

# IMPACT

Our vision and  
strategy for 2021



## From the CEO

MSSC is committed to providing a brighter future for young people nationwide and seafarers, wherever they may be. We understand the challenges young people face today and the demands on seafarers as they juggle work and career progression, often far from friends and family. As a stabilising force we help them get on course to develop life-enhancing skills that they can use to seize a better future.

We've seen some great changes since our 2012 vision & strategy - more young people are staying longer with us as cadets. Their loyalty is clear proof of the strong bonds and trust we have built with them and their parents, and the incredible opportunities we provide. For seafarers, our Marine Society College has developed and modernised to make learning and development possible wherever in the world they're based.

Now is the time to build on our successes. Our new strategy creates a Sea Cadet experience that inspires, challenges and champions more young people, so they can improve their life chances and engage more at school, work and in their communities. For seafarers, we're listening to what they want and giving them routes to learning that will help them better navigate their potential as individuals and professionals.

It's only with your support that we can realise our goals and bring a better future to thousands of young people and seafarers. We want you to share in and help shape the challenges and triumphs we face, so we can look to an even more successful five years.

Martin J Coles  
CEO





## Introduction

As the parent charity for Sea Cadets and the Marine Society College, we hold in trust their future direction, and recognise their distinctive personalities and heritage.

These two great charities are joined under MSSC's vision of being the leading maritime charity for youth development and lifelong learning. MSSC is committed to investing in and supporting all of our beneficiaries so they can achieve their potential whatever path they choose.

We know that our work has a transformational impact on both individuals and the communities they live and work in, positively affecting their life chances and benefiting their communities and society as a whole. We are proud of the positive changes we have made and the difference we will continue to make in an ever-changing world.

### **For Sea Cadets this means:**

Inspiring the next generation to realise their potential and seize a better future through nautical adventure based on the customs and traditions of the Royal Navy.

### **For the Marine Society this means:**

Empowering seafarers to get to where they want to be through learning and self-development.

# Understanding impact

Our new strategy to 2021 supports our core vision and will focus more on how we refine the experience and services we offer so we can maximise the impact our work has on the lives of those we support. We will better understand our current impact and how our resources are used, so that we ensure the service and experience we offer continue to be transformational for individuals, communities and wider society.

The stories we hear and the results of our seafarer and cadet surveys paint a picture of a charity that ensures the success and personal development for thousands, through a culture that champions innovation, leadership and teamwork.

For young people we have a clear focus through the Sea Cadet experience. By giving them the best possible head start, we can improve a young person's life chances at school, in work and for the community, while staying true to our unique nautical heritage and Royal Navy core.

**Our recent survey shows that cadets and parents believe that being part of Sea Cadets delivers real impact:**

Sea Cadet survey outcomes	Cadet	Parent
Providing skills for later life	94%	91%
Improving happiness and wellbeing	86%	77%
Helping gain qualifications	93%	73%
Increasing participation in the local community	80%	59%
Reducing risky behaviour	70%	58%
Helping to get a job	88%	47%
Helping join the Royal Navy	77%	37%
Supporting attendance & engagement in school	66%	29%
Helping join the maritime sector	63%	27%

**Our recent seafarer survey gives us an insight into what motivates seafarers to learn and the challenges they overcome to make this possible:**

For seafarers our improved tailored learning programme will empower them to realise their full potential.

Challenges	Motivations for learning
Slow or unreliable internet (55%)	Develop new skills (68%)
No access to the internet (42%)	Develop intellectually (55%)
Lack time (56%)	Help in current job (48%)
Lack study facilities (33%)	Gain a promotion (48%)
Lack support from employer/manager (29%)	Help to get an offshore job (31%)
	For a hobby/interest (31%)





# Our values and culture

We are driven by what we do and the impact we have. We are proud of our work, approaching it with positivity, energy and enthusiasm as we lay the foundations for more inspiring futures.

Our shared values and ways of working are summarised below and will guide us as we work together to achieve our goals for those we support.

## MSSC values

### **Respect:**

We adopt a professional, can-do approach, which creates an environment where we respect one another's contribution so we can thrive and grow.

### **Loyalty:**

We are loyal to our beneficiaries, and recognise the impact that working as one team will have on achieving the charity's goals.

### **Self-discipline:**

Our approach to planning and prioritising our work ensures excellence so we can achieve the best possible results.

