



**SEA
CADETS**

ANNUAL REVIEW

2019/20





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Welcome from the Chair



The phrase “unprecedented times” has been often used in the last few months but for all those involved within Sea Cadets, these are scarcely believable times and cast a shadow over all of our lives.

Like every other community in the UK, the Sea Cadets family has lost friends and supporters who have contributed so much to our values and achievements. We pay tribute in the right manner to those lives that have been lost so tragically.

With their spirit in our minds, it has however been fantastic to see the way in which cadets and volunteers have risen to the challenge since March 2020. It has been nothing short of exemplary.

As Martin Coles explains, the crisis has created unexpected questions, but cadets, volunteers and staff have answered them with a flourish.

In particular, our volunteers have shown incredible resilience and heartfelt thanks goes too to those many Sea Cadets volunteers who have also been key workers at this time.

Given how seamlessly units have rallied to deliver hours of virtual activity, those lessons of the last few months are bound to shape how we deliver the unique Sea Cadets experience in the future.

However, with a background of Covid-19, this Annual Review reflects the immediate period before the outbreak and shows how new programmes and initiatives are moving Sea Cadets forward in a positive fashion. It has left us with firm foundations to progress for the future when circumstances allow.

While the price paid by thousands during this pandemic has been far too high, I firmly believe that the work carried out and reflected in this Annual Review has placed Sea Cadets in a good place to continue its mission in good health.

This October marks the end of my tenure as Chair to this marvellous charity; I am deeply thankful to the volunteers and staff for their extraordinary efforts. I would also thank the wonderful donors, especially the Royal Navy, for their belief and support. The lives of thousands of cadets, young people across the country, given brighter futures is a testament to our collaboration.

Robert Woods
Chair, MSSC



Welcome from the CEO



Seeing so many units tackle and succeed through the challenges of the Covid-19 outbreak has been one of the most humbling and rewarding experiences in my time with Sea Cadets.

While the consequences of the pandemic will be assessed for years to come, the resilience, ingenuity and can-do attitude of our volunteers has been nothing short of inspiring. It has ensured that, despite lockdown and the significant ongoing restrictions and challenges in place, our cadets have still been benefiting from the unique experience that being a Sea Cadet can offer.

Our cadets have also shown strong commitment to Sea Cadets, continuing to engage despite the challenges upon us all. As a result, cadets have continued to learn new skills and gain qualifications and through this, to develop the confidence that will sustain them in life. Testament to this, it was so heartening to hear that over 70% of cadets surveyed in the first few months of the pandemic said their time with Sea Cadets had already equipped them to cope with this global crisis.

Key to ongoing delivery has been the development of our Virtual Sea Cadets programme. Created from scratch at the outset of lockdown when all face-to-face delivery had to cease, it has been a stunning success, enabling units to meet and train virtually. We have also provided extensive fundraising support, together with emergency grants to units as well as supporting cadets with grants to gain digital access.

Our staff have also made coping with a substantially increased workload look easy, moving seamlessly to home working, guiding and supporting units through the lockdown with heightened communication and assurance to cadets, volunteers and parents, helping get cadets back out on the water and units to prepare for the return of cadets in person. By the beginning of September 2020, a third of units have already done so.

We have not come through this period unscathed and for now the pandemic is still very much with us. How we deal with the challenges this presents and the regeneration of Sea Cadets post Covid-19 will be reflected in future Annual Reviews. Yet our success to date and in the coming months is only possible due to the hard work of our staff and amazing volunteers, the commitment of the Royal Navy and our strong working relationship, the wise counsel of our trustees and the unstinting support of our many sponsors. Thank you.

For now however, it is important not to overlook the sizeable achievements in the year up to the pandemic.

Cadet numbers continued to grow steadily, with nearly 15,000 young men and women experiencing the unique adventure which we offer. That increase of more than 20% in the last decade reflects not just the hard work of our volunteers but that quality of experience which many within Sea Cadets can attest to.

