

# Alpha Company – South West Area Royal Marines Cadet Staff Conference 10th December 2011

## 1. Welcoming

WO2 Wagstaff welcomed everyone to the 2011 Alpha Company Conference.

### Present

Coy Cdr Major I Devenish RMR  
CSM WO2 P Wagstaff RMR  
Coy Clk Lt V Wagstaff RMR  
Coy TO Lt P Edwards RMR  
AO(SW) Cdr J Reece RN

Mne G Lewis

CSgt K Cooper	CSgt M Claridge	PCI A Burlace
Sgt S Kent	PSgt R Burlace	Sgt L Kesterton
CSgt B Monteith	Sgt P Bird	CSgt P McEllin
CSgt M Webley	PSgt A Balfour	PSgt D Balfour
Lt J Thurland RMR	ASgt Gurney	Sgt N Thompson
Sgt M Sullivan	Mr D Hastings	PO M Flude
APO D Hawkings	Sgt J Throop	Sgt D Edwards
Sgt C Cardus	Lt S Glover RNR	Sgt S Scholes
Sgt W Musgrave	Sgt M Cann	ASgt J Williams
PO M Evemy	PO J Smith	ASgt N Malcolm
CSgt N Hignett	PSgt P Lindsey	ASgt A Carter
CPO T Austin	PCI A Rhodes	ASgt K Farley
Lt S Vokes RNR	Mrs T Oulds	Sgt K Caddick

## 2. Format of the Conference

This was explained by WO2 Wagstaff. The conference was to go ahead as per the agenda.

## 3. Apologies

2IC - Maj Benton  
DAO - Cdr C Smith RN  
SSO – Cdr P Patterson RNR  
RMCSO – Maj D Poke RMR  
EWO - WO1 T Neslen RNR  
ATO – Lt Cdr Bradbury RNR

Lt M Styles RNR  
SLt B Nash RNR  
SLt C Girling RNR  
CPO N Gregory

PO L Forte  
CSgt C Morgan  
Sgt D Fulcher  
Capt D Scholes RMR

Sgt G Orchard  
Lt Cdr S Lawes RNR  
Sgt A Scholes

#### **4. Security and Health & Safety Brief**

The Security and Health & Safety brief was given by WO2 P Wagstaff.

#### **5. Minutes of the last conference & Matters Arising**

The Minutes of the last Conference are published on the Alpha Company website [www.acoy.co.uk](http://www.acoy.co.uk) under the Detachment Commanders Resources

Adjustment to the 2010 Minutes: Change of Rank for Lt Glover, previously read S/Lt

There were no matters arising.

#### **6. Training**

Lt P Edwards, Alpha Company Training Officer introduced himself.

Sgt S Kent, Training Team Senior introduced himself.

The following attached was presented by Lt Edwards & Sgt Kent. All questions below:

#### **INSERT TRAINING PRESENTATION**

##### **Training Questions:**

Lt Glover – *If all qualifications are on Westminster, can't you check the Seamanship Rigging & Ropework on there?*

Lt Edwards – *Depending on how Westminster is working, depends what I can see at the time, therefore it is always useful to receive copies of the paperwork due to the limitations of connectivity to Westminster at the event.*

Lt Glover – *I was under the impression that the Core Modules are to give new members of staff an insight to the lessons, rather than expecting them to attend and pass to teach.*

Lt Edwards – *This is why we have 2 Parts. The first is to learn, the 2<sup>nd</sup> is to teach and be assessed. The 1.1 should be done within the unit before attending the Modules, the 1.2 is a learning module and the 1.4 is an assessment on instruction module. The RMC Modules form part of a five year refresher, so in essence are for everyone. The requirement and justification is to remain current and competent therefore providing a better experience to the Cadets, from the very top to the very bottom of the rank structure.*

Sgt S Scholes – *Will there be any scope for the older staff to attend the Train the Trainer?*

Lt Edwards – *Yes, as long as they've done the Basic & 1.4 and are authorised by the Company Commander*

Sgt Cann – *With regards to the statistics at the beginning, do we have any reason as to why people are not attending or cancelling last minute?*

Maj Devenish – *The SCC in my opinion does demand a lot of time from its “Volunteers” and it is a huge juggle with work and family commitments; however the standards are now set and therefore we must meet those standards, there is a pattern emerging and repeat offenders for simply just not turning up time and time again with attract the wrath of Area Office. The area and or the Corps don’t have the money to facilitate these Detachments that book and just don’t turn up I agree that sometimes there are extraordinary circumstances but a phone call is the minimum if cancelling.*

