



ANNUAL REVIEW 2020/21

**SEA
CADETS**

Contents

Welcome from the Chair	03
Welcome from the CEO	04
Our year in numbers	05
Continuing to improve	06
Responding to Covid-19	08
Our impact	09
Our outreach	10
Financial review 2020/21	11
Finances of Sea Cadets activities	12
Two-year regeneration strategy	13
Thank you to all MSSC supporters	14
People, honours and committees	15



Welcome from the Chair



This is my first year as Chair of MSSC, and what an exceptional year it has been! The pandemic has brought losses, worries, setbacks and frustrations – but the Sea Cadets family has pulled together, worked hard, stayed focused and managed to achieve some incredible things.

Martin highlights in his Welcome how we've adapted and improved our courses and training for both cadets and volunteers. We've also greatly enhanced our digital offer to ensure that our adults and young people can continue to grow in learning, skills and confidence. To ensure that everyone within Sea Cadets was able to access this virtual learning, we awarded a digital grant to every Sea Cadets unit, plus 41 additional Covid-19 emergency digital grants to specific units and volunteers in need. We also awarded Covid-19 digital grants to 168 cadets.

Raising funds is vital for supporting our units and, of course, the pandemic risked a major shortfall in the usual methods of local fundraising. However, I'm pleased to report that with the guidance and support of our Fundraising Team, volunteers were able to successfully secure over £2.3m of Covid-19 grants from a range of sources. Indeed, in total, 249 units were supported during the year with fundraising initiatives by our Fundraising Team.

Inevitably, we saw a decrease in our total income for the 2020/21 financial year, largely owing to Covid-19. We are therefore particularly grateful to the Ministry of Defence for their sustained support via a grant in aid, settled for three years to March 2024, which will enable us to plan more effectively as we regenerate. My heartfelt thanks go to all our trustees, volunteers, staff members and of course, our generous supporters, for so faithfully standing by us through this exceptional period.

During the past financial year, which was dominated by Covid-19, it has been encouraging to discover that almost seven in every ten cadets feel that Sea Cadets has prepared them well for the challenges they face in their lives, including the numerous lockdowns. A major impact study by independent researchers published in January 2021 also confirmed that our charity helps to develop the resilience and skills our young people need to grow into confident and positive adults. You can read more about our wellbeing surveys and the impact study on page 9 of this review.

We have recently launched our two-year regeneration plan, which will chart our course over the next few years, allowing us to further empower our volunteers and realise even better futures for every young person who is part of Sea Cadets. We look forward, with renewed energy and vigour, to the year ahead.

Finally, we were delighted to share the news that over the summer Her Royal Highness, The Princess Royal graciously agreed to take on the role of Admiral of the Sea Cadet Corps. I very much look forward to welcoming her to future Sea Cadets events.

Jeremy Penn
Chair, MSSC



The best thing about Sea Cadets for me is that I have somewhere to go every week to gain confidence and discipline. I struggle a lot with confidence and discipline because I'm always anxious and I need the discipline to get work done at school and home.

Male cadet (15), South West Area

Welcome from the CEO



There's a quote that says: "A ship in harbour is safe – but that is not what ships are built for." The last year has been beset with difficulties due to Covid-19. Yet our cadets, volunteers and staff have risen to the challenge with remarkable spirit, navigating the stormy

waters of the pandemic and showing just how resilient, adaptable, committed and creative Sea Cadets is.

Despite the restrictions that the lockdowns placed on us, Sea Cadets responded decisively, continuing to engage with significant levels of activity. Our units have been unstinting in delivering virtual training, parade nights, and a host of other activities. At the same time, they also prepared to resume normal activities as soon as it was safe to do so. As a result, many units reopened for face-to-face delivery in summer 2020. Over 80% of our units had reopened again by 31 March 2021, following the government lifting of the last round of lockdowns. As we go to print, virtually all units are now open again – a huge achievement.

Areas, districts, companies and troops teams, volunteers and employees have worked incredibly hard throughout this difficult year, supporting our young people to have the best experience possible at Sea Cadets despite, and I'd like to express my sincere thanks to each one of them. I am also deeply grateful to our trustees, the Royal Navy and our wonderful supporters who have stood firmly by our side during these tough times, allowing us to achieve all that we have for our cadets.

Summer 2020 saw our cadets back to enjoying boating and other water-based activity, with over 2,400 cadets participating in our Summer Active programme. In the October 2020 half term, we set up a pilot scheme to offer our cadets Covid-19 secure day sailing experiences (called 'taster days') aboard our power vessels. These day trips proved the template for sustained delivery around the UK from the end of March 2021, as soon as the lockdowns began to ease. They continue today and have proved highly popular, pending our much hoped for return to residential voyages in the not too distant future.