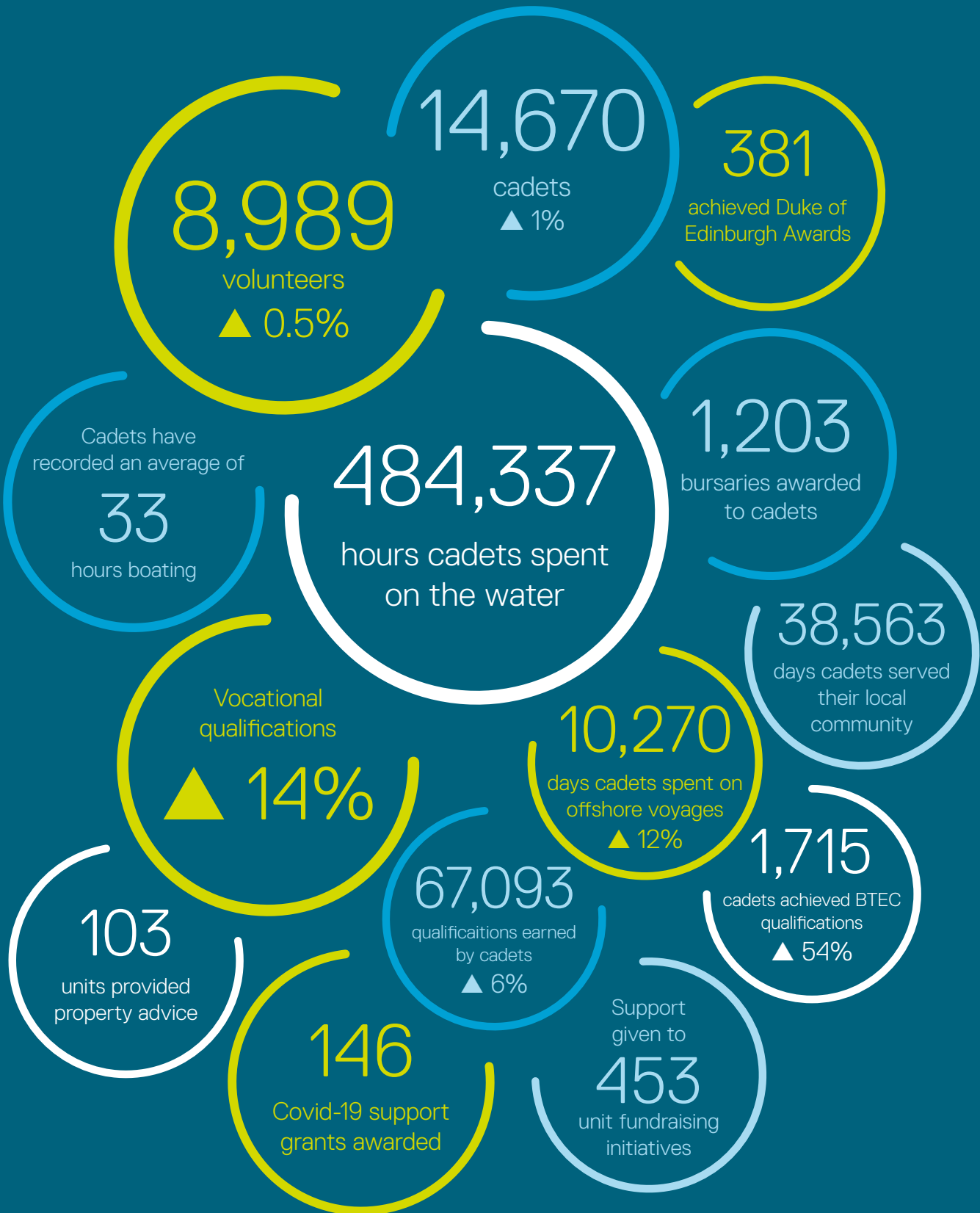
12 more Junior Sections have opened in the last year, while our pilot scheme which allows 9 year-olds to join Sea Cadets in targetted locations has begun in earnest.

Our volunteer numbers remain robust and new programmes such as On the Water continue to reach out to more and more groups within our society.

The seas may be choppy and there may still be further storms ahead, but Sea Cadets has never been more relevant and we remain firmly on course, offering adventure that really does launch young people for life!

Martin J Coles
CEO, MSSC

Our year in numbers



Continuing to invest

It is our aim to give young people the best possible start in life through nautical adventure and fun

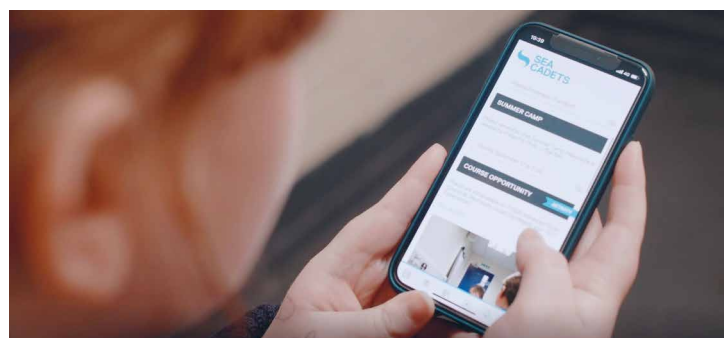
VIRTUAL SEA CADETS

With the closure of all units in March 2020 due to lockdown, cadets were effectively cut off from Sea Cadets. We provided support to our volunteers to enable virtual delivery. Working together with our amazing volunteers, we re-purposed the Cadet Training Programme for remote delivery and established a wide range of additional virtual courses. As a result over 90% of our units were able to deliver Virtual Sea Cadets throughout the pandemic, enabling cadets to gain qualifications and to continue to participate in summer activities.