**Lt Edwards – This is now my question to the Conference. Why aren’t people coming on the Corps Modules?**

Sgt Bird – *Time...simple as! Do I go on a module course or do I do training with the Cadets? If I continue to do module courses and cancel cadet training, I start to lose Cadets.*

Sgt Kent - *The down side on this though is eventually when the five years are up, you won’t be able to take your Cadets training because you haven’t completed the Core Modules and therefore you won’t have a licence to train in that discipline. That’s a very clear message coming down from HQ.*

Sgt Scholes – *Also as a DC, it can be difficult to tell your staff that their not qualified to teach.*  
Lt Edwards – *If this is the case, direct them to me and I will explain the importance of this and provide solutions. It is simple management and that we have a duty to be current and competent.*

Sgt Farley – *There can be times when courses are full, therefore we have to find another one to attend. It gets annoying when people drop off those courses and you’ve had to re-arrange your time.*

Lt Edwards – *Agreed that is extremely frustrating for all concerned.*

Sgt Farley – *With regards to the Map Reading, some of us did this at Summer Camp. Have these been signed off on Westminster yet?*

Lt Edwards – *Unfortunately, this module wasn’t completed at camp, therefore it cannot be signed off.*

Lt Glover – *If the Feb Board is already full, will you be holding another one as there may be a possibility that all the other boards will be full and Detachments will be penalised?*

Lt Edwards – *If all three boards do get full, we can look at possible running another board.*

Maj Devenish – *Agreed that if there is a high demand then the Company will facilitate and run an extra board or extra boards as necessary.*

Sgt Musgrave – *Do you think the February board is full because it’s more of a centralised location?*

Lt Edwards – *That is possible or it may just be due to the cadets missing out on the October board as they were involved with National Trafalgar Parade*

Maj Devenish – *Agreed - That is very possible, however, the Raleigh Boards provide best practice at cost per head is low and it allows integration at all levels with the Blue Jackets.*

Sgt Caddick – *If people already have the skills through Civvie Street, why do we need to come away on courses to be taught and signed off on something that we can already do?*

Maj Devenish – *This is the same throughout the SCC and unfortunately everything needs to be done the same for everyone in the Corps - Standardisation. There is a process in place to*

accredit qualifications and accept prior learning. A lot of the time this just means that attending as 'DS' is sufficient for sign off. However there are many throughout the Corp that simply are teaching subject matter incorrectly, the modules are designed to overcome this and provide the correct content matter at the correct level (the cadet) and therefore being current and competent.

Lt Vokes – *Can't the training be more localised, for example at Troop or District Level?*

Lt Edwards – *Ideally we would like to have at least one trainer within each Unit, eventually! This is in the future and the Company Commander has agreed that when we get to that point funds to be made available if there is demand and the cost per head costs in.*

Notes and Asks from the CTO to the Conference:

- When people book onto Westminster, can you please book them on as a "Student"? This makes it a lot easier to update qualifications.
- All Cadets attending boards must ensure they are proficient in their Weapons Handling Tests. If they are not proficient they will fail that Module, starting them off with a Partial Pass! All cadets must bring logs books to boards if in receipt. Books are available from Area Officer or ASO Shooting.
- All Adults attending the Field Modules must ensure they are equipped with the correct kit. If you are not, you will be RTU'd. The Company will help out as required but we do need to know in advance please don't simply turn up without the correct equipment. If you need kit, PLEASE ASK!! Email the [to@acoy.co.uk](mailto:to@acoy.co.uk) with requests for help as early as possible

## **7. Uniform & RMC Badges**

CSgt K Cooper, Alpha Company First Drill introduced himself.

