



ANNUAL REVIEW 2022/23

**SEA
CADETS**



Welcome from HRH, The Princess Royal

In my second full year as Admiral of the Sea Cadet Corps I would like to congratulate the leadership of the charity for providing cadets and volunteers with the essential support they needed to resume full activity, post-pandemic. In 2022/23 the Corps delivered the full programme of national events and competitions, which are so important to the complete Sea Cadets Experience. We were also able to restart our residential offshore voyages and large-scale summer camps, and saw a record-breaking surge in enrolments for The Duke of Edinburgh's Award.

Cadets also played a role in the major national celebrations and commemorations, beginning with their enthusiastic contribution to local Platinum Jubilee events, before lending a solemn and dignified presence at public commemorations for The Late Queen – reflecting Sea Cadets' heartfelt gratitude for the encouragement and inspiration she provided as Patron of our charity for over 70 years.

As Patron of the Corps my grandfather, King George VI, met some of the very first Sea Cadets units in Belfast in 1942. I was therefore delighted to attend the 80th anniversary of the Sea Cadet Corps in Northern Ireland in October 2022. The impressive young people and dedicated volunteers I met there proved that Sea Cadets continues to flourish in all corners of the United Kingdom.

I was pleased to officially open the National Support Centre building in London in April 2023. In my conversations with the staff there, I learned how they are supporting our cadets and volunteers, and working with them to enhance the training and activities we offer. It is that shared determination to improve which has shaped the newly launched five-year strategy to make Sea Cadets 'Future Ready'. I commend the plans to provide even more relevant, engaging and inclusive opportunities for an even broader range of young people, and I look forward to supporting Sea Cadets' work to achieve those aims.



HRH, The Princess Royal
Admiral of the Sea Cadet Corps



Welcome from the Chair and CEO

“Sea Cadets have formed for themselves a very fine tradition of leadership and service. I do feel that the Sea Cadet Corps is going to play a big part in the future of the country.” So predicted Vice Admiral John Vivian in 1943, when assessing the first year of the association of the newly named Corps with the Royal Navy. 80 years on, in a world that this last year has felt more uncertain, and the pace of change relentless, he would certainly recognise the vibrant leadership and service provided by Sea Cadets.

In 2022/23, our cadets and volunteers have not only fully returned to their vital role as a part of the very fabric of local communities, but together we have been equipping our young people to be future ready – inspiring them to achieve their potential through challenge and nautical adventure, guided by the customs and traditions of today’s Royal Navy.

The past year will go down as one of the most memorable in our history, as cadets whole-heartedly embraced the return to the full range of experiences highlighted within this review. It is the unique mix of non-formal learning with exciting and stretching activities – all delivered by our exceptional volunteers – which has given our young people the confidence and resilience to overcome the stresses of the pandemic so quickly. Yet the growing demand for this compelling formula means we must expand if we are to reduce our burgeoning waiting lists.

Led by the values of our cadets, we continue to focus on removing all barriers to accessibility, so that we can help everyone benefit from what we offer. And we’re already reaching the communities who need us most, with 55% of our units located within areas of relative economic disadvantage (compared to just 29% among other youth groups).

But none of our future ambitions, nor the impressive achievements recorded within these pages, would be possible without the generosity of our amazing supporters and donors. We offer our sincerest thanks to them all and pledge to make their donations go as far as possible – with official statistics showing that Sea Cadets is easily the most cost-effective community MOD Sponsored Cadet Force.

Finally, and most importantly, we salute the continued support of the Royal Navy that is so highly valued by everyone within Sea Cadets. At a time when the pressures upon the Royal Navy are even more intense, it is holding to this special partnership that will enable us to deliver on our new Future Ready strategy (see page 22), helping even more young people gain the vital skills and improved wellbeing that will launch them for life.



Jeremy Penn
Chair, MSSC

Martin Coles
CEO, MSSC

Our year in numbers

GROWING

13,732



cadets are now engaged in our charity – up from 13,579, with **5,902** joining this year

8,517



volunteers are delivering our activities – up from 8,436

3,487



young people are on waiting lists to join Sea Cadets – up from 2,037

1,660



new volunteers were recruited – up from 1,516

21



new junior sections opened



EXPERIENCING

440,418



boating hours were delivered to cadets – up from 244,294

1,651



sea cadets enjoyed an **offshore voyage**

2,250



cadets had a week of adventure at our **summer camps**

37,700



cadet days spent actively contributing to **community events and parades**



ACHIEVING

50,388



new qualifications and awards achieved by cadets – up from 34,636

883



BTEC vocational qualifications gained – up from 850.

449



DofE Awards earned – up from 165



LEARNING

82,712



training days delivered to cadets (over and above unit training) – up from 28,363

15,865



users accessed online resources on the Sea Cadets Portal

659



careers awareness briefings were delivered to cadets – up from 379



REACHING OUT

16,679



school pupils (including almost 8,000 girls) **engaged in marine STEM** – up from 14,875

