

CHAIRMAN'S REPORT

The past twelve months have been a period of real progress, resilience, and achievement for TS Gurkha. I am incredibly proud and delighted to report that the unit was awarded a Burgee from the Royal Navy Parade (RNP) in May, recognising our high standards of training, governance, and community engagement. This award reflects the outstanding dedication of our staff, cadets, and volunteers.

Under the leadership of CPO Matt Francis as Officer in Charge and PO Stephen Blake as Executive Officer, the unit has continued to move from strength to strength. Their professionalism, teamwork, and commitment have ensured the smooth running of the unit and the delivery of high-quality training opportunities for our cadets. Morale across the unit remains excellent — a clear testament to their leadership and to the commitment of the wider volunteer team.

Although we saw some staff changes over the year, the unit has maintained stability through the recruitment of new uniformed staff, Civilian Instructors (CIs), and Unit Assistants (UAs) — including former cadets who have chosen to continue their journey as adult volunteers. This continuity between cadet and staff roles highlights the strength of our culture and the loyalty it inspires.

Cadet numbers have naturally fluctuated due to ageing out, but recruitment remains a key priority. The team has been proactive and is developing new outreach and engagement initiatives, including school presentations, digital promotion through local social media and school networks, and an enhanced presence at community events. These efforts are designed to strengthen our visibility and connection with the local community, ensuring a steady intake of new cadets in the months ahead.

Looking ahead, we plan to build on the success of our boating season as a key recruitment and engagement tool. This year has been highly successful on the water, as the OiC alluded to in his report. New equipment has already been introduced, including a replacement RIB and new kayaks. We also hope to expand our fleet in readiness for next season with the addition of a new Trinity, now that they are back in production.

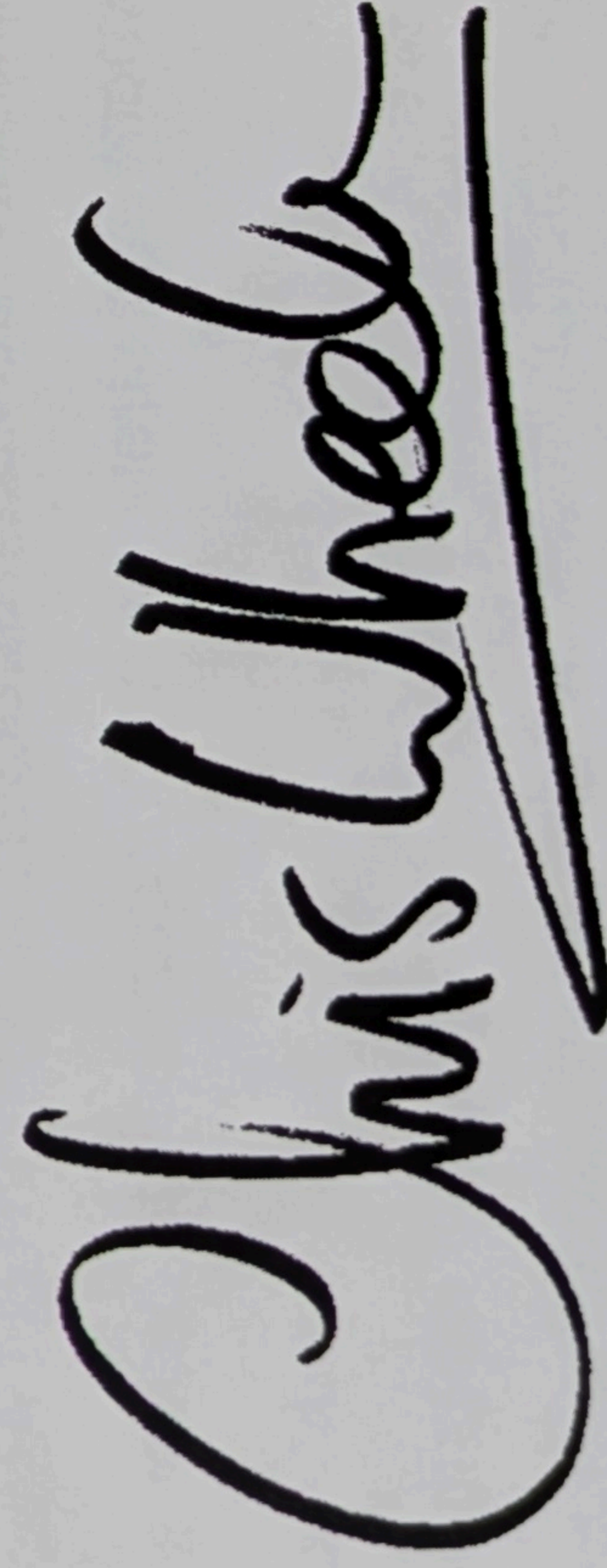
Significant progress has been made in the unit's flood recovery and refurbishment efforts. The galley has been upgraded with professional stainless-steel equipment, flood barriers have been installed to protect the building, and the wardroom and other internal areas have been refurbished. Thanks to generous donations and the volunteer support of Jaguar Land Rover, these improvements have transformed the unit's facilities.