SEA CADETS PORTAL

The introduction of the Sea Cadets Portal is bound to have long-lasting impact, offering cadets the chance to directly track their progress, receive feedback and make informed choices of the opportunities available to them.

The Portal app has been funded by grants provided by UFI Charitable Trust and HM Treasury Libor funding and will now provide the Sea Cadets Experience to every cadet at the touch of a button as well as providing a digital connection for volunteers and parents/guardians.



PORT EDGAR BOAT STATION

We are pleased to report that, despite impact on construction due to Coronavirus, our new facility in Scotland is in the final stages of delivery. Once open it will serve the units and youth across the northern regions of the UK from as early as Autumn 2020.

MIDLANDS BOAT STATION

Our new regional boat station in Birmingham has opened earlier than planned, as part of our Covid-19 response to increase opportunities for cadets to get back on the water safely. Work on a new facility with permanent buildings is ongoing, ensuring thousands of young people across the Midlands will be served for the long-term.

NATIONAL CENTRE FOR ROYAL MARINES CADETS

Royal Marines Cadets have a new national training centre in Crowborough, East Sussex. The facility has classrooms, including a special outdoor set up to allow training and instruction in the field. Its development is a testament to the collaboration between Sea Cadets and those on the ground.

A second Royal Marines Cadets activity centre in the North West is also in advanced planning.

SAFEGUARDING

The Cadet and Junior Cadet Safeguarding Pocket Guides or 'blue cards' were launched in June 2019 to help cadets understand how they can keep themselves safe and where to go for help and advice. Nearly two thirds of cadets and volunteers viewed it either positively or very positively, as did half of cadets' parents.

To support volunteers with the introduction of the 'blue cards' we developed the "SHOUT!" training sessions which has been delivered to all cadets and are now part of the training syllabi for all cadets.

Supporting our volunteers

Our volunteers are amazing – their enthusiasm, determination and drive keep Sea Cadets going, even during a pandemic.

IMPROVING OUR VOLUNTEER OFFER

Having worked with volunteers to identify key areas for development, trustees approved a long term strategy for the future of volunteering within Sea Cadets. This plan reaffirms how key our volunteers are to the delivery of Sea Cadets.

A central theme is to move to make volunteering opportunities more flexible within Sea Cadets for both new and existing volunteers. This will take some time to fully deliver. Immediate work now in hand includes streamlining our on-boarding process for new volunteers, reviewing our initial training on joining to ensure that it is more accessible, more flexible and better reflects prior learning, enabling our new volunteers to play a useful role much more quickly. Alongside this work we have begun to further improve our support and communication with volunteers, ensuring Sea Cadets is a place for volunteers to feel a part of something supportive, rewarding and fun.

C2V TRANSITIONING

Once a sea cadet, always a sea cadet! The new Cadet to Volunteer (C2V) programme enables cadets that 'age out' (turn 18) to become adult volunteers themselves, and teach the next generation of youth.

INTERACTIVE AND ENGAGING CADET TRAINING

Work continues to make our cadet training programmes as interactive and engaging as possible. This included a refreshed junior programme and launching Programmes Online (POL). We also launched our cadet training programme "Ideas Bank" providing 215 activities which aim to spark inspiration by adapting to local unit needs.

SUPPORTING OUR VOLUNTEERS

Recognition of our volunteers continues through the roll out of over 1,000 Queens Cadet Forces commissions for our uniformed volunteer officers as well as service recognition awards for all volunteers. In addition, we launched our Sea Cadets Ethos, which provides our volunteers with a common sense of vision and tradition, as well as understanding and upholding our values.



GROWTH AND DEVELOPMENT TEAM RESTRUCTURE

Sea Cadets launched a review into the role of Development Workers at the start of 2020, to assess how it can best support units and volunteers in the coming years. Following a restructure inspired by that review, the team is already active and bringing more focussed support nationwide.

The team's aim is to provide remote and face-to-face assistance, facilitation and guidance that focusses on empowering and enabling Sea Cadet units to continue to develop and grow.

NATIONAL SUPPORT CENTRE

The construction of the new National Support Centre on Lambeth Road, London, began in earnest during the year, although its completion has been delayed until early 2021 because of lockdown.