The year also saw the launch of Virtual Sea Cadets, which allowed us to support 95% of units to engage in virtual training for their cadets, when face-to-face delivery was not possible. Aided by the launch and full roll out of the Sea Cadets Portal during the year, growing to over 20,000 users, together with a wholesale restructure of our training delivery, we successfully delivered 781 'beyond unit' cadet courses at district, area and national level (mostly by virtual means), allowing 6,223 cadets to continue improving their skills and earn qualifications, despite the lockdown. We also harnessed virtual delivery to continue to drive the cadet voice via cadet forums at all levels.

For our volunteers, we have radically improved our training delivery, introduced a new volunteer learning platform and a series of 'upskilling' courses, together with fully harnessing virtual delivery to make training more accessible. All this has meant even more volunteer training in the last year.

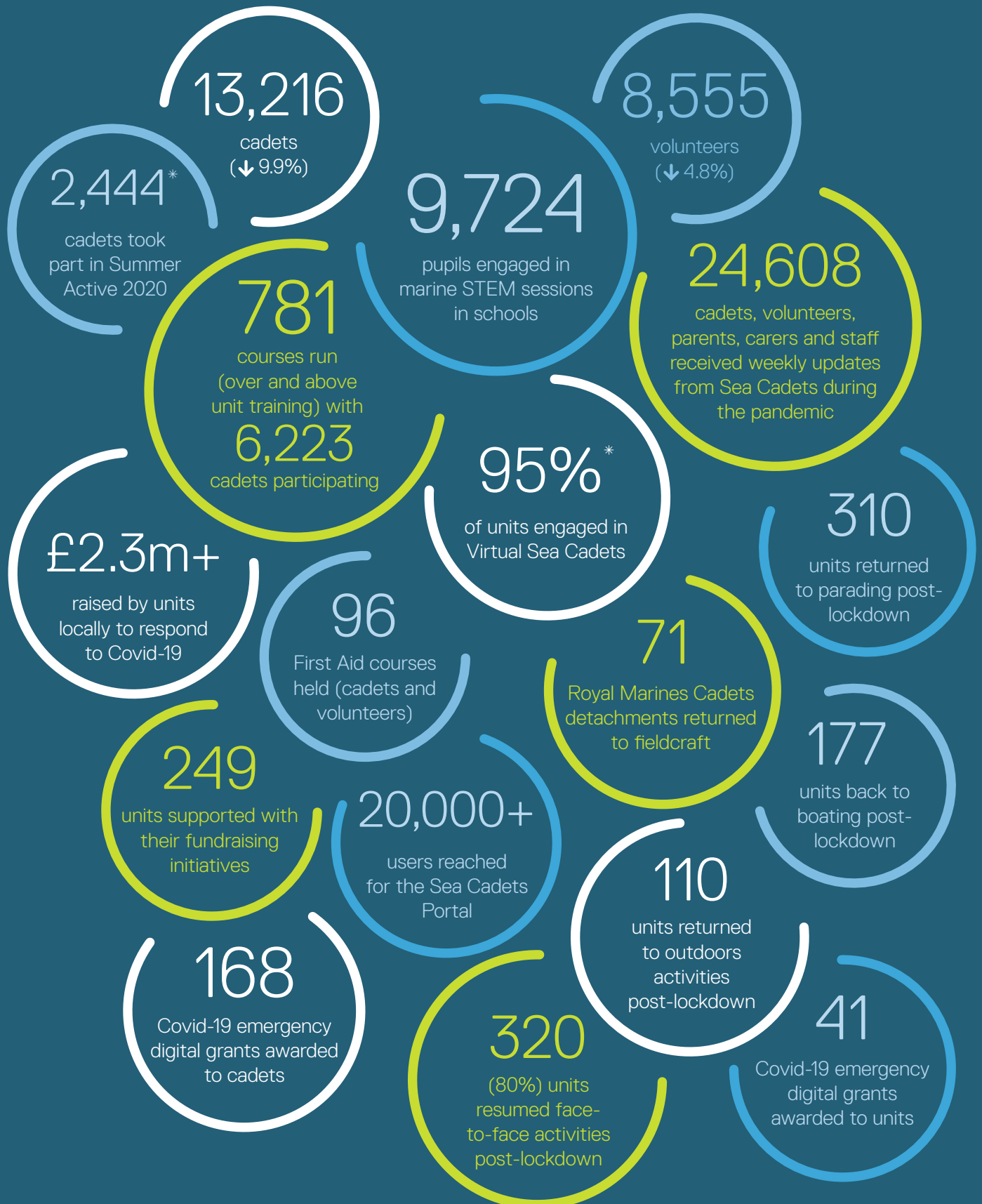
Our charity employees have also been quite incredible. Nearly all have had to embrace remote working and respond rapidly to changing needs. Many of those normally on direct delivery had to work flexibly during the lockdowns to support virtual training and content development, together with a wide range of other roles. A testament to the can-do attitude across the charity.