432



school engagement visits made – up from 312

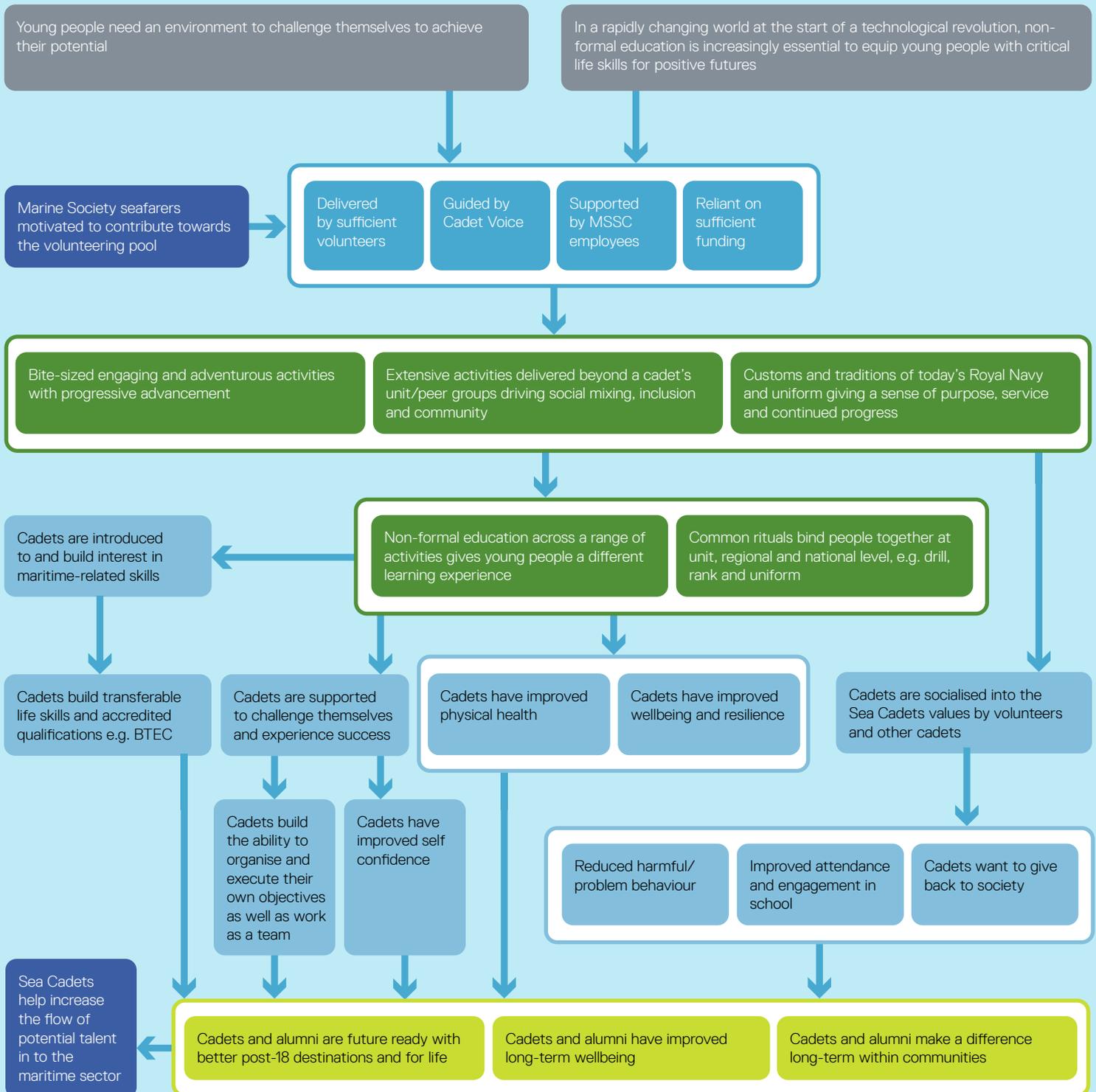
8,886



session places delivered to help 1,384 hard-to-reach young people access boating and watersports

Sea Cadets Theory of Change

The chart below helps to show how we deliver impact for young people through the Sea Cadets Experience. It means we can explain more clearly why we offer what we do, and how we achieve positive outcomes for young people.



- Need:** The demand the charity is trying to meet
- Enablers:** Things an organisation does not directly control that help deliver the Theory of Change
- Activities:** Services delivered to achieve outcomes, e.g. providing training

- Outcomes:** Differences made to beneficiaries' lives, or the impact of a piece of work
- Final goal/s:** The end result of a chain of different outcomes
- Linked component:** Things that link the Sea Cadets to the Marine Society Theory of Change

During the year we have developed the Sea Cadets Theory of Change to give a clear picture of the journey a young person goes on with us, and how our interventions build to deliver immediate impact. Indeed, analysis has found that the activities we provide through Sea Cadets develop key life skills within just six months.¹

The welcoming environment of the 'Sea Cadets family' allows young people to thrive as they gain new friends, role models and support networks. Whether on the water or inland, the huge range of training and non-formal education we offer is designed to help our cadets progress through the ranks and gain skills and qualifications. In the process, they develop self-confidence and resilience, learn how to work as part of a team, and discover their own unique passions – all of which improves their life chances and wellbeing, and helps them make a positive difference to the wider world.

How Sea Cadets changed me

“

I joined Sea Cadets on Zoom during the coronavirus lockdown and was very grateful for it as it was a difficult time for me and my family. Since we've returned to face-to-face activities I have made new friendships and my confidence has improved a lot. Sea Cadets is like another family to me, where I feel safe and secure; it also gave me opportunities to travel and gain new qualifications. I have learnt so many new skills, such as drill, deportment, sailing, windsurfing and climbing.

Cadet Ola, Bournemouth Unit

Dorset Young Hero of 2022 in recognition of her charity fundraising and community work

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“

I have personally encountered how the world shuts out those who are different. My experience of asking for help is the driving force behind my passion to help bring about change. It is what has helped me get through my tough times and get me the help that I need. Sea Cadets units can become like a second home; making this available to more young people is the reason why I want to see our numbers grow. Why shouldn't every young person have a chance to experience everything that has changed my life in so many ways.

Marine Cadet Nadirah, St Albans Unit

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“

The best thing in my life is attending Filey Sea Cadets twice a week – it is incredible! It has helped me so much in life and I have made friends all over Britain. The unit leaders are such amazing people: they help me achieve my goals, encourage me, believe in me, give me fantastic opportunities and I can talk to them about anything and they always listen and give me good advice.

Cadet Aiden, Filey Unit

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“

The training courses I've taken at Sea Cadets have also helped me improve my self-discipline massively – particularly during my week training to become a Cadet Drill Instructor, learning the art of military ceremonial drill. The pride I feel at gaining a new qualification just makes me want to move on to the next one – and so many have come in handy in life.

Cadet Joseph, Camberley Unit

2023 First Sea Lord's Cadet for Southern Area

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1. Weston Andrew, Bridge Ben (2023), Length of stay and impact briefing, MSSC.

Supporting our cadets

GROWING NUMBERS

2022/23 saw Sea Cadets complete our recovery from the pandemic as we recruited 5,902 new cadets and were engaging 13,732 young people by the end of the year – up by over 500 from the decline caused by Covid-19. Indeed, our support for unit regeneration plans and volunteer recruitment means that we have laid the foundations for continued growth as we seek to accommodate our growing waiting lists.

In response to the incredible demand for what we provide, we opened 21 new juniors sections and three new Royal Marines Cadets detachments during the year, as well as securing funding to open 58 new senior sections by March 2025, thanks to the Department of Culture, Media and Sport (DCMS) Uniformed Youth Investment Fund. With a further 1,358 new cadets being recruited in the first quarter of 2023/24, we are on target to increase overall cadet numbers to over 14,200 by next year.

SEA CADETS EXPERIENCE

We have made great progress in delivering new equipment and facilities to support our growing numbers – ensuring hundreds of cadets around the UK have been able to benefit from our new kayaks, sailing dinghys and keelboats; creating new training facilities in Kent and Merseyside; distributing £406,000 in grants for unit facility upgrades; and securing the balance of funding to begin work on the construction of a state-of-the-art new residential Midlands Boat Station.

All this investment meant we were able to exceed our 30 hours boating target, with cadets enjoying an average of 32.9 hours on the water in 2022/23. In total, over 82,712 cadet training days have been delivered beyond units, the equivalent of six training days per cadet. All of which helped our cadets to achieve an incredible 50,388 new qualifications and awards during the year.



NEW LEARNING RESOURCES

More cadets have also benefitted from improvements to our online Sea Cadets Portal, with 15,865 users accessing learning materials and information on activities during the year. We also launched Cadet Training Programmes Online to provide bespoke new session plans designed with input from cadets and volunteers, meaning instructors now have a wealth of ideas for fun, engaging and challenging ways to deliver each module. New resources created to support the plans included activity films for boating which used drone and bodycam footage to provide the most engaging and shareable learning aids.