Future plans include redecorating the main deck and repurposing the old armoury into expanded boating storage space, further enhancing our operational capacity.

We are also working closely with Stratford-on-Avon District Council on the redevelopment of our fifty-two-year-old building. Initial meetings have been very positive, and we are progressing discussions to secure the freehold of our leased land. This redevelopment project represents a crucial step toward ensuring the long-term sustainability of TS Gurkha as a thriving and visible part of the Stratford-upon-Avon community.

In parallel, the Unit Management Team (UMT) has undertaken a full review of our administrative systems, communications, and digital security, leading to fundamental improvements that enable the cadet experience to be delivered more efficiently and safely. We are also developing a long-term strategy document to guide the unit's growth over the next decade, ensuring that TS Gurkha remains a secure, forward-thinking, and community-focused centre for youth development. We aim to have this ready within the next six months.

In summary, TS Gurkha continues to demonstrate excellence across all areas of its operation — from leadership and training to community engagement and governance. Receiving the Burgee this year was a moment of immense pride and recognition for everyone involved in the unit. As Chairman, I am deeply proud of what has been achieved and confident that, with the dedication of our staff, volunteers, and cadets, the year ahead will build on this success and secure an even stronger future for TS Gurkha.

A handwritten signature in black ink that reads "Chris Wheeler". The signature is written in a cursive style with a long, sweeping underline.

Chris Wheeler
Chair of Trustees

OUR AIMS FOR 2025-2026

- Continue to deliver a positive cadet experience.
- Increase our pool of adult volunteers and uniformed instructors.
- Build up our community activity.
- Increase the cadet boating hours to above the Sea Cadets national average.
- Increase dinghy sailing opportunities for the cadets.
- Increase our fundraising activities.
- Strive to excel in District, Area and National Competitions.
- To progress the Unit re-development plans.

REPORT FROM THE OFFICER IN CHARGE

The past year has been another tremendous period of growth and achievement for TS Gurkha. Despite a few challenges, the unit continues to thrive thanks to the dedication of our staff, volunteers, and cadets.

Unit Development and Facilities

This year, we successfully refurbished our flood-damaged galley, transforming it into a modern, practical, and teachable environment. This new space will be used to deliver Cook Steward training—supported by our newly qualified Cook Steward Instructor within the unit. The improvement has not only enhanced our teaching capabilities but also strengthened the overall learning environment for our cadets.

Cadet Numbers and Recruitment

Through ageing out and natural attrition, we have seen a slight decline in cadet numbers this year. Our goal is to rebuild our strength to around fifty cadets, ensuring a vibrant and balanced unit across all sections. We are actively engaging with our cadets to develop effective recruitment strategies, drawing on their ideas and enthusiasm to help attract new members. I am confident that, with continued effort and teamwork, we will soon return to full strength.

We currently have 30 cadets on the books, including 7 juniors. Recruitment remains strong, and new cadets are settling in well.