Once open it shall act as the charity's new national hub and be a focal point for volunteers and cadets to collaborate and develop the Sea Cadets Experience with staff.

Outreach

The opportunities and outcomes made possible by being a part of Sea Cadets is something we want to share with others.

ON THE WATER

2019 saw the launch of a fully funded free to access outreach project known as 'On The Water with Sea Cadets'. The programme launched at the Royal Docks in London, providing safe, enjoyable yet challenging activity for children of neighbouring hard-to-reach communities.

Over 400 young people (not cadets) attended sessions, with a number attending a celebration event in October 2019, hosted by one of the major funders Sir Stelios.

The programme, intended to expand in 2020, has been paused due to Covid-19. However plans are already being implemented for a restart in 2021, doubling the number of participants with an extension into Liverpool. We are also looking forward to working closely with future partnerships from Merseyside Police and Lambeth Child Services.

MEP

The Marine Engineering Programme (MEP) has had an outstanding year, as it delivers high-quality STEM workshops in schools, based on core elements of the national curriculum through maritime themes. These dynamic and entertaining sessions teach key marine principles such as buoyancy and the Archimedes Principles to young people across the country.

Fully funded through our partner Seafarers UK, over 15,500 sessions have been staged in schools and colleges – nearly 25% over target – while there have been 2,000 sessions within Sea Cadets which is four times that expected. Targets for 2020/21 have been reviewed in the light of Covid-19 leading to home-based learning activities for use by individuals and through schools to be developed. Virtual sessions have also been provided for children of key workers still attending school.

Feedback is equally impressive. Large numbers of both teachers (97.6%) and pupils (81.6%) say they would recommend the workshops to others.



CADET EXPANSION PROGRAMME

The Cadet Expansion Programme (CEP) has been running in Sea Cadets for six years. It is government funded, managed by the Ministry of Defence and the Department for Education, with the aim of setting up new cadet units in partnership with state schools. Sea Cadets has created 23 new CEP units allowing more young people to enjoy the Sea Cadet Experience. These are a mixture of stand-alone units and satellites of existing units.

NEW JUNIORS SECTIONS

With demand high and the continued growth of Sea Cadets to meet this high on the agenda, there is a desire to create new junior sections (a junior cadet is aged between 9-11yrs). This could be because a current section is overflowing and has a waiting list, or it could be that a unit, district or area wants to expand their provision into a new community.

In 2019/20 the Growth and Development team worked alongside area staff and volunteers to open 12 new junior sections in various locations across the country. The target for 2020-21 is a further 20 sections as demand continues to grow.

The impact of Covid-19 on Sea Cadets

Like many of us, Sea Cadets are studying what positive lessons we can take from how we have adapted to life within a Covid-19 environment.

All 403 Sea Cadets units were forced to close their doors on face-to-face activities and events for safety. In these unprecedented times the charity knew it had to support the units and volunteers as best it could, provide cadets with as much of the Sea Cadets Experience as possible virtually and plan ahead for an eventual return.

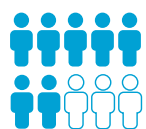
Strong communications and ongoing financial support were early priorities – weekly email updates, frequent live webinars, cadet forums and surveys have run since February.

Unable to fundraise as units conventionally would in their community 146 'emergency support grants' for units and 'digital aid grants' for volunteers and cadets were awarded. On top of which ongoing fundraising advice and training were refocussed and provided nationally.

CADETS

As well as maintaining direct activity with cadets it was important to monitor their wellbeing as well. Measuring resilience as well as informing changes to online programmes.

Cadets over 13 years of age, and volunteers, were asked to complete online surveys periodically. Over 1,000 cadets and 600 volunteers responded to each study and helped shape the work we have delivered around Virtual Sea Cadets and other initiatives.



Just over **7 in 10** cadets agreed or strongly agreed that Sea Cadets had prepared them for tough times ahead.



Cadets are generally reporting they are doing fairly well during the lockdown with the majority not showing signs of concerns in areas such as socialising, feeling particularly stressed, or getting enough exercise.



66% of cadets suggest they are as positive about Virtual Sea Cadets as they are about the virtual offering from their school.



36% say it is better than other e-learning they have tried.

VOLUNTEERS

Many Sea Cadets volunteers have felt more pressure than most due to Covid-19. A disproportionate number are key workers and have had to balance their front-line roles with their passion for volunteering.

Yet a real team effort across Sea Cadets saw other able volunteers extend their commitment to facilitate the needs of cadets across multiple units. This supported a wider national effort to deliver quality engagement – great to see.

Reducing the impact of Covid-19 on cadets has been, and remains, a priority for volunteers and staff.