Popular new courses at our units included our Health & Wellbeing training sessions; designed to encourage cadets and volunteers to develop active listening skills, they also promote 'healthy habits' that can prevent the mental health issues that affect one in six children aged five to 16. Meanwhile, our new Earthshot Challenge modules (inspired by the prize launched by Sir David Attenborough and HRH Prince William) encouraged juniors to build teamwork skills by working with their units to think sustainably, create new habitats, or clean up rivers and oceans.

Sea Cadets has significantly shaped who I am today, and opened up a future I wouldn't have thought possible otherwise. The staff and volunteers give up so much of their time to teach, support and give us so many opportunities. I would advise anyone I know or meet to join or support this wonderful organisation – it will definitely enhance your life beyond measure.

Cadet Alex, Dundonald Unit



Ready aye ready! Developing young leaders

CADET VOICE

Our Cadet Voice programme continues to encourage our young people to get involved in the running of their Sea Cadets, making the most of their fresh thinking and cadet-level perspective to identify problems or opportunities and deliver positive change.

In this way, cadets have been able to influence and enhance their Sea Cadets Experience while raising the profile of mental health and the environment as organisational priorities. The programme has also been crucial in developing our five-year strategic plan, with 192 representatives attending our largest ever Cadet Conference in November 2022 to debate and negotiate agreement on the ten top strategic priorities – with the top two being “making units and activities accessible for people with disabilities” and “including ‘Equity, Diversity and Inclusion’ in the cadet training programme”.

Both ideas were prominently incorporated into our final “Future Ready” strategy document, which was informed by the cadets’ suggestions throughout and launched with help from six National Cadet Voice members at the House of Lords in April 2023; they delivered their own speeches to over 100 important guests and supporters, explaining how the strategy reflects their own ambitions for the organisation.

Our excellent speakers had previously taken part in a training weekend for 20 National Cadet Voice representatives at the National Support Centre in London, where they were able to practice their presentation skills with senior employees and learn how to provide even better support and advocacy for Cadet Voice in their areas.



DUKE OF EDINBURGH'S AWARD

Sea Cadets is incredibly proud of our continued close association with the Duke of Edinburgh's Award, which closely aligns with our mission and allows our young people to receive prestigious external recognition for the activities we provide. We encourage all our cadets and adult volunteers aged 14-25 years old to test themselves through DofE, so we were delighted to exceed our target for a 15% increase in participation in 2022/23, with a record-breaking year of 1,260 enrolments and 449 completions – including 30 Golds.

The past year also saw us introduce new DofE sectional courses – from volunteering working groups on community activities, to skills in RYA Day Skipper Theory – while the functionality of the Sea Cadets Portal empowers our participants to shape their own programme, which further aids their personal development. The expeditions remain the most popular parts of the challenge and Sea Cadets can offer a unique variety of options, with the traditional hill walking now complemented by paddling, mountain biking, rowing, sailing and – from 2023 – offshore sailing on our yachts.

CVQO WESTMINSTER AWARD 2022

29 talented young people represented Sea Cadets in this prestigious competition to identify the outstanding vocational learner in the UK's cadet forces. Three of our competitors made it all the way to the House of Lords final after excelling on a two-week expedition of conservation volunteering in Cornwall. We were delighted that Cadet Miles of Brentwood Unit was presented with the winner's trophy by CVQO Chair Lord Lingfield, while all three of our finalists received certificates for passing their ILM Level 3 in Leadership & Management.

I have been involved in multiple Cadet Voice events, and I can speak on behalf of all cadets that it's great to feel involved in something that has been so successful – both in giving cadets even more opportunities, and in making every voice feel heard. It's a great feeling to know our ideas are taken seriously by senior management and we feel very appreciated.

Cadet Dianne, Canterbury Unit



Back in action!

Following an enforced absence caused by the pandemic, some of our most popular competitions and activities returned in spectacular style in 2022/23!

SPRING 2022

HMS Raleigh hosted the first **National Drill & Piping Competition** in three years in April 2022, where some very well-prepared cadets demonstrated exceptional skill levels in both disciplines. Despite the hard-fought competition, cadets thoroughly enjoyed the opportunity to make new friends from around the country and meet MSSC President, Admiral Sir Philip Jones GCB DL, who presented the medals to some delighted winners.



We've been practicing our routine for months but were still quite nervous before we performed. The hard work was worth it for our national silver medal – it's great sharing this achievement with friends.

Cadet Will, Torpoint Unit

SUMMER 2022



2022/23 saw our hugely popular **Aviation** courses make a comeback with six cadets earning their Silver Wing at RNAS Yeovilton in July, while many more enjoyed Cadet Naval Air Proficiency courses and amazing visits to Royal Navy Air Service bases.

We entered four keelboats in July's external **RS21 National Championships** for the first time to allow our cadets to experience high-quality racing. With tough competition from some very experienced sailors, the priority for the week was to learn new skills and techniques while raising the profile of Sea Cadets – and our racers had a great time in the process.



The RS21 National Championship opened my eyes to a new level of sailing and possibilities. I have such good memories of a week filled with laughs and the racing was so much fun it was impossible to come off the water without a smile on my face.

Cadet Lotti, Gosport Unit

August saw our **National Combined Regatta** return to London's Royal Docks for the first time since 2019. Supported by 170 volunteers, 485 cadets competed for an array of trophies across a range of rowing, paddlesport and boat handling disciplines. As joint winners overall, our Southern and Eastern Area teams shared The Navy League Cup, but every cadet contributed to a fantastic event.



The whole experience was unreal. I hadn't paddled before May this year and now I have a qualification in Paddlesports and a gold medal!

Cadet Niamh, Belfast Formidable Unit



After poor weather and then Covid-19 scuppered the last three competitions, our **National Sailing Regatta** finalists gathered at Southport's Waterside Lodge in September for two days of exciting races where South West Area emerged as overall winners. After so long without the ultimate challenge of national competition, the quality on display was a testament to the work of our instructors, with many spectators calling it the best sailing regatta they'd seen for many years.

400 cadets took part in October's **National Trafalgar Day Parade** as this tremendous occasion graced Trafalgar Square for the first time since 2018. The physical training displays and parades created an amazing spectacle for the watching crowds, all accompanied by the rousing sounds of the Massed Bands of the Sea Cadet Corps.



Marching past Buckingham Palace with the band and guards was the highlight. It was nerve-racking at first but in the moment it was incredibly enjoyable. The atmosphere of the past few days has just been brilliant. Everyone has been so supportive during the training and seeing it all come together was fantastic.

Cadet Isobel, Loughborough Unit



By providing a showcase for cadets who may not excel at boating or nautical specialisations, our **National 5-a-side Football Competition** is one of the most popular events on the Sea Cadets calendar. The return to Grantham Meres in February 2023 was therefore highly anticipated by our cadets and the volunteers who worked so hard to get them through district and area competitions. Our North West Area provided the senior boys' winners and senior girls' runners up, while the Northern Ireland squad featured both the junior and senior girls 'Players of the Competition'.