Staffing and Volunteer Support

While we have faced some staff turnover due to changing work and life commitments, the unit has remained resilient and stable. Encouragingly, we have welcomed five new adult volunteers this year—meeting our target for staff recruitment. This includes both uniformed transfers and new Civilian Instructors (CIs) and Unit Assistants (UAs). This achievement reflects growing community engagement and strengthens our capacity to deliver a wider range of training and activities.

Several cadets who have aged out have chosen to stay on and transition into staff roles, continuing their journey within the organisation—a testament to the positive culture and sense of belonging we have built within TS Gurkha.

Cadet Achievements

Our cadets have once again demonstrated exceptional dedication and effort, gaining qualifications across multiple disciplines including Cook Steward, Marine Engineering, First Aid, Rowing, Paddlesports, Powerboating, and Sailing. Their enthusiasm and commitment have been inspiring.

Notably, our cadets excelled in Rowing, earning the opportunity to represent the South West Area at the National

Finals. Although the competition was unfortunately cancelled due to weather, their achievement in qualifying remains a significant point of pride. The next National Rowing Competition is scheduled for 2027, and we are determined to return even stronger.

Cadet promotions have also been a highlight, with several moving up to the next rate through consistent effort and strong leadership potential.

Staff Development

Our staff have continued to develop their skills, gaining new qualifications and refreshing existing ones in areas such as Sailing, Rowing, Meteorology, and Marine Engineering. Many are also working toward promotions, further strengthening our unit's expertise and instructional capability.

Operational Enhancements

We were proud to acquire a new minibus this year, which has already improved our ability to transport cadets safely to competitions, courses, and events. This investment increases accessibility and ensures our cadets can make the most of training opportunities both locally and nationally.

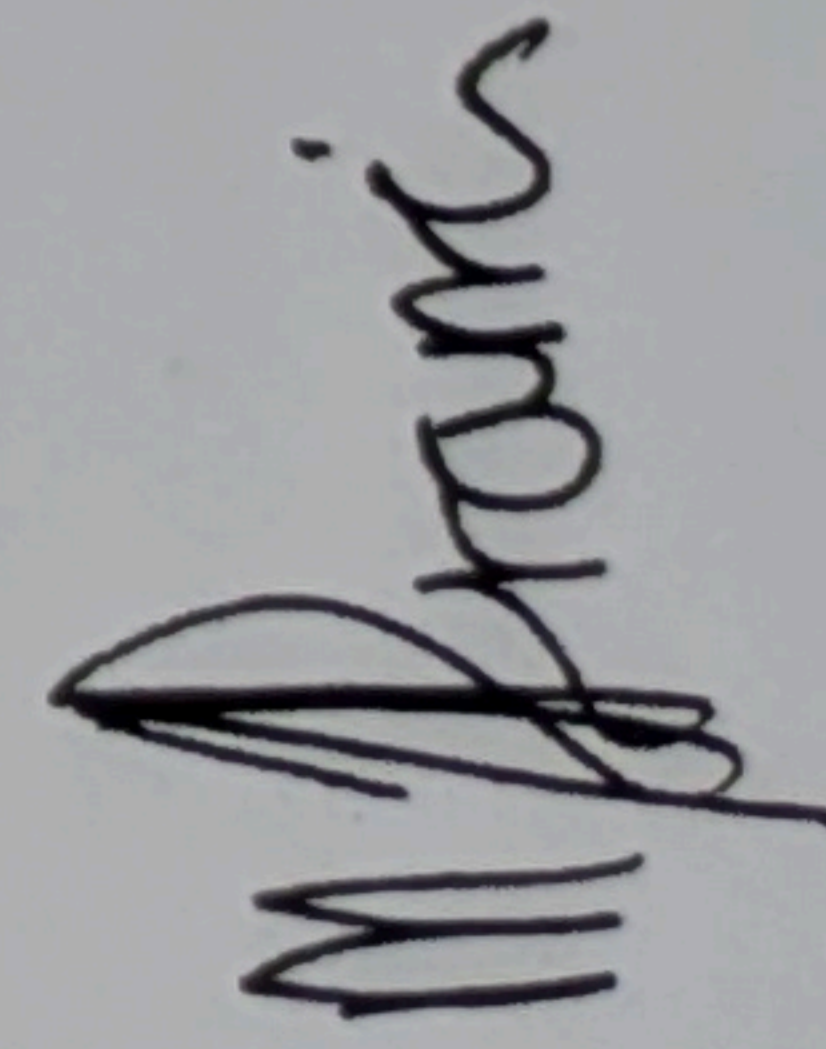
Looking Ahead

The year ahead will focus on:

- Continuing to support cadet promotions and personal development.
- Increasing opportunities for cadets to attend external courses and gain qualifications.
- Strengthening performance in upcoming drill and boating competitions.
- Further developing our instructional team through targeted training.

Conclusion

Reflecting on the past year, TS Gurkha has made significant progress despite challenges. The enthusiasm of our cadets, the dedication of our volunteers, and the support from our wider community continue to drive the unit forward. It has been a busy but rewarding year. As we move into the next twelve months, I am confident that TS Gurkha will continue to grow in strength, capability, and reputation — delivering high-quality training and development for every cadet.



Chief Petty Officer (SCC) Matthew Francis

Officer in Charge

TREASURER'S REPORT

Treasurers Report for Stratford-upon-Avon Sea Cadets AGM Financial Year ending 31st March 2025

As Treasurer, I am pleased to present the financial summary for the year ending March 2025. This year was marked by significant developments, both financially and operationally, and I'm proud to report that we have ended the year in a strong position.

Our total income for the year was £82,113.70, while our **total expenditure reached £78,226.52**, leaving us with a net surplus of **£3,887.18**. This surplus reflects the generosity of our supporters and the careful management of our resources.

We are incredibly grateful for the donations and grants received throughout the year. These contributions have enabled us to undertake major projects and respond to unexpected challenges.

Notable donations and grants include:

- £25,000 from an anonymous donor
- £6,650 from Stratford Town Trust
- £6,000 from MSSC relating to the previous year
- £3,000 from Clifford Chambers Charities
- £2,484 from Mayors Ball from February 2024
- £1,500 from The Measures Trust
- £300 from the Rotary Club of Shipston

Other Significant Income:

- £7,850 insurance refund
- £5,480 from the sale of minibuses
- £3,200 fundraising events

Significant purchases:

- £17,900 for the purchase of a new rib
- £14,300 for the refurbished of the Galley
- £10,600 for the flood defence gates
- £6,850 for the purchase of new kayaks and drysuits
- £1,914 for the purchase in MTa Learning kits
- £1,800 for the maintenance of the building repair brickwork

The new rib which replaced our stolen rib cost just short of £18,000.00 was funded through the insurance refund, money earmarked from 2023/24, and the balance from general fundraising was a standout addition to our fleet. It was proudly showcased at Meon Fest in August 2025, where it drew considerable interest from parents and children alike. This event not only highlighted our capabilities but also helped strengthen community engagement and awareness of our unit. The rib has had a transformative effect — not just on the water, where it has enhanced training and safety — but also off the water, where it has become a symbol of pride and progress for our cadets and volunteers

Maintaining our fleet of boats is absolutely essential to the safe and effective delivery of our waterborne training. Regular upkeep ensures that our cadets can learn and operate in a secure environment, and it also protects the longevity of our assets. This year, we invested heavily in boat maintenance and equipment, recognising that these are not just operational necessities but core to our identity as a Sea Cadet unit. These costs reflect our commitment to maintaining a safe, well-equipped, and inspiring environment for our cadets. Every pound spent has been carefully considered to ensure it delivers value and supports our long-term goals. Whether it's investing in training, upgrading equipment, or maintaining our facilities, each decision is made with the future of the unit and the wellbeing of our cadets in mind.

At the close of the financial year, our bank balance remained healthy at £45,444.47, giving us the confidence to continue allocating funds toward more activities, equipment, and the ongoing upkeep of our building and maintenance needs. These reserves ensure we are well-positioned to respond to future opportunities and challenges.