POST COVID-19

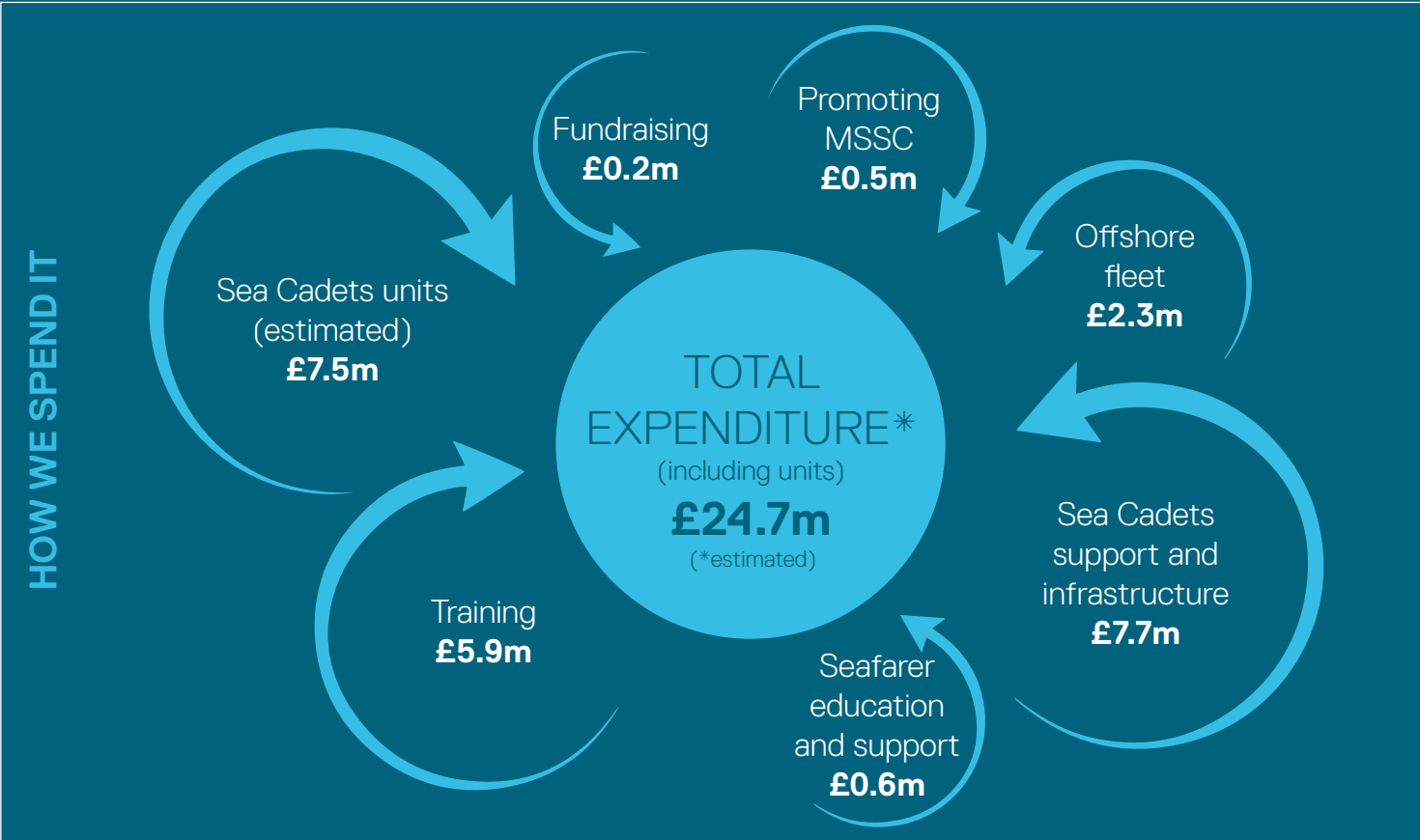
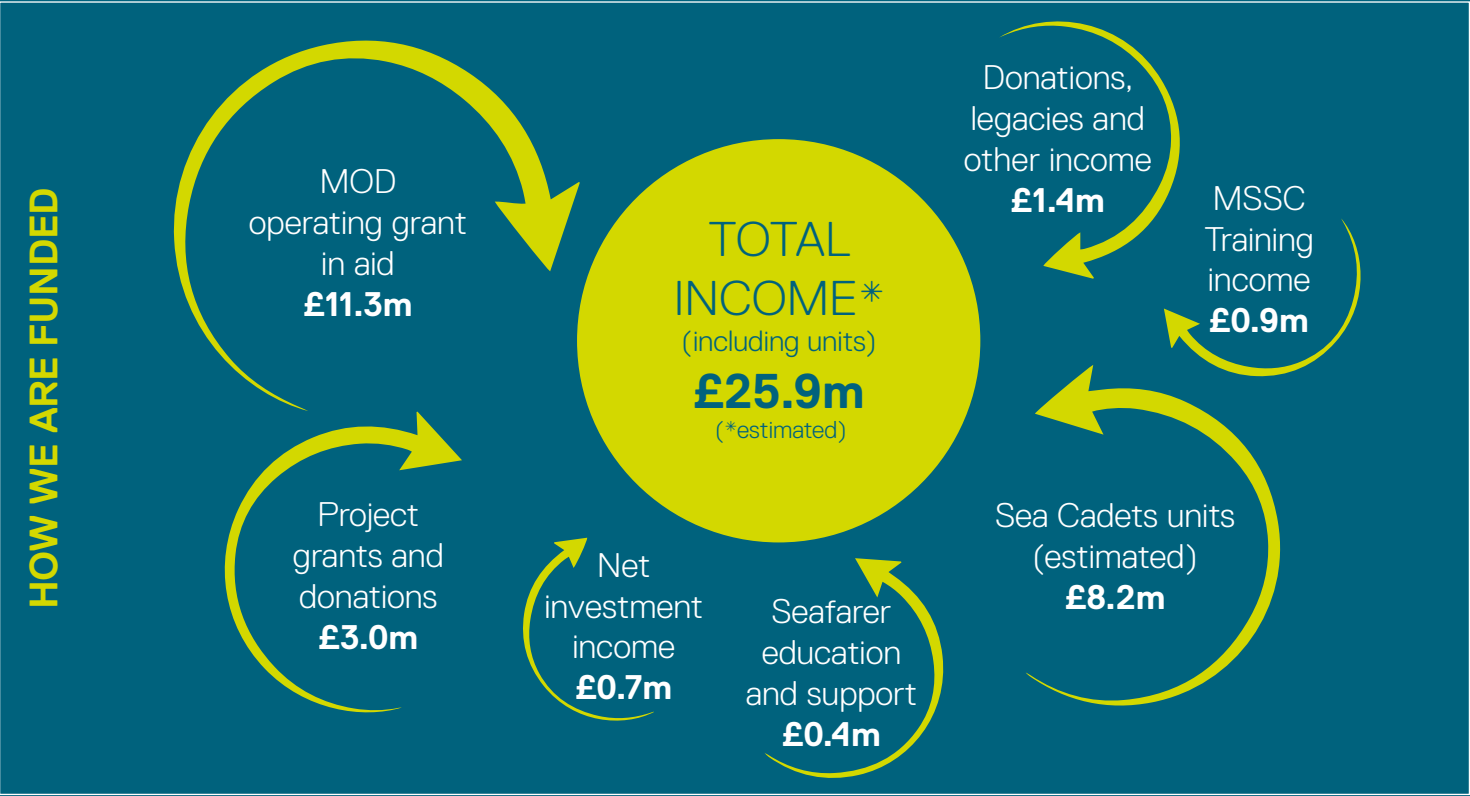
As Government and related bodies provide updated guidelines and direction, so too does Sea Cadets for units. Making sure that the safety for cadets and all involved is the priority. Slowly face-to-face activities, the reopening of units and boating restarts.