In March 2023, six of our Royal Marines Cadets detachments represented their areas at the first **Gibraltar Cup** competition since 2019. After a weekend of brilliant teamwork and physical challenges the Guildford Detachment were declared worthy winners, while Cadet Corporal Josephine of the Sheffield Detachment won Best Section Commander.

Our **Offshore Fleet** made a full return to the seas in 2022/23, providing the mix of adventure, challenge and comradeship that makes it the pinnacle of the Sea Cadets Experience. With residential voyages taking in the UK coastline from the Scilly Isles to the Outer Hebrides, the team even found time to film a special episode of Blue Peter – which promoted our activities to thousands of potential recruits in April 2023.



Going offshore has helped me develop important everyday skills like leadership and communication, but it also helped develop specific skills for working on a ship like basic engineering and navigation. The offshore week is a fun, hands-on way to learn.

Cadet George, Harrogate Unit

Valuing our volunteers

So much of Sea Cadets' progress in 2022/23 was thanks to the commitment, dedication and positive attitude of almost 9,000 magnificent volunteers. In helping our cadets make the most of our investment in new equipment and learning resources, they have led the way in creating a platform for in-person delivery that is unparalleled among youth development organisations.

Sea Cadets has worked incredibly hard to improve support and delivery for volunteers throughout the year. We've increased district level delivery of cadet training, supported by area resources, to ease volunteers' need to travel long distances and increase opportunities for activities closer to home. Time away has also been minimised by moving volunteer training to a hybrid modular approach – supported by the development of our Volunteer Portal and extensive online learning.

Meanwhile, time-consuming paperwork has been vastly reduced with the introduction of a fully digitised payment system for expenses and volunteer allowances; online booking, consent and payment for cadet courses; and an online process for our 'Unit Review' audits. We've also made it much easier for volunteers to support cadets, by moving all cadet training programmes online and significantly augmenting them with additional learning resources.



RECRUITMENT AND UPSKILLING

We were delighted to improve on our outstanding recruitment effort of 2021/22 by attracting 1,660 new volunteers during the financial year – allowing us to help even more young people navigate life's challenges and opportunities. In order to train and integrate the new faces while developing our existing volunteers, we have continued to enhance the online learning and administration that will help provide the targeted support they need.

During 2022/23, over 7,000 volunteers have used our Volunteer Portal to benefit from the flexible learning opportunities it provides – empowering them to gain new skills and deliver more support for cadets, while freeing up time for the activities and experiences that make volunteering with Sea Cadets so rewarding.

ROYAL RECOGNITION

We were proud to see so many of our own receive the highest form of recognition in June 2022, with Her Majesty Queen Elizabeth II selecting Sea Cadets volunteers for awards in two of her final duties. Firstly, The Queen's Birthday Honours presented two unit chairs and a district officer with British Empire Medals for voluntary services to young people and the community. We were then proud to learn that out of just 36 local youth groups to receive The Queen's Award for Voluntary Service in 2022, four were Sea Cadets units: Sheppey, Stoke, Sheffield and Shirley.

VOLUNTEER STORIES

I took over as Barnsley Unit chair when our building needed attention. After months of fundraising efforts I secured grants to repair the roof and completely renovate the classrooms and toilets. I feel better knowing that the cadets have a warm, well lit, and friendly place to come to twice a week instead of being pressured into gangs or anti-social activities. Sea Cadets has become part of my life – it has helped me in so many ways and I have been able to use my experiences as chair to put myself forward in my career.

Maddison Brown, winner of ‘Charity Fundraiser of the Year’ in the Proud of Barnsley Awards 2022



I had not kayaked for over 25 years prior to joining the Sea Cadets as an adult volunteer and despite being over 50 years old, I have managed to qualify as both a Paddlesport Instructor and Leader in the past two years. This means that I am now able to take local youngsters out on the water – which for me is one of the main advantages of being an adult volunteer with the Sea Cadets.

David Pickles, chair Rushden Unit and Peregrine Trophy photography winner 2023

As someone who has taken the journey from cadet to volunteer, I've been glad to be able to give something back to the charity that gave me so much. And while I hope I'm making a valuable contribution as a national trustee, I'm also benefitting from some incredible experiences – including attending the political party conferences last autumn, where I helped MSSC lobby ministers to give charities a greater role in youth development and make the case for statutory volunteering leave.

Laurelle Brant, MSSC Trustee



Working with the Royal Navy

INCREASING ENGAGEMENT

In line with our two-year Regeneration Strategy from April 2021, our special partnership with the Royal Navy has helped to strengthen our maritime focus throughout 2022/23. We're hugely grateful for its financial support and provision of a variety of resources, including access to training facilities and arranging support visits to units.

The end of pandemic restrictions also revived the opportunities for units to visit Royal Navy ships and establishments, where the chance to be inspired by serving personnel and get a hands-on forces experience is so valued by our cadets and volunteers. The partnership is particularly important for our Offshore Fleet, which was able to provide the unforgettable experience of an offshore voyage for 1,651 cadets during the year – thanks to crucial Royal Navy support with personnel, berthing, fuelling and logistics.

EXPERIENCING NAVY LIFE

Providing more opportunities to experience life in the Royal Navy was identified as one of the top priorities at our Cadet Conference, and we've continued to expand the District Naval Experience Weeks launched in 2022. These hugely popular courses are hosted at HMS Raleigh and allow sea cadets to take part in many of the activities that are part of initial training for Royal Navy recruits – from the challenges of controlling flood damage to the life-saving practical insights gained during the sea survival test. Cadets are also able to discuss life in the Navy with Phase 1 training staff and recruits, as well as receiving introductions to the Submarine Service and Royal Marines.

CADETS TO ROLE MODELS

The whole Sea Cadets Experience provides a wonderful grounding for any future career. But we are proud that some of our former cadets have chosen to serve their country in the Royal Navy – and never more so than during the State Funeral of Her Majesty Queen Elizabeth II, when the impeccable Royal Navy presence included several former sea cadets. These included Cdr Nicola Cripps RN, a former Petty Officer Cadet of Maidenhead Unit, who led the sailors pulling the State Ceremonial Gun Carriage and said: "To be a part of the State Funeral was the greatest honour of my 17-year career. Thank you to all in Berkshire District staff who believed in me as a cadet."



Before I joined Sea Cadets, if you'd told me that I'd want a career in the military I would not have believed you. We have a close relationship with HMS Raleigh where Royal Navy recruits train, and to be able to see their work and lifestyle has sparked a desire within me to join the forces.

Cadet Maisie, Fishguard Unit

FALKLANDS 40

We were proud to commemorate the 40th anniversary of the Falklands War and the Royal Navy's massive contribution to the islands' liberation. Sheffield Sea Cadets took part in a parade to honour those lost in the sinking of HMS Sheffield, before Cadet David gave a reading in the city's cathedral in front of survivors and other Royal Navy veterans.