Looking Ahead to 2025/26

As we move into the new financial year, we have already submitted our Gift Aid claim and are currently awaiting a payment of just over £5,000 from HMRC. This will provide a welcome boost to our funds and help us continue delivering high-quality experiences for our cadets.

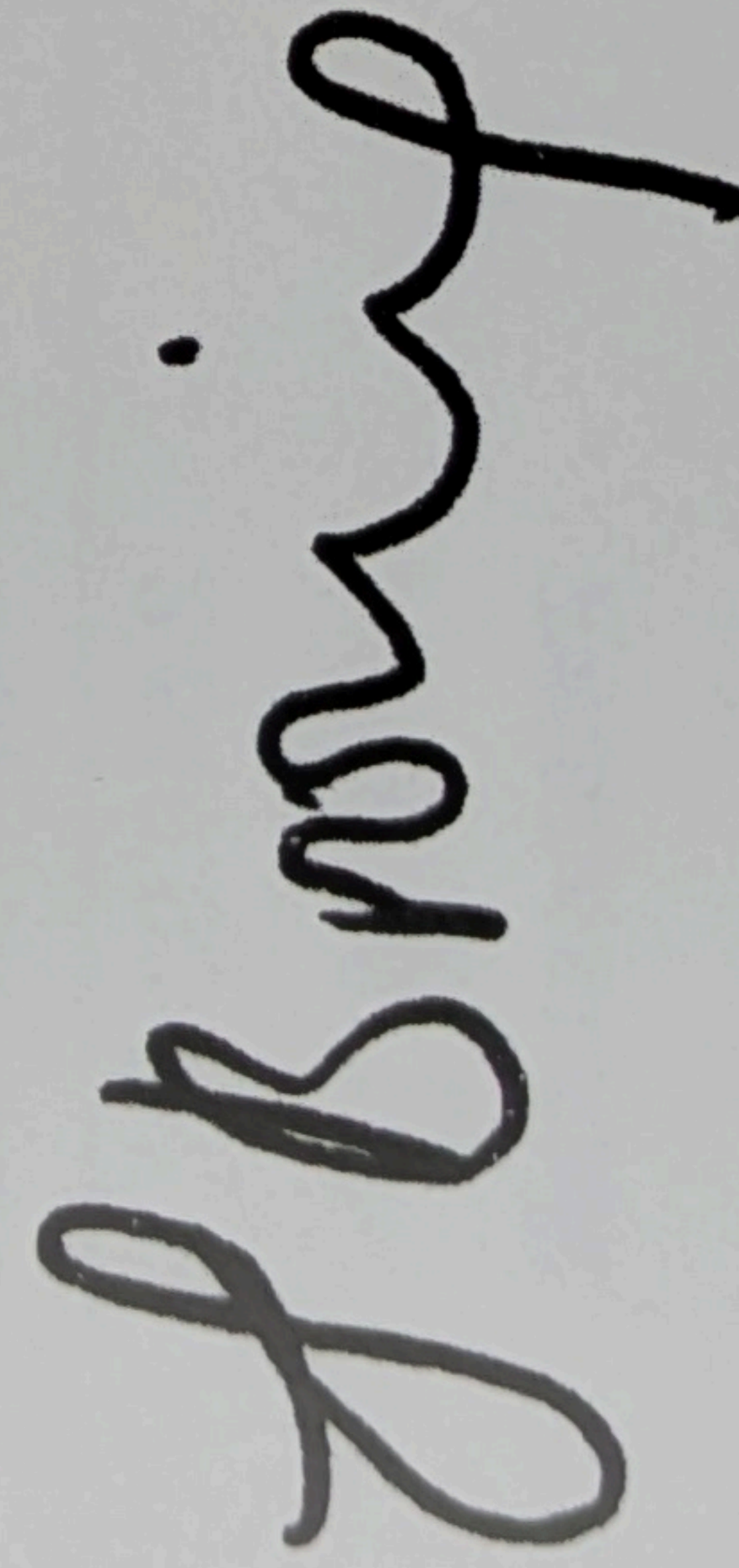
In June 2024, we sold our aging 19-seater minibus for £5,480.00. The sale proceeds, combined with funds earmarked from the previous year, enabled us to purchase a new 12-seater minibus in September 2025 for £10,000. This change was necessary due to Permit 19 regulations, which restrict the use of larger vehicles based on driver age. The new minibus ensures that we can continue transporting cadets safely and legally.