Not a simple feat, each unit faces rigorous scrutiny over health and safety before they are permitted to return to face-to-face activities. Many units will have to review and re-imagine recruitment, fundraising, community engagement and more. The national charity is committed to supporting each unit as best it can as Covid-19 remains.

Our 'area teams' and 'growth development workers' are well placed across the country to provide the hands on practical support many need.



Financial review 2019/20



Finances of Marine Society and Sea Cadet activities

Raising funds is vital for supporting our 403 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 2019/20, including figures for the independent Sea Cadet units (based upon latest available results) was £25.9m, including funds for expenditure in 2020/21 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 £0.6m.

Total estimated expenditure on all activities was £24.7m, with 95% of this expenditure going on Sea Cadet activity.

INCOME

Total income of MSSC charity, excluding units decreased to £17.7m (2019: £19.8m) due mainly to a reduction in Project grants and donations from £5.4m to £3.0m. This decrease was substantially due to the completion of funding from LIBOR and the Youth United Fund and a reduction in Cadet Expansion Programme funding. The MOD grant was increased to £11.3m (2019: £11.1m).

EXPENDITURE

Total expenditure of MSSC charity was £17.2m (2019: £17.8m). There was more Sea Cadet activity this year with associated increase in salaries and other costs (£0.8m) but this was more than offset by a decrease in grants to units (£1.2m) due substantially to the successful completion of the grant of RS Quest sailing dinghies to units in 2018/19 paid for by LIBOR funding.

