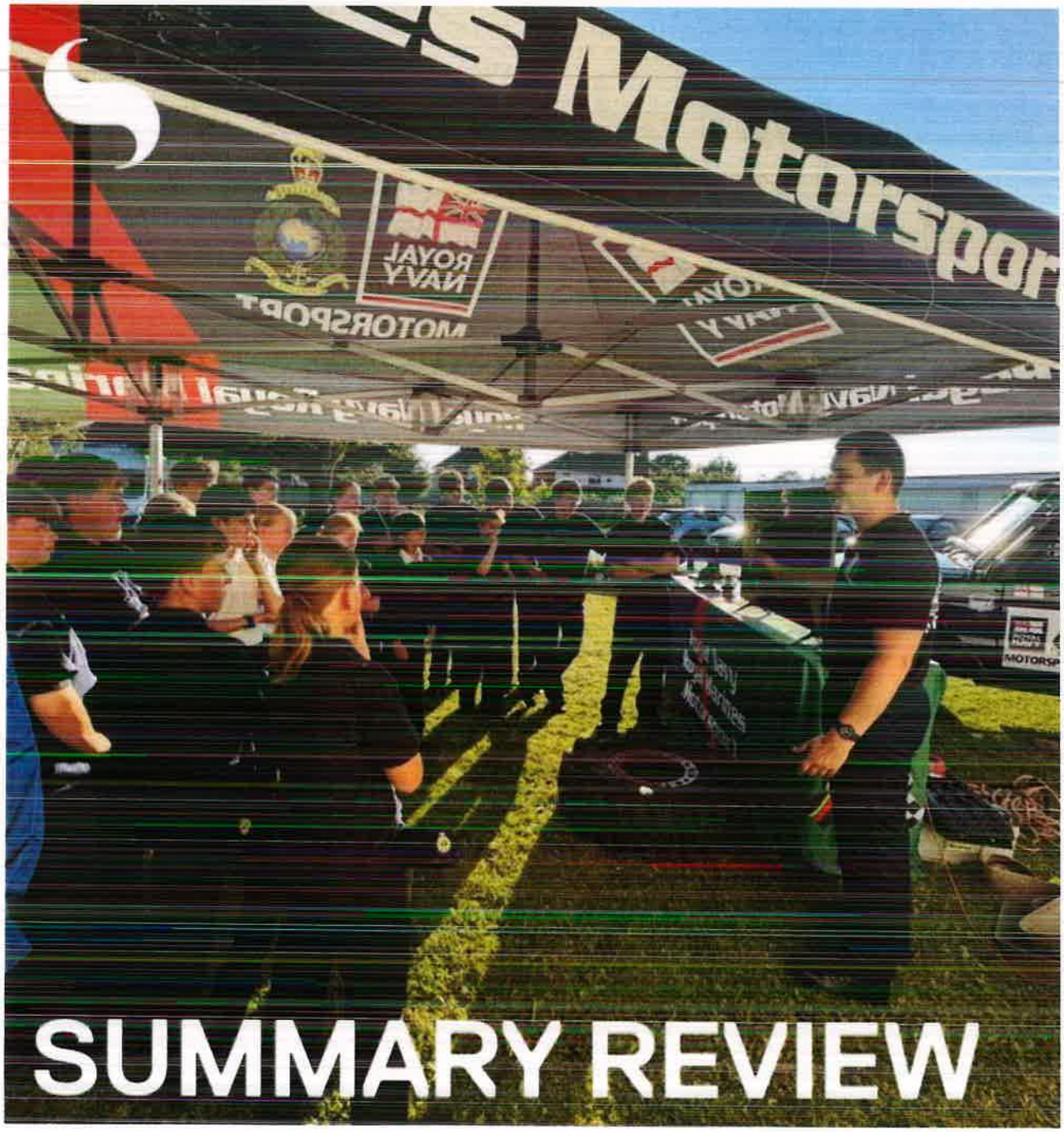


Image: PO (SCC) Tony Hall

Cadets participating in a visit by the Royal Navy & Royal Marines Motorsport Team, summer 2026

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 recognise the difficulties of the need to grow alongside all UK Cadet Forces in the face of the UK Government's challenge following the 2025 Strategic Defence Review and 2026 Defence Investment Plan and will be striving to overcome these.

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

Notes



SEA CADETS
BURNHAM-ON-SEA
& HIGHBRIDGE

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