

**COMMANDING OFFICERS REPORT**

**SALISBURY SEA CADETS UNIT 296 OF THE SEA CADET CORPS**

**REVIEW PERIOD May 2024 – May 2025**

**SUBMITTED BY SLt (SCC) Jordyn Bond RNR**

**PRESENTED DURING UNIT ANNUAL GENERAL MEETING**

**23<sup>rd</sup> OCTOBER 2025**

## Opening Address

Good evening, everyone,

It is my privilege to welcome you all to this year's Annual General Meeting. I would like to extend a warm welcome to our cadets, parents and guardians, supporters, and guests who have joined us today. Your continued commitment and presence are a testament to the strength and unity of our organisation.

This report serves to reflect on the past year's activities, achievements, and challenges, and to outline our vision for the year ahead. It is an opportunity to acknowledge the hard work and dedication of our personnel, to celebrate our successes, and to reaffirm our shared goals and values.

As Commanding Officer, I am proud to present this overview and to lead a team that consistently demonstrates professionalism, resilience, and a deep sense of duty. I hope this report provides clarity, inspiration, and a renewed sense of purpose as we move forward together.

## Unit Compliment

The current compliment of the unit is detailed below:

CADETS	
Sea Cadets	64
Royal Marine Cadets	20
Junior Sea Cadets	21
Total	105

These inspirational young people are supported by dedicated adult volunteers to achieve their full potential. The current compliment of unit cadet forces adult volunteers is detailed below:

CADET FORCES ADULT VOLUNTEERS	
Officers	5
Seconded Officers	1
Senior Rates	16
Civilian Instructors	1
Volunteers Onboarding	5
Total	28

The unit operated four new entry intakes for Junior Sea Cadets, Sea Cadets and Royal Marine Cadets during the review period 2024 – 2025.

## Unit Review 2024 – 2025

TS Salisbury had another successful year, performing highly in most areas leading to a score of 90 in our unit review, gaining another burgee efficiency. A breakdown of these scores can be found below:

Unit Review Category	Score (Maximum of 5)
Cadet Dress & Bearing	5
Cadet Drill & Ceremonial	5
Cadet Experience	4
Cadet Boating Hours	5
Cadet Boating Qualifications	5
CVQO BTEC Achievements	0
Duke of Edinburgh	4
Cadet Promotion	5
Cadet Growth	4
Cadet Retention	5
Cadet Community Activity	5
Junior Sea Cadet Experience	5
Adult Dress & Bearing	5
Adult Qualifications & Development	5
Adult Participation & Support	5
Area Officer Review	4
Unit Administration	5
Unit Resources	5
RNP Assessment	4
Royal Marine Cadets Detachment	4

Commanding Officers Summary:

*“The 2024 - 2025 review period has been a highly positive year for Salisbury Unit. We have successfully attracted new uniformed volunteers, unit management team members, and, most importantly, new cadets, ensuring a sustainable growth rate that aligns with our current capabilities.*

*While refining our offer has undoubtedly focused our efforts and provided clear direction for the unit command team, Salisbury Unit faced challenges in achieving the top score in the Sea Cadet Experience section of the review. Historically, we have concentrated on specialisations in navigation and piping proficiencies within the unit. This focus has impacted our overall score. However, we are now redirecting our uniformed instructors to train in specialisations that align with our refined offer, ensuring we can provide a comprehensive range of training in-house.*

*Over the past seven months, the ship's company has worked diligently to address two key areas identified in the previous review period:*

### *1. Timely Return on Admin/Communication:*

*The Officer in Charge (OiC) has increased efforts across the ship's company to support timely admin and communication returns. This includes reallocating resources as part of our unit succession plan to fill the vacant unit admin officer position and empowering the extended leadership team to provide*

*additional administrative support.*

*The unit command has conducted sessions on using Westminster to streamline processes, freeing up the OiC's time for outward-facing communication with the community and chain of command.*

## *2. Further Development on DofE:*

*The admin officer has maintained regular contact with parents and guardians of cadets completing their Duke of Edinburgh (DofE) awards within schools. This has been done with the aim of obtaining award certificates, that are the result from the unit's efforts to provide skills, physical, and volunteering opportunities, but the passing of this information has not been as successful as initially hoped, resulting in a UR score of four where it could have been a five.*

*As part of the unit's strategic plan for 2025 - 2030, the unit command will be focusing efforts to improve DofE efforts within the unit, initially by implementing more DofE leaders and DofE helpers within the unit in addition to two DofE supervisors/assessors." - S/Lt (SCC) J Bond RNR*