BALANCE SHEETS AND RESERVES

Total net assets/reserves of the MSSC charity, excluding units at 31 March 2020 were £32.6m (2019: £33.4m). Of this £10.6m, (2019: £9.0m) was in tangible and intangible fixed assets – 56% of which was the offshore fleet. This is a lower percentage of fixed assets than in previous years due to the construction in the year of both the Port Edgar boat station and Crowborough activity centre, six RS21s added to the boat fleet and the development of the Sea Cadets Portal.

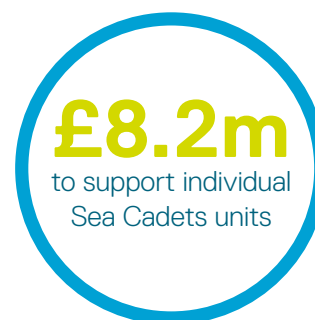
£15.0m (2019: £16.4m) reserves were in endowment fund investments, providing long term income towards the running costs of the charity. This value reduced at the year-end due to the sharp decrease in the stock market as a result of Covid-19. Cash balances reduced from £3.0m last year to £0.7m this year due to transferring £1m to unrestricted investments and the spending of restricted funds on construction. There were £2.8m (2019: £2.1m) of unit cash funds. The charity's restricted funds stood at £15.8m (2019: £15.2m). Unrestricted funds were £1.8m (2019: £1.8m), of which £0.5m (2019: £0.6m) were fixed assets, leaving free reserves of just £1.3m (2019: £1.2m).

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

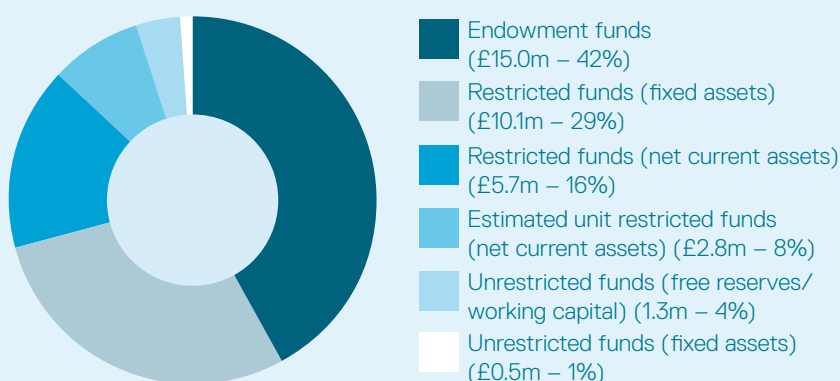
MSSC would like to thank the many unit chairs, treasurers and other committee members, who together with our instructional volunteers and our many supporters, raised an estimated:



We also continue to remain sincerely grateful for the continued strong support provided by the MoD in helping to finance the 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 2019/20 financial year, and is based upon the audited accounts for the year ended 31 March 2020. These are available for download from our website mssc.org or from the Director of Finance and Digital at MSSC head office.

TOTAL NET ASSETS/RESERVES (FUNDS) INCLUDING UNITS (£35.4m)



Thank you to all MSSC supporters

Our thanks to all our donors, without whom pursuing our vision and being able to face the unexpected would not be possible.

Your donations during the last year provided opportunity, training and support to young people across the UK, no matter what their background and at some of the most challenging times of their lives.

From us and on behalf of all the young people we work with, thank you.

STATUTORY FUNDERS

Ministry of Defence
Department for Digital, Culture,
Media & Sport
Department for Education
HM Treasury

TRUSTS AND FOUNDATIONS

Alan Jenkins Memorial Trust
Association of Sail Training
Organisations (ASTO)
Baltic Charitable Fund
Band Trust
CRH Trust (Scotland)
Derek Login Trust
Edith Murphy Foundation
Edward Cadbury Charitable Trust
Felixstowe Master Mariners Club
Floating Christian Endeavour UK
Flower Smith and Jones Trust
Garfield Weston Foundation
Gosling Foundation Ltd
Greenwich Hospital
Hugh Fraser Foundation
Inchcape Foundation
International Foundation for
Aids to Navigation (IFAN)
Jack Petchey Foundation
Lee-on-the-Solent and
Stubbington Branch
Lord Faringdon Charitable Trust
Michael Uren Foundation
Privy Purse Charitable Trust



RNVR Youth Sail Trust
Royal Society of St George
Royal Yachting Association (RYA)
Seafarers UK
Seven Seas & Baxter
Smith Charitable Trust
Square Rigger Club
Stelios Philanthropic Foundation
Swire Charitable Trust
Ted Fort Foundation
Trinity House
Ufi Charitable Trust
We Remember Submariners
Whirlwind Charitable Trust
William Webster Charitable Trust
Worshipful Company of Shipwrights

Worshipful Company of
Management Consultants
Youth United Foundation

INDIVIDUAL DONORS

Conrad Blakey
Sir Jack Petchey CBE
Alan Rind
Doreen Winkless

Although we are grateful to all who have donated to Sea Cadets, those listed above have made significant contributions of £5,000 or more..