The following attached was presented by CSgt Cooper. All questions below:

### **INSERT UNIFORM PRESENTATION**

#### **Uniform Questions:**

CSgt Hignett – *If the seam of the cap isn't central where should the badge go?*

CSgt Cooper – *Ensure the Cap Badge is central; do not align against the seam if it's not central.*

Sgt Kent – *Does it matter which way up the Poppies go on a cap?*

CSgt Cooper – *Yes, the largest section goes at the bottom.*

PO Flude – *Can Good Conduct Badges be transferred from Blue to Green?*

CSgt Cooper – *Yes*

Lt Glover – *What if we can't get the Tunics to fit perfectly and the cuffs and tunics are slightly out?*

CSgt Cooper – *If there is a small margin of error, myself and the team will let this go, however if they are drastically ill fitting then Units should get new tunics or made to measure or perhaps tailoring if that is a cheaper option – lets be sensible.*

Lt Wagstaff – *What is the ruling with painted boots?*

CSgt Cooper – *Painted Boots are allowed but are not recommended and or are best practice. If boots are painted, there should be no paint on the stitching or the welts. They should not be painted with a brush...Overall they should be an excellent job, if it's a gash job points will be penalised.*

Sgt Caddick – *Surely we should be following the standard from the Corps though, so should we really be painting boots?*

CSgt Cooper – *Agreed - Ideally boots should be spit and polish however there are some Detachments that do have Cadets with painted boots, therefore we can't penalise them if they're a good job?? If we are not supplying them how can we demand!*

CSgt Claridge – *Is there any way we can get Parade boots for the Cadets?*

CSgt Cooper – *The problem is cost as they're expensive. The Company does what it can and last year more than fifty sets of boots were distributed across the Company. All we ask is Detachments to look after them and claim them back when a Cadet leaves the organisation.*

Sgt Caddick – *What about boots that are surplus to requirement at Naval Establishments etc?*

CSgt Cooper – *If we can get them, we will. And we do. Please contact us if you have spares that can be shared with other Detachments.*

CSgt McEllin – *What is the stance on non-matching Tunics & Trousers, as the cloth doesn't always match in colour perfectly?*

CSgt Cooper – *This is something that cannot be helped at times, however it's up to the Detachments to try and match Uniforms as best as possible.*

CSgt Webley – *Any thoughts on Lanyards & Sashes?*

CSgt Cooper – *Lanyards should have the knot closet to the pocket and be clean. Sashes ironed correctly.*

CSgt Monteith – *With regards to Half Lovats, why are Royal Marines Instructors being asked to wear them at other Modules when they are not supplied?*

Maj Devenish – *You shouldn't need to. I have gone through most of the documentation with the ATO & ARO as to dress and I think we are pretty much there as an Area. Districts are a different matter so ask the course officer of what they are wearing and or expecting and try and match to this uniform, wearing the equivalent which will probably be CS95s in most cases. However do also point out the Half Lovats are not issued, therefore not everyone has them.*

CSgt Monteith – *Are there female cut Blues?*

CSgt Cooper – *No*

Sgt Thompson – *What do we do with the holes from the old badges, or do we need to buy new uniform?*

CSgt Cooper – *They can be hidden or darned if needed.*

Lt Glover – *If all units have Westminster up to date, surely Stores can issue the new badges from Westminster rather than more paperwork?*

*Maj Devenish – Theoretically yes, but this has been asked by SCC Stores in Portsmouth and the order forms are going ahead as published.*

Sgt Caddick – *Will we get an opportunity to get issued more badges going forward, as most of us will have more than one shirt.*

*CSgt Cooper – Yes*

Sgt Edwards – *Also, what about new cadets once the initial badge order has gone in?*

*CSgt Cooper – HQ are currently trying to get NSN numbers or going direct to the manufacturer to keep prices down. At present we can only have our issue until a decision has been made.*

Sgt Kent – *How do you differentiate between a young member of staff and a Cdt Sgt?*

*CSgt Cooper – Unfortunately you don't.*

## **8. Camp 2011 PXR**

WO2 P Wagstaff, Alpha Company Sergeant Major introduced himself.

The following attached was presented by WO2 Wagstaff. All questions below:

### **INSERT PXR PRESENTATION**

#### **Staff Feedback:**

Sgt Farley – *Cadets weren't happy about travelling to locations via Minibuses. They would've preferred to be more tactical. Also, there were far too many minibuses being driven around.*

*CSM – In an ideal world, we would like to have military vehicles, however we only have about 3 people in the Company who have a current HGV Licence also there is a problem procuring enough "Green" vehicles to support a camp.*

Sgt Farley – *Staff didn't have enough downtime to look after their own admin once they'd finished with the Cadets.*

*CSM – Camps are busy. They always have been and always will be.*

Sgt Carter – *A few cadets have commented on the amount of time hanging around when they joined.*