In all, there has been no lying to in port for Sea Cadets. April 2021 saw the launch of our two-year strategic regeneration plan, allowing us to effectively meet the needs of our cadets, volunteers and their communities in a post-Covid-19 world. We will harness what we have learnt during the pandemic to continue making an impact on young people's lives and further support our exceptional team of volunteers.

I am immensely proud to say that we are emerging from the pandemic in a stronger position than before – and even better equipped for launching young people for life today.

Martin J Coles
CEO, MSSC

Our year in numbers



*Refer to page 8 for more information.

Continuing to improve

We have increased our digital offer and enriched the learning experience for both cadets and volunteers during the financial year.

SEA CADETS EXPERIENCE

In Spring 2020, we completed a comprehensive review of delivery of training across Sea Cadets. This identified significant 'beyond unit' training activity, with some great examples of best practice. However, some of the offer was inconsistent (dependent on location), not always scalable to meet demand or need, and overreliant on either costly fixed resources or a small cadre of volunteers.

In June 2020, we began work on restructuring the training delivery team to improve both the Sea Cadets Experience for our young people and the training offered to our volunteers. This included implementing a revised training model, adoption of needs-based training, planning a more scalable resourcing model and embracing digital delivery, where appropriate. The changes were timely in affording the agility needed to flex between virtual and more local face-to-face training delivery as we went through and beyond the winter 2020 lockdowns, maximising engagement of cadets and supporting the rapid reskilling of our volunteers to enable their regeneration of Sea Cadets.

NEW SEA CADETS PORTAL

Launched in June 2020, the Sea Cadets Portal empowers our cadets to plan their journey through the Sea Cadets Experience. The portal allows them to access the course catalogue, express their interest in courses and monitor their progress as well as see the latest news, upcoming events and competitions and communicate with their unit. The portal also allows them to befriend their fellow cadets and keep up to date with each other's progress.



Volunteers, parents and carers can also access the portal. By the end of the year, the portal had already attracted over 20,000 users.

Both cadets and volunteers can access digital quizzes through the portal, which are especially designed to help build on their knowledge and facilitate learning. Junior Sea Cadets volunteers can also access the Programmes Online platform from the portal, providing a one-stop digital tool to the complete junior training programme. All in all, an amazing digital tool for Sea Cadets.

NEW ROYAL MARINES CADETS TRAINING PROGRAMME

Work commenced on modernising the training programme for our Royal Marines Cadets, to enrich the Royal Marines Cadets experience. This includes update of modules covering Physical Development, Fieldcraft and Tactical packages. Campcraft and Duke of Edinburgh are also being integrated into the syllabus. The new programme is targeted for completion by the end of 2021.



I love the boating, also the courses that are available are very cool because they help with confidence.

Female cadet (13), London Area



NEW VOLUNTEER LEARNING PLATFORM

We have now successfully launched the use of a virtual platform for volunteer training. It features all that new volunteers joining the organisation need to complete and provides a simple way for existing volunteers to renew their training.

We have launched an updated volunteer induction course and a training course designed specifically for Unit Management Team (UMT) volunteers. These courses were developed in response to feedback that more support was needed in these areas.

These changes, completed in the financial year, have really improved the onboarding experience and we've had great engagement from our volunteers. Since the launch in May 2021 up to August of this year, some 3,500 volunteer training sessions have been completed – four times more than in the same period last year. We are currently working on developing additional courses to further support our volunteers, plus a portal to enable volunteers to see their journey within Sea Cadets.

UPSKILLING COURSES FOR VOLUNTEERS

Volunteers participated in a series of 'upskilling' sessions on leadership and management-related topics, such as Managing Remote Teams, Communicating to Influence and Coaching Skills. These programmes were successful in supporting a new virtual environment.

NATIONAL SUPPORT CENTRE



The new National Support Centre at 200b Lambeth Road, London, was completed in June 2021 after considerable delays for the developer due to the pandemic. With a design ideally suited to a post-Covid world, it will act as the charity's new national hub and be a focal

point for volunteers, cadets and staff to collaborate, support and develop the Sea Cadets Experience for many years to come. Relocation from 202 Lambeth Road is scheduled for 20 September 2021, with marketing of the existing facility underway.



Sea Cadets help me to learn many life skills. **Male cadet (14), Eastern Area**

Responding to Covid-19

Our staff and volunteers have worked incredibly hard to get our young people back on the water and continue to progress with their learning, qualifications and skills during a tough year of lockdowns.