Closing Remarks

A special thank-you must go to Louise Francis, wife of our CIO, who has been instrumental in organising our fundraising events. Her dedication and creativity have helped make these events a real success. From our first Pebworth Party in the Park, to Meon Fest, wreath making, and a hugely successful Bingo night, these events have not only raised vital funds which collectively contributed over £3,200 but also brought our community together in support of the Sea Cadets.

I would like to extend my sincere thanks to everyone who has supported us this year—whether through donations, volunteering, or simply attending our events. Your contributions have made a real difference. The Sea Cadets is more than just a youth organisation; it's a community, and we are proud to be part of it.

With your continued support, we look forward to another successful year ahead.



Sarah Browning

Treasurer

Stratford-upon-Avon Sea Cadets

March 2025

STRATFORD-UPON-AVON SEA CADETS

Accounts 2025-25 - March 2025

Profit and Loss

Income	£
Other donations	35,686.60
Cadet contributions	9,873.25
Galley	960.07
Fund raising income	3,235.44
MSSC	18.75
Misc income	8,115.71
Grants	12,650.00
Uniform	878.50
Bank interest	874.97
Revenue	2,640.00
Gift aid	0.00
Sale of Assets	7,180.41

Total Income 82,113.70

Expenditure

	£
Galley	1,513.26
Fund raising expenses	1,931.43
Training course costs	2,696.68
Uniforms	1,163.87

Total Expenditures **7,305.24**

STRATFORD-UPON-AVON SEA CADETS

Accounts 2025-25 - March 2025

Cont....

Overheads	£
Rent & rates	1,281.44
Heat light & water	884.94
Telephone/internet	541.93
Subscriptions/licences	394.84
Printing & stationery	522.11
Sundries	147.75
Total Overheads	3,773.01

Maintenance	£
Buildings	27,689.79
Boats	757.30
Vehicles	2,530.18
Other equipment	26,653.99
Fuel	610.54
Insurance	2,848.93
General maintenance	6,057.54
Total Maintenance	67,148.27
Total Expenditure	78,226.52
Surplus (Loss) For The Year	3,887.18

STRATFORD-UPON-AVON SEA CADETS

Accounts 2025-25 - March 2025
Cont...

Balance Sheet

Debtors £ -

Bank Account

Community 1,832.43
Reserve Acct - 62155478 43,297.68

Allocated Funds

Vehicle replacement 21,231.00
Building Development fund 5,500.00
Contingency Fund - 12 months 6,000.00
Total Allocated 32,731.00

Cash in hand

314.36
45,444.47

Representing

Accumulated Funds b/f 41,557.29
Surplus/(loss) for the year 3,887.18

45,444.47

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



Section A

Independent Examiner's Report

Report to the trustees

Stratford Upon Avon-Dist 507- of The Sea Cadet
Corps

On accounts for the year
ended

31st March 2025 Charity no
(if any) 508124

Set out on pages

2

I report to the trustees on my examination of the accounts of the above
charity ("the Trust") for the year ended

Responsibilities and
basis of report

As the charity's trustees, 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.

Independent
examiner's statement

[The charity's gross income exceeded £250,000 and I am qualified to
undertake the examination by being a qualified member of [insert name of
applicable listed body]]. Delete [] if not applicable.

I have completed my examination. I confirm that no material matters have
come to my attention in connection with the examination (other than that
disclosed below *) which gives me cause to believe that in, any material
respect:

- the accounting records were not kept in accordance with section 130
of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable 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.

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

Signed:

Gayle Harmer

Date: 20/10/2025

Name:

GAYLE HARMER

Relevant professional
qualification(s) or body

AAT

(if any):

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Address:

28 Heron Drive
Meon Vale
Stratford Upon Avon CV37 8YH.

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

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