*Maj Devenish – Unfortunately the camp wasn't correctly handed over to us, as there was an Admin error within LANDMARC therefore that put us a day behind and therefore as you were arriving we were still taking over accommodation, not only bed-spaces but also offices and stores.*

*Maj Devenish – Please do not stop a Cadet attending a Camp because the Unit does not have the correct equipment and stores. Contact us and we **WILL** help.*

*PCI Rhodes – Going forward can an email be sent out to all Detachments asking if people can assist with kit. This way the Camp would be flush with kit.*

TO – *I would like more staff to attend camp, this could help with a lot of issues some already highlighted.*

Sgt Farley – *With regards to the training, is it worthwhile using Cadets supervised by the BFSS to defend Harbour Areas with Blanks to be more tactical etc?*

TO – *In an ideal world - yes. The problem with this is that our allocation of Blank is only 20,000 and that is all we'll get each year. This has to cover all training through that year.*  
AO – *Unfortunately I cannot see the position of blank improving anytime soon.*

CSgt Webley – *Live firing is great on the range, but we only have 2 current qualified Range Staff that attend camps Can this be improved to provide the Cadets with more of what they enjoy?*

Coy Cdr – *Agreed. ASO Shooting is always looking for staff to become Range Qualified please contact her direct.*

Lt Wagstaff - *Can we bring the Westminster cut offs forward, so the ORBAT & Training programmes are sent out to Troop Officers earlier? This would enable us to prepare our Troop staff prior to the Camp??*

Coy Cdr – *The cut off is currently the end of June, which can't really be brought forward anymore further. An Action point for the TO is issue all Training Documentation in a timely manner, likewise ORBATs to be issued at the same time. Detachments are asked to complete their admin as soon as possible leaving plenty of time before the cut off to deal with the 'fast balls'.*

PO Every – *I found the timings of camp this year a bit awkward due to it being run over 2 working weeks.*

CSM – *Unfortunately this is down to the bookings with LANDMARC, which we had no control over. Next year (2012) will be one week only.*

Lt Vokes – *Is there any justification for a Cadet needing to bring a knife to camp?*

CSM – *Yes, as per standing orders the cadet should hand there knives in to the Troop Sergeant who then secures them in a Troop Strong Box. These are then re-issued to the cadet as required throughout the week.*

Maj Devenish – *'Touch Wood' we have never had an issue with knives and what we do is best practice and is in line with Corps Policy.*

WO2 P Wagstaff apologised on behalf of Lt Styles, who couldn't attend the Conference due to recent surgery. The following attached was read out.

### **INSERT MARK STYLES REPORT**

The CSM Re-iterated a couple of points on this report, please communicate prior to camp if you have Cadets either on high strength medication or have learning difficulties.

AO – *This information could also be cascaded on Detachment letters to Parents. An Action Point for the CSM is to amend Coy Part 1 Orders.*

CSgt Webley – *What are your thoughts about issuing a Cadet with Aspergers, a rifle?*

CSM – *They are always supervised by a safety supervisor, therefore this should be controlled well. As long as we know about it we can control and manage it appropriately.*

Sgt Cann – *Mobile phones, some of the cadets were communicating with their parents about problems prior to raising them with staff?*

*CSM – All mobile phones are to be handed in on joining and there will be allocated times that cadets can have them back during an evening. Also, make sure all Contact numbers are passed to the parents prior to the camp, ensuring they can speak to someone in the Company in case of any emergencies.*

## **9. AO's Brief**

Cdr J Rees RN, South West Area Officer introduced himself.

The following attached was presented by Cdr Rees.

**INSERT AOs PRESENTATION**

## **10. Awards 2011**

The Following Trophies were presented. These nominations have been put forward from Alpha Company Nationally:

- |   |                                       |
|---|---------------------------------------|
| ▪ Zeebrugge Shield (McCarroll Trophy Nominee) | Sgt N Thompson                        |
| ▪ Spearbridge Trophy (Gibraltar Cup Nominee)  | Bristol Adventure RMCD                |
| ▪ Port Stanley Cup (SRMOs Award Nominee)      | Weston Super Mare RMCD                |
| ▪ Indefatigable Shield Nominee                | MC2 Grahame<br>Weston Super Mare RMCD |
| ▪ Leadership Trophy (Commander Brown Nominee) | Cdt Sgt Holt<br>Walsall RMCD          |

## **11. HQ Questions**

The Company Commander posed the following questions to the conference:

**Question 1 – Field Assessments...What methods can we use to assess a detachment annually other than the current field assessment – i.e. an advance to contact?**

This question has been asked as it has been mentioned that “Advance to Contact” is far too aggressive for Royal Marines Cadets.