The direct impact of the pandemic on Sea Cadets was significant, it closed all 403 local units, national training centres, boat stations and offices and stopped all social face-to-face activity. Our 15,000 young people and 9,000 volunteers raised the question 'what now?'

A question that, working together with our amazing volunteers, we were able to answer decisively by delivering virtual programmes, activities and events organised at every level of Sea Cadets. This proved hugely successful. Since then, with the easing of restrictions, we have been able to deliver some amazing new initiatives and programmes for our cadets and volunteers.

VIRTUAL SEA CADETS

Developed from the need to deliver training activity virtually when we first went into lockdown, the programme has changed the way we work. Some 233 virtual roadshows were run by units to deliver sessions on a wide range of topics such as regattas, STEM subjects and Life as a Royal Navy Officer.

Training Spotlights were created to support our volunteers in building their skills, while short sessions were developed to help cadets increase their skills and confidence on numerous topics. We also partnered with organisations to deliver a variety of careers awareness webinars, with Royal Navy opportunities proving particularly popular.

Whilst we have returned most cadet activity to face-to-face delivery wherever possible, virtual is proving invaluable to increase cadet forum engagement and (together with online tools) has transformed our volunteer training for the long term. As a result, volunteer training is far more accessible and is often more modular. This has proved hugely popular with volunteers and has been pivotal to the speed of reskilling of volunteers as we regenerate.

SUMMER ACTIVE

Over 2,400 cadets took part in our 2020 Summer Active programme which kicked off our return to water-based activity and saw boating open again for all cadets post the first lockdown. The programme ran throughout August and into September 2020. Boating activities took place at training centres and boat stations across the country, where possible. These sessions focused on providing enjoyable yet challenging boating activities, following Covid-19 secure guidelines, a model we have built on for 2021.

OFFSHORE TASTER DAYS

When offshore training was cancelled in March 2020, our Offshore Training Team started working hard behind the scenes to offer our cadets a new series of 'taster days'.

In October 2020, our offshore fleet ran a trial to offer daytime sailing sessions to our cadets on our two power vessels, TS John Jerwood and TS Jack Petchey. This was in place of the week long residential voyages which have not been possible during the pandemic. Operating from Portsmouth, these proved very popular. Whilst forced to pause through the winter 2020 lockdown they recommenced in late March 2021, joined by the Sea Cadets flagship, TS Royalist. During spring and summer 2021, the three vessels circumnavigated the UK coastline, going as far as the Orkney Islands in Scotland. Since the start of the pandemic until the time of going to print, our offshore crew have been able to offer more than 1,200 taster days to cadets across the country.

Our cadets have told us how much they are enjoying their return to nautical adventure and fun, especially after such a long pandemic. The taster days allow them to meet up with their friends, develop new skills and take part in sailing and other offshore activities, such as lighting, firefighting, learning to use the radio on board and seeing how the engines work. However great these have been, our ambition remains to return to week-long voyages as soon as we can, hopefully for the 2022 season.

Our impact

LAUNCHING INTO LIFE: MY LEGASEA IMPACT STUDY

A multi-generational impact study delivered by independent researchers was published in January 2021. Over 3,000 former cadets, parents and carers across the country were surveyed to analyse the charity's long-term impact on young people.

The study found Sea Cadets activities helped young people to test their own boundaries, develop resilience and wider transferable skills, helping them to grow into confident, independent and positive adults.

Almost three in four cadets feel empowered through Sea Cadets, while more than six in ten cadets are extremely likely to speak positively about Sea Cadets (without being prompted) to their friends and family.

Just over half of parents and carers surveyed felt that Sea Cadets improved their child's school attendance and 94% of them said that being part of the charity boosted the young person's wellbeing.



WELLBEING SURVEY FOR CADETS

To monitor how cadets were coping during the pandemic, a series of well-being surveys were conducted, starting from April 2020. These continued until March 2021 and concluded that about seven in every ten cadets felt Sea Cadets had prepared them for challenging times in their lives, such as the lockdowns.

SEA CADET SURVEY OUTCOMES	CADETS	PARENTS & CARERS
Get useful qualifications through Sea Cadets	93%	92%
Increases participation in the local community	66%	87%
Reduces risky behaviour	47%	77%
Helps them to get a job	38%	75%
Improves team working	87%	87%
Helps to join the Royal Navy	65%	76%
More likely to join the maritime sector	51%	70%
Makes cadets physically healthier	74%	80%



95% said Sea Cadets had a positive long-term impact on their life.



80% said Sea Cadets has increased their independence and skills in the longer term.



71% said being part of Sea Cadets improved their happiness and wellbeing.



70% said Sea Cadets improved their ability to cope with challenges in the longer term.