### **Commitment:**

We are committed to the charity's goals, which motivate us to work creatively to find solutions.

### **Honesty & integrity:**

This underpins all that we do as individuals and teams. To achieve this we are transparent, embrace feedback and take personal ownership to drive results.

## Sea Cadet values

### **Respect:**

To appreciate and be considerate to others.

### **Loyalty:**

To be faithful to all who invest in me.

### **Self-discipline:**

To do what I must.

### **Commitment:**

To do what I say I will.

### **Honesty & integrity:**

To tell the truth and be a good person.





# Stepping into action

In the following pages we show how we have an impact on young people and seafarers, and why we remain relevant for future generations.

You can then read about what we aim to achieve by 2021 for Sea Cadets and seafarers, what success looks like, and the measures we will take to help us achieve our key goals.

As Sea Cadets celebrates its 160th year, it continues to champion the futures of 14,000 young people, guided by 9,000 volunteers in 400 units across the UK. At its heart is the Royal Navy ethos and we believe it is the unique combination of this core, our nautical activities and progressive structure, that launches so many young people into successful futures. We want to fully capture and refine what we do, so we can continue to help the next generation flourish.

## For Sea Cadets

### **We aim:**

To give young people the best possible head start in life through nautical adventure and fun based on the customs and traditions of the Royal Navy.

### **How:**

We are passionate about investing in all young people. We offer a unique mix of activities and experiences, delivered locally, regionally, nationally and offshore, which improve life chances at school, in work and for the community. Our trained and experienced volunteers and staff support and deliver learning through nautical adventure and challenge, with the customs and traditions of the Royal Navy at the core. Through this we create a sense of belonging and identity where young people flourish, gaining confidence, skills for life, values and qualifications, which help them seize a better future.

## For seafarers

### **We aim:**

To give seafarers the best possible lifelong learning opportunities tailored to their individual needs.

### **How:**

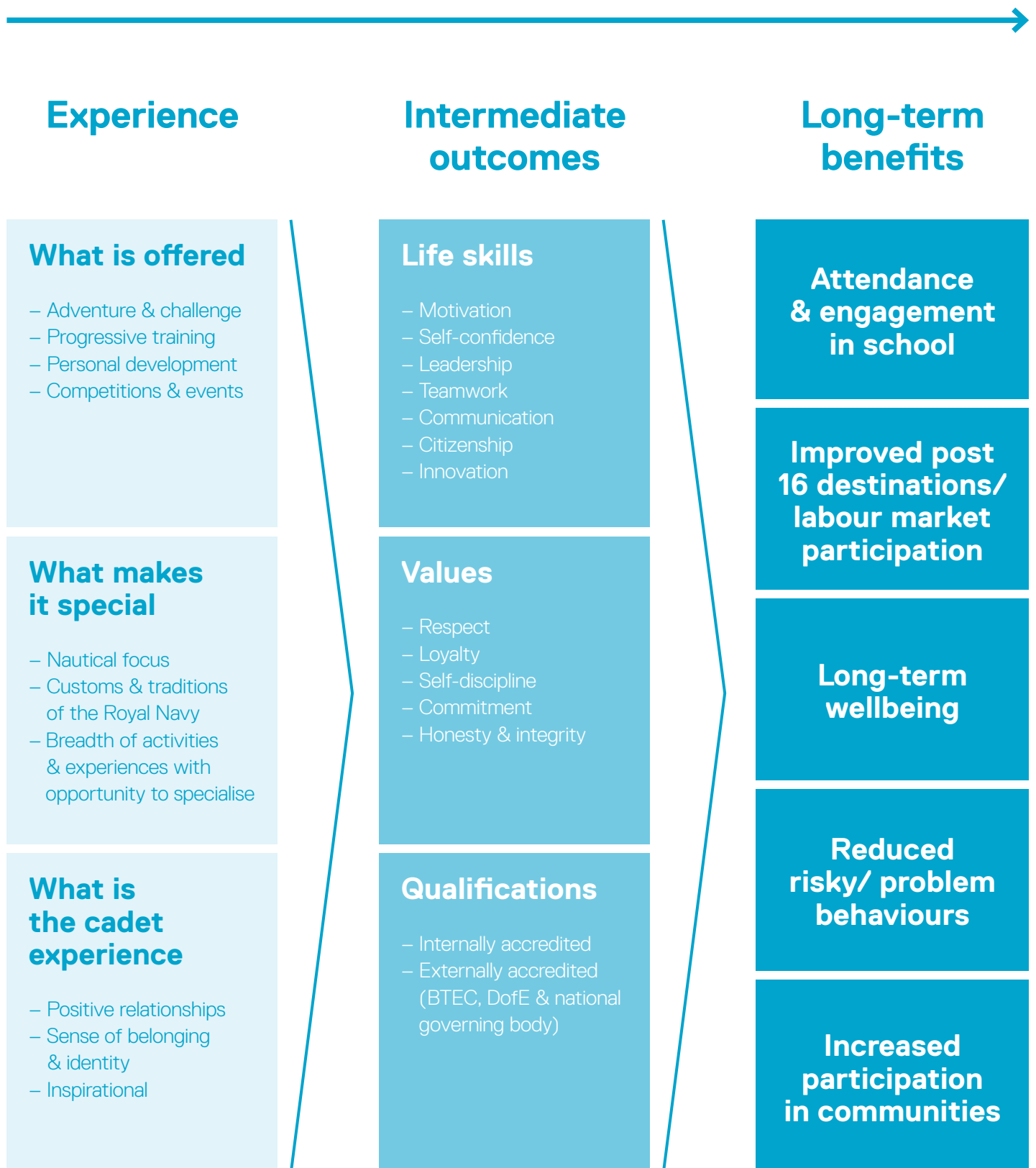
We inspire and support seafarers to realise their full potential through a wide range of services that are geared towards their personal development, education and learning support needs. Our skilled staff are experienced in supporting distance development and learning at sea.