Our Southern Area cadets and volunteers were also honoured to support the Portsmouth parade led by Falklands veteran Lt (SCC) Gary Edgington RNR, Commanding Officer of Bognor Sea Cadets. Elsewhere, almost 100 of our Lima Company royal marines cadets and volunteers raised £6,500 for veterans with a 12-mile 'yomp' around Sussex, while Hereford Sea Cadets commemorated the 1982 sinking of HMS Antelope with a dinner attended by its Commanding Officer, Captain Nicholas Tobin.



Our outreach

‘ON THE WATER’ – BROADENING YOUNG HORIZONS

Summer 2022 saw our On The Water programme give 1,386 nine to 14-year-olds their first chance to have fun trying boating and watersports in London, Birmingham and Liverpool. With 81% of those taking part classed as ‘hard-to-reach’, we succeeded in engaging children who would not normally be able to access water-based activities due to a range of factors from disability to poverty.

Our instructors made sure that as well as enjoying the action and making new friends, everyone gained the skills and confidence that will inspire future adventures. They even presented 201 accredited qualifications (more than double last year’s tally) and over 500 ‘taster’ certificates, with a number of young people going on to join Sea Cadets. In all, 87% of participants ‘really enjoyed’ the experience while 98% of their parents or carers were glad their young person attended.



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WHAT PARENTS AND CARERS TOLD US:
“My child’s confidence has noticeably improved... it has brought out a side of him we haven’t seen before and it is a joy to see.”
“I could not afford to take my child to do activities like this in the holidays, so I am very grateful to Sea Cadets for giving my children this opportunity.”
“My son seemed so happy as he said he was given responsibility like an adult. It gave him a sense of belonging and being part of a team.”
“My son has autism and I was very sceptical about allowing him to go onto the water without me being there. However, I am so thankful to Sea Cadets for giving my child this opportunity – seeing the pictures of him sailing made me so proud.”
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MEP – A PATHWAY TO REWARDING CAREERS

We continued to grow our Marine Engineering Pathway (MEP) project to engage schools with practical and fun sessions on Science, Technology, Engineering and Mathematics (STEM) subjects. Thanks to funding from the Merchant Navy Welfare Board and Royal Navy, a record year saw us reach 16,679 pupils (a 12% increase on 2021/22) with active workshops bringing STEM topics to life by encouraging teamwork, creative thinking and hands-on experimentation.

In the context of historically low rates of female pupils opting for STEM subjects, we were particularly delighted to reach almost 8,000 girls in 2022/23. Three out of five of our MEP workshop leaders are women, who provide great role models for young female pupils – many of whom can relate to our emphasis on the need for more environmentally-friendly practices in marine engineering.

96%

of teachers would recommend the programme to other schools.

82%

of pupils surveyed enjoyed their MEP sessions.

51%

of pupils would now consider a career in marine engineering.

“ I didn't know about all the environmental problems because of engineering. I would like to try and be an engineer and help fix them and make the world better in the future.

Molly, 9



“ There's been a lot of media attention on fewer female pupils choosing STEM subjects, and we're on a mission to change this. The MEP workshops showcase all that engineering has to offer and what a rewarding career choice it is.

Stuart Rivers, CEO of the Merchant Navy Welfare Board



Sadly, despite the success, impact and huge support for the project across the maritime sector, we have been unable to secure significant funding for this initiative beyond September 2023. Our thanks to our dedicated team who have inspired so many young people to explore STEM and maritime careers over the seven years of the programme.

Regenerated!



Further to the achievements already outlined in this report, our two-year Regeneration Plan also supported our success in the following themes and objectives, which helped make 2022/23 one of the most memorable years in our history.

RETURNING TO THE COMMUNITY

An underlying Regeneration theme was 'further contributing to the communities in which we operate', and Sea Cadets units around the UK responded with enthusiasm during 2022/23. During the winter months, several units helped those most in need by supporting their local Food Banks, Seafarers Missions and Royal British Legions in collecting food and essential items or even serving hot meals. Many more held fundraising events to raise money for wounded ex-military personnel and their families.

Platinum Jubilee

The early June celebrations for the 70-year reign of Queen Elizabeth II took on a special significance for Sea Cadets as they marked our first opportunity to return to major community events following the pandemic. Around the country, our activities took place in hundreds of communities over the Jubilee weekend, as dozens of Sea Cadets units hosted open days and parties, led local parades and organised boating challenges to raise funds and attract new recruits and supporters. We were devastated by the loss of our beloved Queen and Patron in September 2022, but proud to participate in the State Funeral and many local ceremonies of remembrance – to honour her life of service and cherished support for Sea Cadets.

Trafalgar Day

For thousands of people in the UK's towns and cities, the annual commemoration of the Royal Navy's sacrifices at the Battle of Trafalgar is a rare chance to witness the spectacular sight of a full-scale Sea Cadets parade – and our districts and units really rose to the occasion in October 2022. Lord Admiral Nelson's own Eastern Area saw some of the most impressive parades – including in Hertford, where 175 cadets from Hertfordshire District were accompanied by The Massed Bands of the Royal Navy Volunteer Bands and took the salute from Admiral Sir Trevor Soar, the former Commander-in-Chief Fleet. Rear Admiral Jude Terry OBE took the salute at our national Trafalgar Parade on Trafalgar Square, where 400 cadets put on a great display for the thousands of spectators.

Remembrance Sunday

Sea Cadets units were once again able to play a full role in their local Remembrance parades, restoring spectacle and dignity to so many community events. Many individual cadets and volunteers were also honoured to be chosen as uniformed wreath-bearers at war memorials and in church services and school assemblies. We also thank the sea cadets and volunteers who braved the Autumn weather to collect vital donations for the Royal British Legion's Poppy Appeal – raising support and awareness of the Armed Forces and Sea Cadets in the process.

EMBRACING EQUITY, DIVERSITY AND INCLUSION

Underpinning all our plans for Regeneration was our aim to 'develop a clear diversity and inclusion strategy', so MSSC was proud to publish a comprehensive and challenging 'Equality, Diversity and Inclusion Audit' in July 2022. This independent review used interviews, focus groups and surveys with cadets, volunteers and employees to assess current barriers and identify priority areas for action.

A plan of action

The audit brought to life the lived experiences of marginalised groups across the charity, and we immediately committed to addressing all 52 recommendations and becoming a fully inclusive organisation. To help achieve that and meet the expectations that our young people have made clear through Cadet Voice, MSSC published an EDI Action Plan in March 2023 with an immediate focus on disability and gender equality. By focusing on these two cadet priorities, we aim to create a new framework for reviewing policy and creating new guidance in all the areas highlighted by the audit.