I like meeting new cadets, they are like a second family. **Male cadet (16), Northern Area**

Our outreach



ON THE WATER 2021

The programme saw some 1,200 children and young people from hard to reach communities experience the thrill of water-based adventures, learn valuable life skills and earn qualifications over the summer, opportunities that wouldn't normally be open to them.

First held in 2019 in London, we were unable to run On The Water last year due to the pandemic. In 2021, the programme was extended to include Crosby (Merseyside) and the Edgbaston Reservoir (Birmingham) as well as Royal Docks (London) to reach an even larger number of young people aged 9-14.

Qualified instructors delivered free of charge sessions on sailing, paddle sports and much more to young people who have limited access to water-based activities.

After the challenges brought on by Covid-19 and the prolonged lockdown, On The Water provided children with a much-needed chance to exercise, have fun, boost their self-confidence and expand their horizons. We are very grateful to the Stelios Philanthropic Foundation, the Corporation of Trinity House, Gosling Foundation Ltd, Capita plc, GB partnerships, Sport England and our many other partners and supporters for making this project possible.

MARINE ENGINEERING PATHWAY (MEP)

The MEP is proving to be one of the most successful projects to emerge from our collaboration with schools.

Delivered in partnership with The Seafarers' Charity, the programme aims to encourage pupils to join Sea Cadets and to explore engineering as a potential career, particularly marine engineering. MEP provides schools with curriculum-related workshops, giving students in Years 5 to 8 a practical insight into the world of engineering.