Open discussion was had with the conference and the Company Commander.

Alternative suggestions from the floor included:

1. Harbour Drills
2. Kit Prep Competition
3. Patrol Skills Competition

4. Section Battle Lessons
5. Round Robins similar to Gibraltar Cup
6. Make the Field Assessment into a Full Weekend Assessment

Although these were all valid suggestions the conference agreed that the current system was fair with minimal input from the Detachment and or the Company. The grading was in all tense and purposes at a common standard that was carried nationally – this was the important to the conference.

The conference did like the fact they would like their harbours drills assessed as an add on to the current field assessment.

Many attendees pointed out that “kids” join the Royal Marines Cadets with the intention of carrying out the training similar to that of the Royal Marines...this includes “Advance to Contact”. If we take this out, we might start a downward spiral, what would be next!

Coy Cdr – *Is there anything fundamentally wrong in what we’re currently doing?*

*All in Favour - NO*

PO Every - *Can the SRMO’s take the cadets to one side after the assessments and actually ask them if they’re happy with what they’re doing??*

*Coy Cdr – Hopefully going forward, I’m sure he will.*

## **Question 2 – Cadet Age...Should we lower the age of Royal Marines Cadets to 12? Should we include Juniors Royal Marines Cadets?**

There was much discussion by the conference.

*Sgt Scholes – Cadets who wish to be an RMC and join as Juniors currently have to be a Sailor for a year before transferring, however this doesn’t always happen as they get settled as a Sailor and don’t want to leave the Sea Cadets. Perhaps lowering the age will help retain these juniors who wish to be an RMC?*

*CSgt Monteith – Absolutely not. I believe our Company Camp answered this as the Cadets who left early were all the very, very junior Cadets, therefore if the age is lowered further we’d lose even more! And dishearten more. It is a fine balance and if you lowered then it is possible we would lose cadets.*

*Lt Vokes – Juniors can be quite boisterous, so Junior RMCS may probably be worse....too risky. Also, if the age was lowered you may occur injuries due to the cadets being too young to carry things like bergans etc*

*Sgt Edwards – Perhaps 12yrs to 13yrs keep classroom based and then the fieldcraft comes in when the Cadets get older? This would require a rewrite of the syllabus.*

*Coy Cdr - Explained that the syllabus rewrite is not an issue and could be tweaked to accommodate.*

*Sgt Caddick – 12 years will be too immature*

CSgt Webley – *The kit we currently require is made for 'Young Men' and not 10, 11 or 12 year olds...how would we supply them with the correct kit?*

Lt Edwards – *Playing devil's advocate, Rcts & RMCs shouldn't do Fieldcraft anyway so perhaps we lower the age for these and stick to the rules.*

- *Have Detachments got enough instructors to accommodate 'Junior RMC's or even lowering the age to 12years,*
- *Can the organisation afford 'Junior RMC's'?*
- *Can we afford the lower the age to 12years?*
- *We don't have enough basic equipment to supply our current cadets correctly, waterproofs, webbing, bergans etc..... with the increased risk of younger cadets are we going to run into problems?*

## **VOTE**

Do we have Junior Royal Marines Cadets – 100% NO

Do we lower the age group to 12 Years Old – 15% YES, 85% NO

## **The following Updates were presented to the Conference:**

SCC41, Weapons/Range Logs – Usage evidence needs to be kept up to date

- These are now being used for National Cadet Sgt Boards, whereas the candidates won't have to complete a WHT. This will not be copied to Area (Company) Level as Cadets need to be current and competent.

SCC Dress regulations have been updated and are now online

Cadet Sgt Board lectures

- Lectures need to be in a style where they have all the aids with them, ie no Power Point.

## **12. Finance Report**

Lt V Wagstaff presented the Company Accounts:

**South West Area Marine Cadets** – This is Alpha Companies main account, funded by Course Fees and donations. This is the Cadets Account.

- Closing Balance of FY 10-11 was £13,110.84
- The Balance as of 30<sup>th</sup> Sept 2011 £12,537.66

Large spends include new Company Equipment, including emergency and safety equipment.