Taking pride

Another milestone in Sea Cadets' EDI journey was the historic first participation of our LGBTQIA+ and ally volunteers and employees in the Pride in London parade of 2 July 2022 – the 50th anniversary of the event. Over 1.5 million people were able to see that Sea Cadets is a truly welcoming and inclusive organisation, sending the message to our cadets that they can be confident to be their authentic selves



TAKING ACTION ON THE ENVIRONMENT

When cadets told us how important the environment was to them, we responded by embarking on a plan (to be launched in 2023/24) which will help Sea Cadets reduce our carbon footprint and become a greener and more sustainable charity.



Creating wildlife habitats

The first national project to emerge from employee and volunteer collaboration with the Cadet Environmental Project Team was the building and installation of 'Sea Hives' by junior cadets at Port Edgar and Thrapston boat stations. The new habitats are made from recycled plastic and will attract a variety of marine life – from small fish to crabs and octopus – which cadets will be able to observe with underwater cameras. The project is a great example of a cadet-led initiative which we hope will be replicated in more locations.

Embracing clean energy

Following a successful funding bid to Low Carbon Dorset, our pioneering Poole Sea Cadets became out first unit to install solar panels on their roof. The clean energy produced by 'Project Liquid Sun', as cadets named the initiative, is helping the unit save 11 tonnes of CO2 per annum – equivalent to the amount absorbed by five acres of trees.

Cadets clean up

In Spring 2023, cadets from a number of units joined forces to clear litter in and around Welsh Harp Boat Station as part of the Great British Spring Clean. Everyone who took part had a major impact on improving the boat station environment for the benefit of wildlife and people.



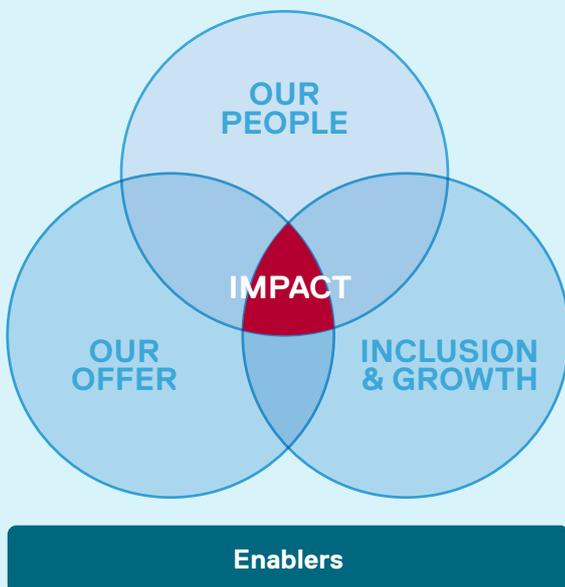
FUTURE READY

From April 2023, our new Future Ready five-year strategy will build on the work of the past two years, to ensure we remain relevant in this rapidly evolving digital age. Developed with our cadets, volunteers and employees over the last 18 months, the strategy charts our course to 2028 – a period that will be defined by the need to meet the growing demand for what our charity offers young people while equipping them for a world of increasingly rapid change.

We seek to achieve this by creating the conditions where:

- We are offering young people a better Sea Cadets Experience, increasingly reflecting today’s Royal Navy and driving the Cadet Voice.
- We have sufficient volunteers with the training and flexibility to launch young people for life, fully equipped to thrive in a changing world.
- We support and develop our employees to thrive in their roles.
- Sea Cadets is able to grow to meet the increased demand for our unique offer.
- We become even more inclusive and diverse as a national organisation.

We will do this by focussing on three key themes, underpinned by our enablers (the resources, facilities, equipment and systems which support our delivery). Together, these themes are seen as the levers we can pull to deliver real impact.



OUR OFFER

Enabling a more consistent, focussed delivery and driving cadet voice.

This includes enhancing the Sea Cadets Experience with a broader range of engaging training and activities, while empowering every cadet to influence their own experience. We also aim to modernise training to further reflect today’s Royal Navy and maritime sector, while increasing opportunities for cadets to engage with them. And we want to fully embed support for positive mental health and emotional wellbeing into cadet training programmes.



OUR PEOPLE

Enabling and equipping our volunteers and employees to support our beneficiaries.

This includes equipping them to provide youth-centred delivery, supporting them to gain the skills for their role and, critically, fully embracing flexible volunteering – inspiring more to enjoy giving their time and talents with Sea Cadets.

INCLUSION & GROWTH

Supporting more beneficiaries and being more diverse and inclusive.

Delivering a more inclusive Sea Cadets is a top priority for our cadets, and we are delivering on the recommendations in our equality, diversity and inclusion (EDI) audit by updating policies, providing training and support, and ensuring that we reflect the communities we serve. Creating the conditions for the growth of Sea Cadets is equally important – in part to alleviate our burgeoning waiting lists and grow by 2,500 cadets by 2028. To achieve this, we will open new sections and units, further support cadet to volunteer transition, and develop targeted outreach for under-represented groups and communities.

Guided by this strategy, we are more motivated than ever to maintain our status as leaders and pioneers in everything we do, while striving to learn from others and embrace better ways of working. This strategy ensures that, whatever the next five years bring, our young people and seafarers will be Future Ready.



Future Ready strategic outcomes for 2023/24

OUR OFFER for Sea Cadets

- Our cadets have more training and activities available that are engaging, with new sessions added to the cadet training programmes as well as new sessions to support positive mental health and emotional wellbeing.
- Our cadets have more RN experiences on offer with 20% of cadets engaged with the RN and an amphibious experience delivered for up to 200 Royal Marines Cadets.
- Cadet Voice is further developed with 25% of units holding regular cadet forums and at least two projects delivered using cadet co-production approaches.

OUR PEOPLE

- Our volunteer training is further developed, with a new basic leadership course in place and core modules revised; a national framework for volunteer mentoring identified; barriers to flexible volunteering identified and where possible removed; working with young people approach embedded; and a District management course developed.
- We have promoted development opportunities for our employees including management and leadership courses.

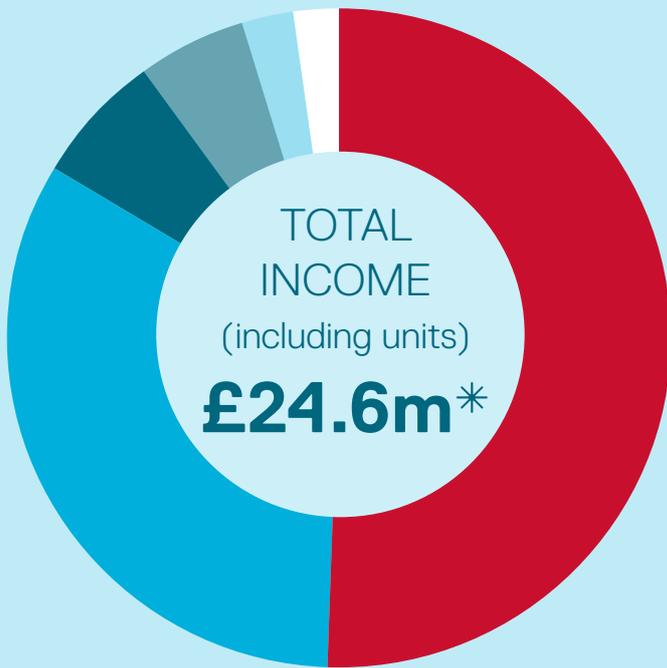
INCLUSION & GROWTH

- We have continued to grow and begun to address our waiting lists with at least 12 new sections/units opened, including two faith-based groups, and cadet numbers up by at least 500.
- We are becoming more inclusive with at least six existing policies revised; a disability position statement and guidance published; the Sea Cadet Promise and Prayer updated; an initial volunteer/employee online training module in place; an accessibility/inclusivity audit of MSSC facilities completed; and cadet/volunteer participation in two inclusive external events developed.