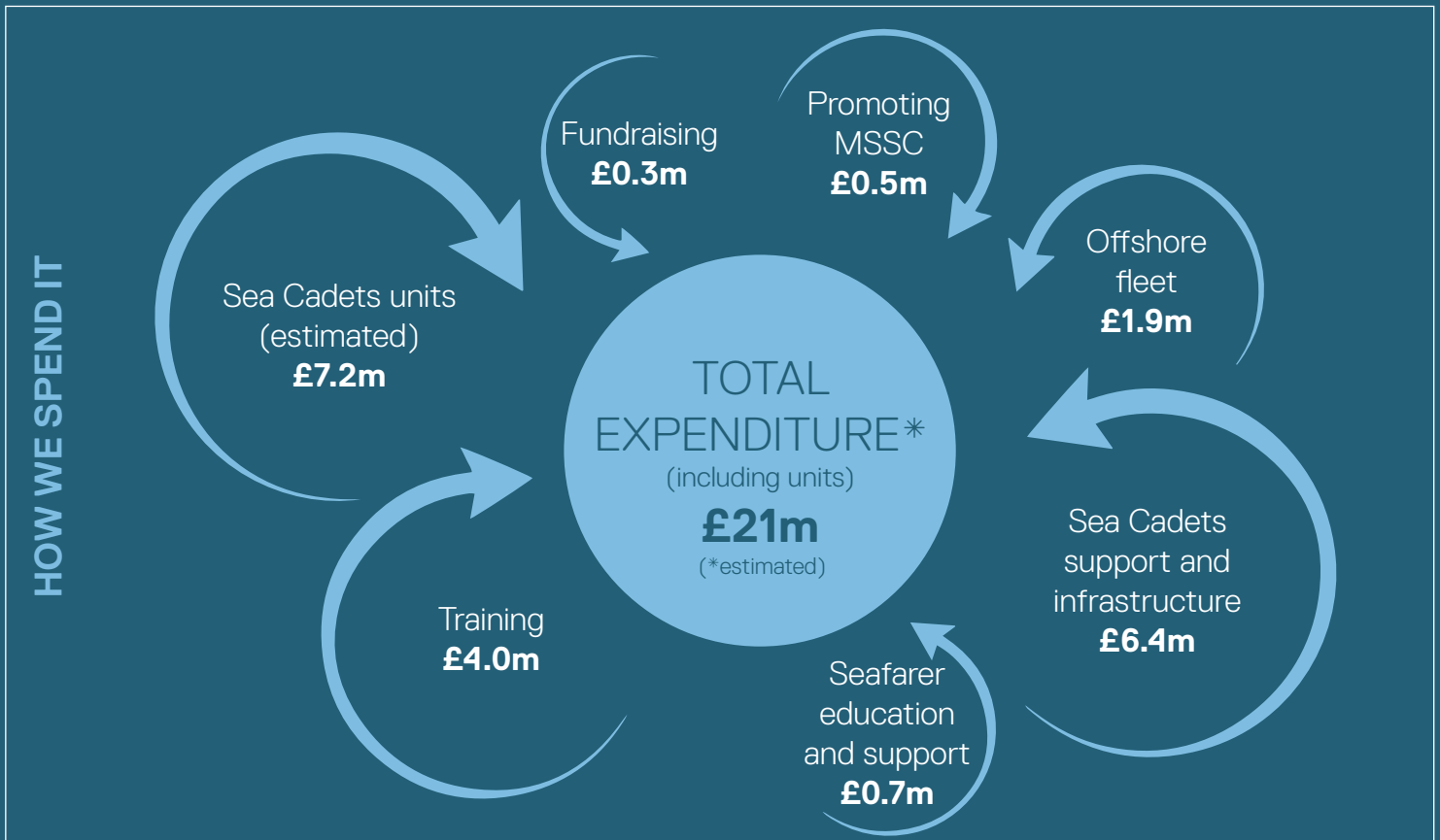
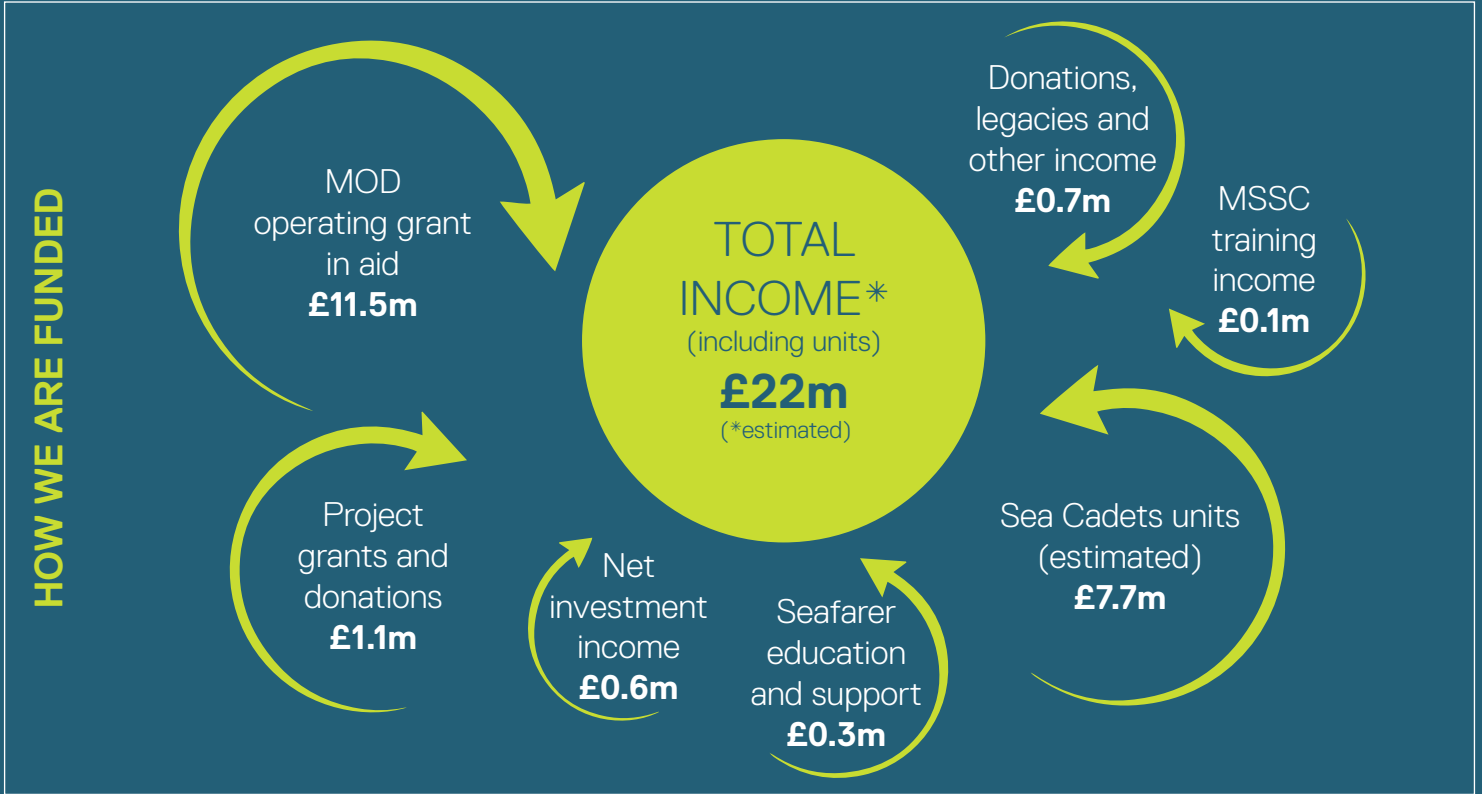
Our target is to reach 12,500 pupils a year through the programme. Exposing STEM careers to a young audience is important for the UK, especially with a maritime perspective. Our team continued to deliver despite the lockdowns, flexing to virtual delivery. As a result, even with the extended period of school closures, they engaged an incredible 9,724 pupils in the STEM sessions during the year.