*District Officers Summary:*

*"The team at TS Salisbury continue to offer a first-class cadet experience, notably a powerhouse in all things afloat training. Unit numbers remain healthy and although already 100+ cadets on strength are looking at ways to increase their numbers further over the next 3 years which is very encouraging with the recent SDR proposal. The adult cadre are a cemented team led by an enthusiastic and driven CO, they all contribute wholeheartedly to the aims of the SCC and are often seen supporting the wider cadet community at District, Area, National events and competitions, Thank you! With the recent departure of their longstanding UMT Chair Mr Phil Lawes has seen a seamless handover to Mr Tim Varney who will look to take on the post with purpose and vision.*

*My only two observations for opportunities for improvement are as follows:*

- 1- Engagement and enrolment for BTEC 1 & 2*
- 2- Attending POC/CSgt Promotion Boards*

*BZ Team Salisbury for another solid UR, keep up the great work!" - Lt Cdr (SCC) L Grinter RNR*

Area Officers Summary:

*"I am delighted to see that this has once again been a strong performance from TS Salisbury with clearly laid down plans for the future; this is a strong indication of an impressive command team well led by the CO. I am particularly impressed to see the focus shift regarding specialisations and continued interest in maximising DofE opportunities and school engagement. It is great to see growth across the adult cadre, both uniformed and UMT, and maximisation of cadet numbers meaning you are basically at capacity. It is encouraging to see an acknowledgement of the need to review BTEC performance, however, I hope this leads to evident success in the future. Well done to everyone at Salisbury unit; you continue to deliver a powerful sea cadet experience making a valuable contribution to the lives of young people." - Cdr D Grindel RN*

Captain Sea Cadets Summary:

*"I am very encouraged to see a well-led unit that understands its strengths and areas for development and is actively planning for future improvements. This is clearly a strong, high-performing unit making a significant impact on many young people.*

*My congratulations and thanks to everyone for their hard work, dedication, and commitment to sustaining such a positive and thriving environment..*

*BZ - TS Salisbury!" - Capt. N Downing RN*

### **Unit Strategic Goals**

This review period also saw us set a new strategic plan for the unit, covering the next five years until 2030. This was designed to be a visionary roadmap designed to empower and inspire young people in our community. Over the next five years, we aim to build on our legacy of fostering personal growth, resilience, and leadership through maritime-themed activities and training. Our plan focuses on three strategic themes:

1. Enhancing Our Offer; "An engaging training programme to achieve shared and individual goals"
2. Preparing for the Future; "The right people, with the right equipment, doing the right thing."
3. Community Engagement; "Actively engage in community outreach and be valued by the community."

By expanding our program offerings, investing in our volunteers and staff, and breaking down barriers to accessibility, we strive to create an environment where every young person can thrive. Together, we will navigate the challenges and opportunities of the future, ensuring that the Salisbury Sea Cadets continue to be a beacon of adventure, friendship, and learning for years to come.

Whilst there was only a matter of months within this review period after setting this plan, I am already encouraged by the efforts made by the unit leadership to deepen our relationship with the community, and hope to return to this point in next year's report with further great progress in all three strategic themes.

With the strategic defence review looming to deliver in the next review period, I hold great expectations for not just our organisation locally, but the cadet movement as a whole.

### **Notable changes in unit structure**

During the 2024-2025 review period, I made some changes to broaden the extended leadership team of the unit, with the aim of providing clear roles and responsibilities for those within the unit. These appointments are as follows:

Commanding Officer:	S/Lt (SCC) Jordyn Bond RNR
First Lieutenant:	Lt (SCC) Michael Dibben RNR
RMC Detachment Commander:	S/Lt George Thompson RNR
Hackett Divisional Officer:	PO (SCC) Ben Murley
Waghorne Divisional Officer:	PO (SCC) Thomas Howden
JSC Divisional Officer:	Lt (SCC) Ruth Musselwhite RNR
Unit Admin Officer:	PO (SCC) Charlie Mills
Unit Training Officers:	PO (SCC) Thomas Musselwhite PO (SCC) Nicola Evans Lt (SCC) Damien Chorlton RMR
Unit Stores Officer:	PPO (SCC) Lauren Lamberth
Unit Boats Officer:	Mr Andrew Musselwhite
RYA Chief Instructor:	PO (SCC) Paul Bailey

Whilst some of these appointments are still embedding, it is important to note that these appointments have been made to reduce administration burden on the unit command by “sharing the load”, providing the unit leadership with time to focus on strategic planning, ensuring the unit is best positioned for the future.

## **Community engagement**

During the review period, the unit attended over twelve community engagement functions, aimed to provide the cadets with meaningful experiences engaging with the wider public, but also to represent the cadet movement within the local community, and promote our corps values.

These community engagements include, but not exhaustive:

- Downton Cuckoo Fair
- MOD Boscombe Down Families Day
- Royal British Legion Poppy Appeal Launch
- Royal British Legion Poppy Collection
- D-Day 80<sup>th</sup> Anniversary Celebrations
- Visit to D-Day veterans in care homes
- Remembrance sunday parade

During this period, the unit leadership has renewed relationships with both the royal british legion, and Salisbury branch of the royal naval association.