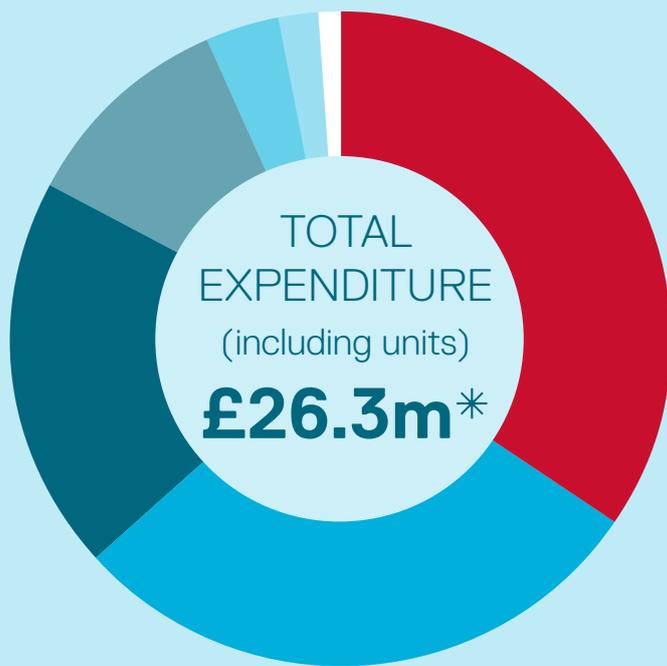
ENABLERS

- We have begun to improve our environmental approach with best practice shared, including case studies and funding opportunities; tools made available to measure unit and MSSC facility carbon footprints; and our Sea Hives project deployed in at least two locations.
- We have better systems and facilities to support delivery, with digital volunteer onboarding delivered and unit assurance and support process reviewed and re-launched. We have also begun delivery of unit rifle/drill hubs, regional shooting hubs and adventure training hubs, and are beginning to provide solutions to beyond unit training facility requirements, while Midlands Boat Station and Middle Hill adventure centre projects are completed or close to being completed.

Financial review 2022/23



- MOD grant in aid **£12.4m**
- Sea Cadets units (estimated) **£8.1m**
- Grants, donations and other income **£1.6m**
- MSSC training income **£1.3m**
- Net trading and investment income **£0.6m**
- Seafarer education and support **£0.5m**



- Sea Cadets support and infrastructure¹ **£9.1m**
- Sea Cadets units (estimated) **£7.6m**
- Training **£5.1m**
- Offshore fleet² **£2.8m**
- Seafarer education and support **£0.9m**
- Promoting the MSSC **£0.5m**
- Fundraising **£0.3m**

*estimated

1. Including expenditure linked to The Naval Club funding received in 2022/23.

2. Including the offshore berthing pontoon replacement funded in 2022/23.

Finances of Marine Society and Sea Cadets activities

Raising funds is vital for supporting our 400 Sea Cadet units, each of which is a charity in its own right.

Total estimated income for the Marine Society & Sea Cadets' activities as a whole in 2022/23, including figures for the independent Sea Cadet units (based upon latest available results) was £24.6m, including funds for expenditure in 2023/24 and beyond on capital and other projects.

MSSC was also provided with 11 Royal Navy personnel on loan from the Ministry of Defence (MOD), with an estimated value to the charity of £0.7m.

Total estimated expenditure on all activities in the year was £26.3m, with 94% of this expenditure going on Sea Cadets activity.

INCOME

Total income of MSSC charity, excluding units, amounted to £16.5m (21/22: £19.3m), a decrease of 15% over the previous year. Donations, legacies and other income were £1.8m down on last year. This reduction was primarily due to income received in 2021/22 and not repeated in 2022/23, including Naval Club (£0.8m), Garfield Weston (£0.25m), Sale of Artefacts (£0.37m) and Sale of Annex (£0.26m).

The MOD grant-in-aid for Sea Cadets was £2m lower than in 2021/22, mainly due to the provision of the Royal Navy Armaments security funds last year (£2.4m). These reductions were offset by additional training and offshore income as residential courses returned to normal after the pandemic.

EXPENDITURE

Total expenditure was £18.8m (21/22: £15.8m) excluding units, an increase of 17% on the prior year. This reflects expenditure returning to pre-pandemic levels and spending some of the restricted funds received in 2022.

The cost of safeguarding and supporting Sea Cadets activity and infrastructure increased by £1m (12%) – the majority in purchasing the equipment linked to restricted funds, plus additional IT & Stores costs. Sea Cadets training costs increased by £1.5m (43%) – also mainly due to purchasing equipment linked to restricted funds, as well as increased costs for training and events as activity returned to pre-pandemic levels. Offshore costs increased by £0.6m (29%) as travel and victualling costs reflected the return to residential voyages.

These increases were offset by savings in fundraising costs of £0.2m (33%) which was due to staff shortages.

BALANCE SHEETS AND RESERVES

Total net assets/reserves of the MSSC charity, excluding units, at 31 March 2023 were £36.3m (21/22: £39.5m). Of this, £13.2m, (21/22: £13.8m) was in tangible and intangible fixed assets – 35% of which was the offshore fleet. Additions this year have included NW Adventure Centre, Midlands Boat Station, RS21 keel boats and the Petrol Pier pontoon.

Total funds at the year-end included £15.7m (21/22: £18.1m) restricted funds, and £17.4m (21/22: £18.3m) endowment funds, invested to provide long-term income towards the running

costs of the charity. Unrestricted funds were £1.5m (21/22: £1.6m), of which £0.6m (21/22: £0.6m) were fixed assets, leaving free reserves of just £0.9m (21/22: £1.0m).

MSSC does not retain MOD monies as part of its reserves. It remains the aspiration of the charity to increase its level of free reserves to safeguard its activities in the event of any shortfall in public funding. However, the charity remains primarily focused on its ongoing commitments, which include, importantly, the continued upgrade of Sea Cadets facilities.