I really loved the workshop! I was thinking of a career in engineering, but didn't think about the marine side. It was really interesting.

Eimaan, Year 8

Financial review 2020/21



Finances of Marine Society and Sea Cadets activities

Raising funds is vital for supporting our 402 Sea Cadets 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 2020/21, including figures for the independent Sea Cadets units (based upon latest available results) was £22m, including funds for expenditure in 2021/22 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 £21m, with 95% of this expenditure going on Sea Cadets activity.

INCOME

Total income of MSSC charity, excluding units, decreased to £14.3m (2020: £17.8m). Much of this is due to Covid-19, particularly the decrease in Sea Cadets training income, offshore fleet income, donations, legacies, offshore bursaries, trading income, investment income as well as areas and branch income. Two restricted projects the Cadet Expansion Programme (CEP) and Westminster Development & Cadet Portal were concluded. The MOD grant in aid for Sea Cadets increased by 2% to £11,511K. We are sincerely grateful for the continued support provided by the MOD in helping finance Sea Cadets and appreciate the agreement of our grant in aid for the next three years until March 2023, which enables us to plan more effectively.

EXPENDITURE

Total expenditure was £13.8m (2020: £17.3m). Sea Cadets training was reduced due to less face-to-face training activity owing to Covid-19. The cost of supporting Sea Cadets activity and infrastructure decreased due to the reduction in restricted funds.

BALANCE SHEETS AND RESERVES

Total net assets/reserves of the MSSC charity, excluding units at 31 March 2021 were £35.3m (2020: £32.6m). Of this, £10.1m (2020: £10.6m) was tangible and intangible fixed assets – 61% of which was the offshore fleet. Additions this year have included the Sea Cadets Portal, finance system, Learn@Sea as well as Port Edgar and Midlands boat stations.

£17.4m (2020: £15.0m) reserves were in endowment fund investments, providing long-term income towards the running costs of the charity. This value increased at the year-end as the stock market recovered from the initial impact of Covid-19.

Cash balances increased by £4.2m this year, mainly due to the prepayment of the GIA for April, shown in deferred income £1,400K. There were £3.3m (2020: £2.8m) of unit cash funds.

The charity's restricted funds stood at £15.4m (2020: £15.8m). Unrestricted funds were £1.7m (2020: £1.8m), of which £0.6m (2020: £0.5m) were fixed assets, leaving free reserves of just £1.1m (2020: £1.2m). Two designated funds for investments in boat stations and outreach work have been set up this year of £0.8m.

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

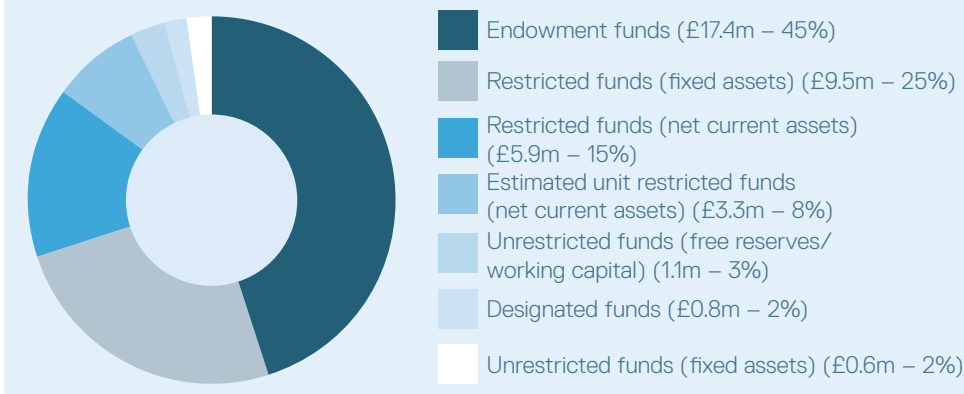
MSSC would like to thank the many unit chairs, treasurers and other committee members, who together with our instructional volunteers and our many supporters, raised an estimated:



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 in this review.

This financial review is intended to give an understanding of the overall summary financial position of MSSC for the 2020/21 financial year, and is based upon the audited accounts for the year ended 31 March 2021. They are available for download from our website ms-sc.org or from the Director of Finance & Digital at MSSC head office.

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



Looking ahead: our two-year regeneration strategy (2021–2023)

Working closely with staff, cadets and volunteers, our charity has built an ambitious two-year strategy designed to encourage growth and invest in the future.

Launched in April 2021, the strategy focuses on reviving the charity after the pandemic, and overcoming key challenges so that Sea Cadets can become even stronger and more relevant for young people.

It aims to place our cadets' views and needs at the centre of the charity's thinking and planning so that we can equip our young people to realise their potential and seize a better future.