## **Sea Cadet Competitions**

Over the past year, Salisbury Sea Cadets have demonstrated outstanding performance across a range of district, area, and national competitions. The following summary highlights the unit's competitive successes and commitment to excellence.

### District Boat Handling

12<sup>th</sup> May 2024 was the Wessex District Boat Handling Competition held at Southampton Unit. A beautiful day with wall-to-wall sunshine and a light breeze where our teams performed extremely well.

1st - Rowing Boat Handling

2nd - Sailing Boat Handling

2nd - Power Boat Handling

### District Sailing Competition

On 8<sup>th</sup> June 2024, Salisbury unit entered a large fleet into the district sailing competition. This was the first time the event had been held at Poole, and it proved to be an excellent day, marked by favourable conditions and strong competition.

The unit fielded a full entry across all classes, and our cadets performed commendably against high-quality opposition from across the district. Several cadets progressed to the Southern Area Regatta in July, including the winner of the Pico class.

### District Rowing Competition

On 9<sup>th</sup> June 2024 Salisbury Sea Cadets once again delivered an outstanding performance at the District Rowing Regatta. Despite occasional choppy conditions, the day offered excellent weather and a competitive atmosphere on the water.

The unit entered crews in every available category and competed against strong teams from across the Wessex District. Several races were closely contested, reflecting the high standard of competition.

#### Results:

- 1st Place – Open Mixed Yole
- 1st Place – Junior Mixed Yole
- 1st Place – Open Boy Yole
- 1st Place – Open Boys T500
- 1st Place – Junior Girl T500
- 1st Place – Junior Boy T500
- 1st Place – Junior Sea Cadets
- 2nd Place – Open Girl Yole
- 2nd Place – Open Girls T500

Congratulations to all who took part. The winning teams progressed to the Southern Area Competition held the following month.

### District Paddlesport Competition

On 16<sup>th</sup> June 2024 cadets who participated in the District Paddle sport Competition, held at our unit on the River Avon in Salisbury. The event took place under clear skies and favourable conditions, contributing to a highly successful day for the unit.

Salisbury Sea Cadets secured all overall trophies, with numerous individual victories across flat water racing and cross-stream categories. These results reflected the high level of preparation and skill demonstrated by our paddlers.

#### Overall Results:

- 1st Place – Open Girls
- 1st Place – Open Boys
- 1st Place – Junior Girls
- 1st Place – Junior Boys

#### Individual Results – Flat Water Racing:

- Junior Girls K1 Sprint – 1st and 3rd
- Junior Girls K1 Time Trial – 1st and 3rd
- Junior Boys K1 Sprint – 1st and 3rd
- Junior Boys K1 Time Trial – 1st and 2nd
- Open Boys K1 Sprint – 1st and 3rd
- Open Boys K1 Time Trial – 1st and 4th

#### Cross-Stream Results:

- Kayak Open Girl – 1st
- Kayak Open Boy – 2nd
- Canoe Open Girl – 1st
- Canoe Open Boy – 1st
- Canoe Open Tandem – 1st

Winning competitors progressed to the Southern Area Paddlesport Competition held in July.

### Southern Area Rowing Regatta

On 6<sup>th</sup> July 2024 the Southern Area Combined Regatta returned for the first time in five years, following cancellations due to COVID-19 restrictions and adverse weather conditions. It was a welcome return, and the event was held for the first time in Poole Harbour, which proved to be an excellent venue with a well-organised setup, despite breezy conditions.

Having secured victories at the Wessex District Regatta earlier in the season, Salisbury Sea Cadets entered the competition with confidence. The unit delivered an exceptional performance, with all teams returning home with medals — including multiple golds.

Results:

- 1st Place – Rowing Boat Handling
- 1st Place – Junior Mixed Yole
- 1st Place – Open Mixed Yole
- 1st Place – Open Boy Yole
- 1st Place – Junior Girls T500
- 1st Place – Junior Boys T500
- 2nd Place – Open Boys T500

### Southern Area Sailing Regatta

The following day, the Southern Area Sailing Regatta marked another successful day for Salisbury Sea Cadets. Three crews participated, having previously qualified at the Wessex District Regatta.

Weather conditions were challenging, with strong winds on the water leading to a reduced racing schedule and a few capsizes. Despite this, our cadets adapted well and delivered excellent performances.

Results:

- 1st Place – Open Pico Class
- 1st Place – Open Zest Class
- 3rd Place – Junior Quest Class

These results reflected the cadets' resilience and skill under pressure, and contributed to a strong overall showing for the unit.