THANK YOU

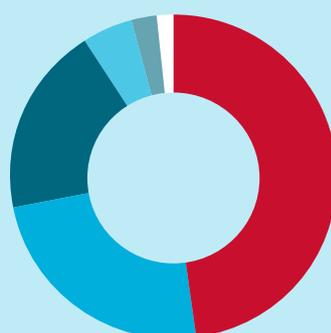
MSSC would like to thank the many unit chairs, treasurers and other committee members who, together with our cadets, instructional volunteers and our many supporters, raised an estimated:

£8.1m to support individual Sea Cadets units

We also remain sincerely grateful for the ongoing strong support provided by the MOD in helping to finance Sea Cadets, as well as our many other supporters, a number of whom are listed later in this review.

This financial review is intended to give an understanding of the overall summary financial position of MSSC for the 2022/23 financial year, and is based upon the audited accounts for the year ended 31 March 2023. These are available to download from our website ms-sc.org or from the Director of Finance & Digital at the MSSC National Support Centre.

TOTAL NET ASSETS/RESERVES (FUNDS) INCLUDING UNITS



- Endowment funds **£17.4m**
- Restricted funds (fixed assets) **£8.6m**
- Restricted funds (net current assets) **£7.1m**
- Designated funds **£1.8m**
- Unrestricted funds (free reserves) **£0.9m**
- Unrestricted funds (fixed assets) **£0.6m**

Thank you to all MSSC funders and supporters

A huge thank you to our donors, who have helped us to realise our vision of equipping children and young people to launch well into life.

Your donation means that no young person has to miss out on gaining the skills they need because they can't afford it.

STATUTORY FUNDERS

Ministry of Defence
Department of Culture,
Media and Sport
Department for Transport

TRUSTS, FOUNDATIONS AND CORPORATES

The Association of Sail
Training Organisations
The Corporation of Trinity House
of Deptford Strond
The Edward Cadbury Trust
GB Partnerships group
The Gosling Foundation Limited
Greenwich Hospital
Jack Petchey Foundation
Johnnie Johnson Trust
Merchant Navy Welfare Board
The Michael Uren Foundation
Royal Yachting Association
The RYA Foundation
The Seafarers' Charity
The Stelios Philanthropic Foundation
Worshipful Company of Shipwrights
YouthLink Scotland

INDIVIDUAL DONORS

Commander Eric P J Pollard
Ms Joyce Beresford



People, honours, commendations and committees

ADMIRAL OF THE SEA CADET CORPS

HRH The Princess Royal KG KT GCVO
GCStJ GSO CD

MSSC PRESIDENT

Admiral Sir Philip Jones GCB OBE DL

COUNCIL MEMBERS

Ms Léonie Austin
Ms Christine Baldwin
Miss Laurelle Brant
Ms Liz Cassidy (Vice Chair)
Mr David Derbyshire
Mr David Dingle CBE
Mr Simon Figgis
Mr Gareth Hampton
Mr Alan Marsh MBE FICS
Mr John May OBE DL
Captain Ian McNaught CVO MNM
Ms Miranda Nagalingam
Ms Kirsten Naude
Mr Jeremy Penn (Chair)
Mr Jonathan Robertshaw
Mr Michael Schofield
Mr Steven Smith OBE –
co-opted 27 January 2023
Mr Robert Woods CBE –
retired 12 October 2022
Vice Admiral Sir Jonathan Woodcock KCB OBE

COMMITTEES

Finance, Investment, Remuneration & Audit
Committee (Chair: Simon Figgis)
Policy Development & Nominations
Committee (Chair: Léonie Austin)
Safety, Safeguarding, Inclusion &
Risk Committee (Chair: John May OBE DL)
National Sea Cadet Advisory Council
(Chair: Mr Steven Smith OBE)

VICE PRESIDENTS

Mr Tony Allen
Dr Louise Bennett
Vice Admiral Sir Tom Blackburn KCVO CB
Rear Admiral John Borley CB MA CEng MIEE
Colonel Paul Cautley CMG OBE DL
The Reverend Canon R J Christianson
Mr Mike J Cornish
Mr Christopher St J H Daniel MBE FSA
(deceased 17 May 2022)
Mr Michael Everard CBE



Rear Admiral Sir Jeremy
de Halpert KCVO CB FRIN
Dr Sheila Fitzpatrick MBE
Mr Andrew Given
Commodore Ian Gibb MBE FNI MRIN FRSA FRGS
The Rt Hon The Lord Greenway Bt
Mr Eric Hutchinson
Mr David Jeffcoat
Commander John McK Ludgate RD DL RNR
Mr Alex Marsh
Sir Alan Massey KCB CBE
Lord Jeffrey Moutevans
Captain Nigel Palmer OBE MNIM
Dame Mary Richardson DBE
Captain David M Robinson MBE EXC FNI FRSA
The Earl of Romney
Mr Clive I de Rougemont
Mr Richard Sayer
Rear Admiral David Snelson CB FNI
Admiral Sir Mark Stanhope GCB OBE DLJ
Sir David Steel KBE DL
Mr Patrick L M Stewart MBE LLB WS
Mr Mike Tapper
Mr Christopher C Thornton
Mr Henry Thornton
Vice Admiral Sir Jonathan Tod KCB CBE
Commodore W Walworth CBE RFA MNM
Mr F John Whitworth OBE
(deceased 10 September 2022)
Mr Colin Wilcox
Mr Robert Woods CBE

EXECUTIVE MANAGEMENT

Chief Executive:

Martin Coles CBE FRICS ACI Arb

Captain Sea Cadets:

Captain Neil Downing RN

Director of Finance & Digital and Company Secretary:

Jenny Howard

Director of Young People, Volunteer & Business Support:

Paul Wilkinson

Director of Sea Cadet Learning:

Heather Williams

Director of Fundraising & Communications:

Daniel McAllister

Director of Human Resources:

Petrina Brooker

Director of Maritime Training & Development:

Darrell Bate

THE QUEEN'S BIRTHDAY HONOURS 2022

British Empire Medals awarded to:

Margaret Beacham BEM, Chair of Ryde
Sea Cadets, Southern Area, for voluntary
service to young people in the Isle of Wight.

Lt Stephen Hutchinson BEM RNR, Chair of
Accrington Sea Cadets, North West Area,
for voluntary service to young people in
Lancashire.

Lt Cdr (SCC) Carol Rashleigh BEM RNR,
District Officer Devon, South West Area,
for services to the community in Devon.

ROYAL NAVY COMMENDATIONS

First Sea Lord Commendation awarded to
Lt (SCC) Graham Brockwell RNR, Assistant
Area Staff Officer, London Area

Commendation to Maj (SCC) Paul Wagstaff
RMR Company Commander Bravo Coy,
North West Area



Produced by MSSC
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Marine Society & Sea Cadets, a charity registered
in England and Wales 313013 Scotland SCO37808

Admiral of the Sea Cadet Corps: HRH The Princess Royal KG KT GCVO GCSTJ GSO CD
President of MSSC: Admiral Sir Philip Jones GCB OBE DL