Through our work we inspire seafarers to gain new skills and qualifications to help them progress.



# Our outcomes framework for Sea Cadets:

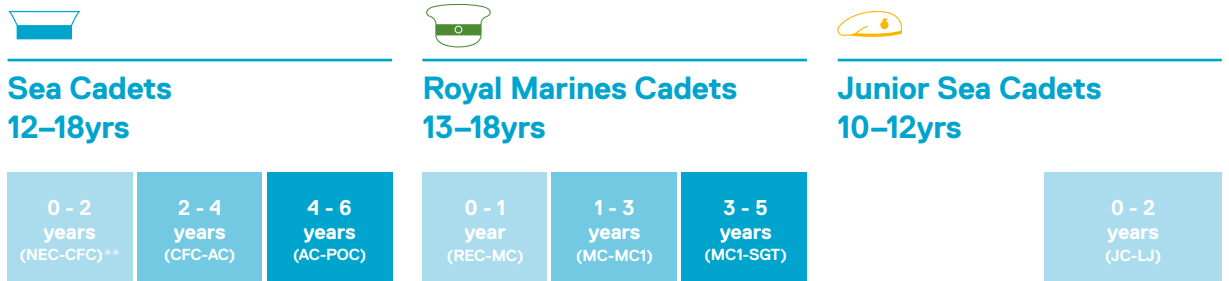
We developed a framework to help us map our impact for young people. It means we can explain more clearly why we do what we do and how we achieve positive outcomes for young people.



# The Sea Cadets experience

The Sea Cadet journey is a practical expression of the new outcomes framework. It offers a clear pathway for young people to follow as it charts their progress, identifying the number of hours of boating, courses to attend and specialist training needed to

progress through their Sea Cadet career. Embedded throughout this journey are our Sea Cadet values, underpinning the core of what we do and, taken together helps them to find their course in life through us.



**Sea Cadet values\* are woven into our training**

	Basic	Int	Adv	Basic	Int	Adv	Sea Cadet life skills	Intro
Sea Cadet life skills	Basic	Int	Adv	Basic	Int	Adv	Sea Cadet life skills	Intro
Core training***	Basic	Int	Adv	Basic	Int	Adv	Learning about your unit	15 modules
Specialisation (eg. Marine Engineering)	3 qualifications of any combination	1 Int	1 Adv	1 Basic	1 Int	1 Adv	Outdoor activities	15 modules
Proficiency (eg. Musician)		1 Int	1 Adv				Waterborne activities	15 modules
Waterborne proficiency		1 Int	1 Adv				Community activities	15 modules
Boating (Hours afloat)	60hrs	60hrs	60hrs	30hrs	60hrs	60hrs	Boating (Hours afloat)	60hrs
Offshore voy or overseas exch.		1	1		1	1	Participation awards	2
BTEC		1			1			
Event or competition	1	1	1	1	1	1		
RN or RM event	1	1	1	1	1	1		
DofE Award: (Bronze, Silver, Gold)	✓	✓	✓	✓	✓	✓		
(RMC) Skill at Arms Safety				1	2	2		
(RMC) Shooting				1	1	1		