The strategy also aims to empower our volunteers by providing even more support through training that is more accessible and flexible. This will ensure that they have the skills they need to make the biggest possible impact on young people.

By collaborating together at all levels so that we are able to deliver our goals quickly and effectively, the strategy is underpinned by three central themes:

- **Developing a new blended approach:** driving digital transformation while retaining the value of in-person working, including a hands-on Sea Cadets experience for young people.
- **Becoming totally inclusive:** building on our open culture to drive even greater inclusivity for all and further contributing to the communities in which we operate.
- **Maintaining our maritime focus:** ensuring we continue to serve the maritime sector, with Sea Cadets focused on the customs and traditions of the Royal Navy.

We are confident that our regeneration strategy will build even more agility, resilience and stronger foundations for the charity to drive us forward beyond 2023.



I like the courses available – shooting, physical training, drill and waterborne activities – and the camaraderie followed by being part of a community.

Male cadet (16), North West Area

Thank you to all MSSC supporters

We are so grateful to all our donors: without you, pursuing our vision and facing the unexpected would not be possible.

Your donations during the last year provided opportunity, training and support to young people across the UK, of all ages and backgrounds, during some of the most challenging times of their lives. From us, and on behalf of all the young people we work with, a heartfelt thank you.

STATUTORY FUNDERS

Ministry of Defence
Department for Education
HM Treasury

TRUSTS, FOUNDATIONS AND CORPORATES

Association of Sail Training Organisations (ASTO)
Dulverton Trust
Greenwich Hospital
International Foundation for Aids to Navigation (IFAN)
ITF Seafarers' Trust
Jack Petchey Foundation
Michael Uren Foundation
The Seafarers' Charity
Stelios Philanthropic Foundation
Swire Charitable Trust
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Cellnex UK
Tindall Riley & Co Limited

INDIVIDUAL DONORS

Mr Conrad Blakey
Mr Simon Sands



The organisations listed have made significant contributions of £5,000 or more to Sea Cadets and individuals who have given £2,000 or more. We are very grateful to everyone who has donated to our work.

Sea Cadets is an environment where I feel wanted and respected.

Male cadet (11), London Area

People, honours and committees

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Admiral Sir Mark Stanhope GCB OBE DL

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 Mr Gareth Hampton
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 Mr Alan Marsh MBE FICS
 Mr Nick Mason
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 Mr John May OBE DL
 Captain Ian McNaught CVO MNM
 Mr Jeremy Penn (Chair)
 Mr Jonathan Robertshaw
 Mr Michael Schofield
 Mr Robert Woods CBE
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COMMITTEES

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 Policy Development & Nominations Committee (Chair: Léonie Austin)
 Safety, Safeguarding & Risk Committee (Chair: John May OBE DL)
 National Sea Cadet Advisory Council (Chair: Lt Cdr (SCC) Jason Kinghorn RNR)

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 Mr Colin Wilcox

EXECUTIVE MANAGEMENT

Chief Executive:
 Martin Coles FRICS ACIarb
 Captain Sea Cadets:
 Captain Philip Russell RN
 Director of Finance & Digital and Company Secretary:
 Jenny Howard
 Director of Policy & Young People Support:
 Veronika Neyer
 Director of Volunteer Support & Outreach:
 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



QUEEN'S HONOURS 2020

POC John Challenger BEM (Connahs Quay Unit): for voluntary service in support of young people, maintaining morale and cohesion of North West Area Sea Cadets

POC Apple-Jane Hayward BEM (Brentwood Unit, London Area): for services to the community during Covid-19 through Sea Cadets

Both aged 17 at the time of their awards, it's a remarkable achievement in that they are the first known examples of our cadets being honoured by a national award.

Mrs Suzanne Sweeney OBE
 Sub Lt (SCC) Gareth Davies MBE RNR
 Sub Lt (SCC) Nicole Geraghty MBE RNR
 Mrs Liz Stephens MBE
 Sub Lt (SCC) Oliver Chambers MBE RNR
 Lt Cdr (SCC) Michelle Welsh MBE RNR
 PO Gemma McDonald (Lewis) BEM
 PO Toni Salmon BEM

NEW YEAR'S HONOURS 2021

Mrs Carol Tiley MBE, Chair of South West Area and of the Forest of Dean Unit
 Lt Cdr (SCC) David Collins MBE RNR, North West Area Sea Cadets (deceased on 24 June 2021)



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in England and Wales 313013 Scotland SCO37808

Patron: Her Majesty The Queen

Admiral of the Sea Cadet Corps: HRH The Princess Royal KG KT GCVO GCSTJ GSO CD

President of MSSC: Admiral Sir Mark Stanhope GCB OBE DL