**Staff Fund** – This is a merchandise fund for Alpha Company and primarily goes back to the Staff within the Company.

- Closing Balance of FY 10-11 was £1,044.43
- The Balance as of 30<sup>th</sup> Sept 2011 £890.45

Company Merchandise is available for sale. This makes up the funds within this account.

**2ics Fund** – This account is to assist payment of courses for the more disadvantaged Cadets. Units & Cadets are to match funds i.e. £60 course equates to £20 Unit, £20 Cadet, £20 2ics.

- Closing Balance of FY 10-11 was £200.00
- The Balance as of 30<sup>th</sup> Sept 2011 £140.00

**Coy Cdr – If any Detachments feel that they need assets and or assistance, please ask and it will be reviewed, as the funds are there to be used but I won't waste money and assets.**

### **13. Website Update**

The website has currently got a Detachment Commanders page, which is password protected. However someone from another Company has hacked this password, or has been given it! They have copied all documentation and passed it off as their own. The culprit is known thus far.

The password is going to be changed and will be emailed out to all DC's and CO's over the winter period.

**Action Point Complete.**

Teressa Oulds (Chairman Yeovil SCU) – Discussed the attached email she sent 05/12/11 about Corps Websites

**INSERT TERESSA'S EMAIL**

ACoy Emails – Please keep on top of your emails as there is only a limited space on the server. Any problems please contact the Company HQ Team.

### **14. Question Time**

Lt Glover – *Now Westminster is becoming more advanced, is it possible to reduce the amount of details recorded within Quarterly Returns helping reduce paperwork?*

*Coy Cdr – Yes, this is something I need to sit down with the Troop Commanders and discuss. I would like to use our Template for Q>Returns and URs to form a template on Westminster. This was the work I started with Lt Col Wetherspoon and Lt Taylor. Unfortunately this project died of death with HQ and is no longer on their agenda – it is still a strong aspiration.*

Sgt Caddick – *With regards to Gibraltar Cup, where do detachments find out how they are doing and what they need to do to improve for a better chance of being Gibraltar Cup Nominees.*

*Coy Cdr – Everything is stated within Standing Orders, all is detailed out of what is expected from detachments to make up their Annual Marks, it is encouraged that DC's engage with the*

*Troop Commanders as to marking so that the DC's can put improvement plans in place going forward.*

Sgt Cann – *Going back to Quarterly returns, could troop Commanders not visit their detachments on a Quarterly basis to assist with this?*

*Coy Cdr – Good Idea, but there is only so much time the Troop Commanders have got. Perhaps speak to your Troop Commander and invite them over? All the current Troop Commanders are double hatted.*

Lt Wagstaff – *At the Field Assessments, can the detachments being assessed have the same assessor marking the Models/Orders and the other assessor marking the Attack. This should then make the scoring a lot more consistent!!*

*Coy Cdr – This does not work but worth a discussion with the SRMO.*

Lt Wagstaff – *At last year's conference we discussed the possibility of having a Summer Ball. Are we still thinking of having one in the future?*

*CSM – It is my belief - there is a lack of support to make this a successful event. For Example – Tonight - We have places at the Company dinner for 35 but we only have 20 attending.*

*Coy Cdr – I would love a large social event. The numbers have to be right and therefore cost in.*

## **15. Any Other Business**

CSgt Cooper – The majority of candidates who attend the promotion boards are not reaching the required drill standard. When assessing, we hardly touch on the actual syllabus as the majority can only just complete the Left/Right/About turn on the march.

Lt Edwards – Board Paperwork for Feb needs to be forwarded ASAP to ensure your cadets are accepted. Also, can we aim to get the candidates to HMS Flying Fox for 1900 so we can start the assessments as soon as possible?

## **16. Way Forward 2012 – Company Commander**

Once again the Company has had a very successful year winning National Drill, coming a very close 2<sup>nd</sup> in the Gibraltar Cup, representing the Royal Marines Cadets Nationally at the Badging Parade and forming 50% of the inaugural Royal Marines Cadet Guard at the London National Trafalgar Parade.

One thing we all need to remember going forward is “Stop the issue before it gets too big”. If you come across anything that may need attention, escalate through the chain of command before the problem gets out of control! Instructor Training is still the key to providing that all-important superb cadet experience.

Good Luck to everyone for 2012 and a very Happy Christmas

## **17. Date of next Conference**

Saturday 8<sup>th</sup> December 2012, Venue HMS Flying Fox - TBC