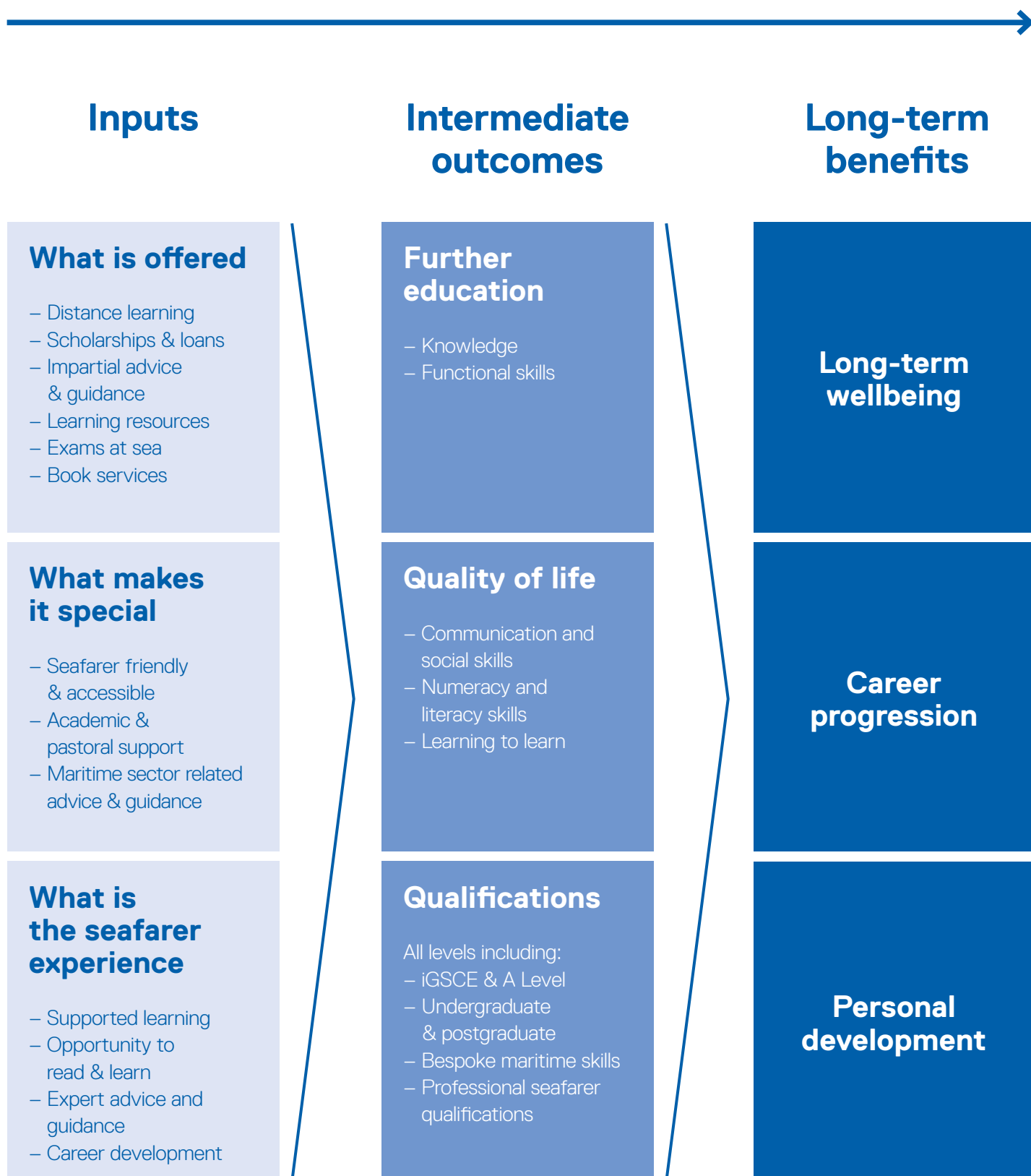
## Key

- 1 Numbers show the amount of qualifications, modules, hours, events or training days
- Int Basic Intermediate Advanced
- Int Optional courses

\* The Sea Cadet values are respect, loyalty, self-discipline, commitment, honesty and integrity  
 \*\* Ranks and rates of cadets  
 \*\*\* Is the foundation of the experience, delivered at units

# Our outcomes framework for seafarers:

The table below shows how we engage and support seafarers and the long-term benefits for them.