### Wessex District Drill & Piping Competition

Sea Cadets and Royal Marine Cadets from Salisbury participated in the Wessex District Drill and Piping Competition on Sunday, 16th February 2025. After weeks of preparation involving drill practice, uniform maintenance, and attention to detail, their efforts were rewarded with excellent results.

Gratitude is extended to our Cadet Forces Adult Volunteers for their dedication and time in training and supporting the cadets in the lead-up to the event.

Results:

- 1st Place – Royal Marine Cadet Drill Squad
- 2nd Place – Sea Cadet Drill Squad
- 1st Place – Best Royal Marine Cadet Squad Commander

Following this success, the Royal Marine Cadet Drill Squad advanced to the Southern Area Competition, held on 9th March 2025 at HMS Excellent.

#### Southern Area Drill & Piping Competition

Following their success at the district competition, the Royal Marine Cadet detachment progressed to the area drill and piping competition following weeks of preparation.

The cadets put on a good display and were narrowly beaten by very strong competition.

#### Wessex District First Aid Competition

Salisbury Sea Cadets achieved a significant milestone by winning the inaugural Wessex District First Aid Competition. The team demonstrated excellent knowledge, composure, and practical skill throughout the event.

In addition to the team's success, one cadet was recognised individually for outstanding performance and awarded Best Individual First Aider.

Following this achievement, the team progressed to represent the district at the Southern Area First Aid Competition in May 2025.

#### **Lord Lieutenant's Cadet for Wiltshire**

Our resident Lord Lieutenant Cadet, Petty Officer Cadet Rosie Cowan was busy throughout much of this review period, attending the needs of the Lord Lieutenant for Wiltshire, Dame Sarah Troughton at many engagements across Wiltshire and the South of England during this review period. A highlight for her would be attending the 80<sup>th</sup> celebration of D-Day in Portsmouth alongside the Lord Lieutenant. Thankyou Petty Officer Cadet Cowan for representing the unit in such a positive light, I hope that her service during this review period will set a great example for many upcoming cadets.

#### **Unit Annual Camp 2024**

A matter of weeks into this review period, the unit held its 48<sup>th</sup> annual camp at Cleavel Point, Wareham, again focussing on waterborne activities such as windsurfing, paddlesport, and dinghy sailing. As usual, it is one of the highlights for both cadet forces adult volunteers as well as cadets, being blessed with fantatsic weather and 30 positive cadets in attendance.

We look forward to returning in 2025.

#### **Unit Management Team**

I would like to express my sincere gratitude to our Unit Management Team for their continued dedication and support. Their work in governance, fundraising, compliance, and safety is essential to

the smooth running and long-term sustainability of Salisbury Sea Cadets. Their efforts behind the scenes ensure our cadets have the resources and environment they need to thrive.

A special thank you goes to Mr. Phillip Lawes, who will be stepping down imminently after many years of committed service as Chairperson. His contribution to the unit has been significant and long-lasting, and his impact will not be forgotten.

I would also like to welcome and thank Mr. Tim Varney, who will shortly take on the role of Chairperson. In a short time spent on the unit management team, Tim has already shown great enthusiasm and dedication in getting up to speed, and I look forward to working with him in the years ahead.

Further thanks go to Mr. Steve Smith, our Treasurer, for his careful and diligent management of our finances, and to Mr. Fritz Macauley, who continues to invest considerable time in managing our building tenants — a vital source of income that directly supports our cadets.

### **Summary**

2024 – 2025 has been a year of exceptional achievement, growth, and pride for Salisbury Sea Cadets. Our cadets have consistently demonstrated resilience, teamwork, and leadership across a wide range of activities, from training and community engagement to outstanding performances in district, area, and national competitions.

These successes are a direct result of the dedication and hard work of our young people, supported by the unwavering commitment of our Cadet Forces Adult Volunteers. Their time, energy, and mentorship are the backbone of our unit, and I extend my deepest thanks to each one of them for their continued service and support.

I would also like to express sincere gratitude to our parents and families, whose encouragement, patience, and support behind the scenes make a vital contribution to the success and wellbeing of our cadets. Your involvement is deeply appreciated.

As we look ahead, we remain focused on providing meaningful opportunities that challenge and inspire our cadets, helping them grow into confident, capable individuals. Thank you all for your continued support and commitment to Salisbury Sea Cadets.





# Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/  
members of

Salisbury Sea Cadets

On accounts for the  
year ended

31st March 2025

Charity no

30564

Set out on pages

**Respective responsibilities of trustees and examiner**

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

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

**Basis of independent examiner's statement**

My examination was carried out in accordance with 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 the 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

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention (other than that disclosed below \*)

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act, and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act

have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

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

Signed:

*L R Palmer*

Date:

05/07/2025

Name:

Lena Palmer

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

Address:

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Salisbury

SP2 7UQ