People, honours and committees

President

Admiral Sir Mark Stanhope GCB OBE DL

Council members

Robert Woods CBE (Chair)
 Ms Liz Cassidy (Vice Chair)
 Ms Léonie Austin (from Oct 9 2019)
 Dr Louise Bennett
 Mr Andrew Bull (retired July 15 2020)
 Mr David Derbyshire (from Oct 9 2019)
 Mr Simon Figgis
 Dr Sheila Fitzpatrick MBE
 Lt Cdr (SCC) Jason Kinghorn RNR
 Mr Alan Marsh MBE FICS
 Mr Alex Marsh (retired Oct 9 2019)
 Mr Nick Mason
 Sir Alan Massey KCB CBE
 Mr John May OBE DL
 Captain Ian McNaught CVO MNM
 Mr Jeremy Penn
 Mr Jonathan Robertshaw
 (from Oct 9 2019)
 Commodore Bill Walworth CBE MNM RFA
 Vice Admiral Sir Jonathan Woodcock
 KCB OBE

Committees

Finance, Investment, Remuneration
 & Audit Committee (Chair: Simon Figgis)
 Policy, Development & Nominations
 Committee (Chair: Jeremy Penn)
 Safety, Safeguarding and Risk Committee
 (Chair: Mr John May OBE DL)
 National Sea Cadet Advisory Council
 (Chair: Lt Cdr (SCC) Jason Kinghorn RNR)

Vice Presidents

Mr Tony Allen
 Vice Admiral Sir Tom Blackburn KCVO CB
 Rear Admiral John Borley CB MA
 CEng MIEE
 Sir John Bourn KCB
 Colonel Paul Cautley CMG OBE DL
 The Reverend Canon Bill Christianson
 Mr Mike Cornish
 Mr Christopher StJ H Daniel MBE FSA
 Rear Admiral Sir Jeremy de Halpert
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 MRIN FRSA FRGS
 Mr Andrew Given
 The Rt Hon The Lord Greenway Bt
 Mr Eric Hutchinson
 Mr David Jeffcoat
 Commander John Ludgate RD*DL RNR
 Vice Admiral Sir Fabian Malbon KBE
 Mr Alex Marsh (from Oct 9 2019)
 Captain Nigel Palmer OBE MNM
 Lord Jeffrey Mountevans (from Oct 9 2019)
 Dame Mary Richardson DBE
 Captain David Robinson MBE FNI FRSA
 The Earl of Romney
 Mr Richard Sayer FICS
 Rear Admiral David Snelson CB FNI
 Vice Admiral Sir David Steel KBE DL
 Mr Patrick Stewart CVO MBE LLB WS
 Mr Peter Swan OBE FCA
 (deceased 16 May 2019)
 Mr Mike Tapper FRSA
 Mr Christopher Thornton
 Mr Henry Thornton
 Vice Admiral Sir Jonathan Tod KCB CBE
 Mr Colin Wilcox
 Mr John Whitworth OBE

Executive management

Chief Executive:
 Martin Coles FRICS ACI Arb
 Captain Sea Cadets:
 Captain Philip Russell RN
 Director of Finance, IT and Trading, and
 Company Secretary: Mark Hallam BSc MNI
 FCA (retired Aug 29 2019),
 Jenny Howard (from Aug 30 2019)
 Director of HR: Petrina Brooker
 Director of Volunteer and Business Support:
 Paul Wilkinson
 Director of Fundraising and Communications:
 Daniel McAllister
 Director of Sea Cadet Learning:
 Heather Williams
 Director of Policy and Young People Support:
 Veronika Neyer
 Director of Seafarer Learning:
 Darrell Bate (from Aug 27 2019)

New Year's Honours 2020

John May OBE DL
 Lt (SCC) Janice Spicer MBE RNR
 Patrick Stewart MBE CVO
 Mrs Emma Walton BEM
 Lt Cdr (SCC) George Wilson BEM RNR
 CPO (SCC) Stefen Wells BEM

JOIN US!

Do you want to help your local
 Sea Cadets? Then why not join us
 as a member? You can support us
 directly by calling now to find out
 more: 020 7654 7000.



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President of MSSC:
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