# The next five years to 2021



Over the next five years we will work together to deliver two key priorities for Sea Cadets and seafarers through the activities and experiences we offer.

## Maximising impact for young people:

We aim to have an even greater impact on the lives of young people through the Sea Cadet experience, so that they can improve life chances at school, in work and for their communities.

### Our targets:

- Parents/guardians recognise a positive impact of Sea Cadets on their young people (70% target)
- Communities feel rewarded by Sea Cadets (70% target)
- Increased number of young people staying with Sea Cadets for at least 24 months (target 10%)
- More young people a part of Sea Cadets (+ 1,000 target)
- Ensure the full experience is available to all Sea Cadets (80% target)
- Cadets feel empowered and connected (70% target)

### We will achieve this by:

- (i) Making the Sea Cadet experience consistent, accessible and inspiring.
- (ii) Honing the impact of the Sea Cadet experience by assessing, evidencing and driving the outcomes and benefits for young people.
- (iii) Staying relevant, connecting to cadet views by listening and using these to help shape the charity.
- (iv) Growing Sea Cadets so that we can reach more young people.

### By 2021:

We want to engage more young people with Sea Cadets so that we can launch them into the best possible future and help build stronger communities across the UK.

## Maximising impact for seafarers:

We want to increase the learning development impact for seafarers by inspiring and supporting them to progress and realise their full potential.

### Our targets:

- Marine Society College seen by the sector as supporting the lifelong learning needs of seafarers via a relevant, high quality learning offering (70% target)
- More supported learning for seafarers via the Marine Society College (+10% target pa)
- Learner success rates increased (10% pa)
- Strong learner satisfaction rate (70% target)

### We will achieve this by:

- (i) Meeting the learning needs of seafarers for the 21st century by clarifying our learning offer.
- (ii) Growing crew libraries and book sales, with a fully equipped non-return book service.

### By 2021:

We aim to have more seafarers achieving the best possible lifelong learning and personal development outcomes through a service that is optimised to meet their needs in the 21st century. This will deliver qualifications through further education and a better quality of life at sea, with the ultimate benefit to seafarers and the maritime sector.



# Key to success

To ensure we can deliver these priorities by 2021 we have focused on two key enablers that will give us the resources we need to meet our targets:

## Supporting our volunteering programme:

To have the right number of volunteers with the shared skills and resources working together to maximise the Sea Cadet experience.

### **Our targets:**

- Volunteers feel better equipped for their role (70% target)
- Clear evidence of better working together (target 100 new examples)
- Cadets view training as engaging (70% target)

### **We will achieve this by:**

- (i) Having the right volunteers, supported with the right training to deliver the Sea Cadet experience and recognised for their efforts.
- (ii) Promoting greater working together across districts and areas.

## Delivering support through:

It's vital that we have the equipment, culture and resources to deliver this strategy. It underpins all that we do for both cadets and seafarers.

### **Our targets:**

- Volunteers, seafarers and staff feel effectively supported by MSSC (70% target)
- Increasing fundraising by 15%
- Boating, training and unit facilities upgrade delivered
- New offshore yachts and upgrade of inshore boats delivered

### **We will achieve this by:**

- (i) Achieving the charity's goals by better cementing our organisational culture, increasing employee engagement and driving higher performance.
- (ii) Continually improving our internal processes.
- (iii) Raising charity profile and increasing our fundraising income.
- (iv) Upgrading our facilities and boats.



## What this means for:

### **Sea Cadets**

More young people will have the opportunity to be a part of the Sea Cadet family and enjoy a life enhancing Sea Cadet experience. We will have the right number of volunteers, instructor and trustee, with the skills and capability to help shape young people's lives. We will have more units, with district, area and national support, working together to deliver targeted training and activities and listening to cadets via forums. At unit, district and area level we'll work to support and develop volunteers and cadets, directing funding to where it's needed, and upgrading facilities and equipment.

### **Key stakeholders**

Our close partnership with the Royal Navy is central to Sea Cadets and encompasses delivery in line with the Cadet Force 2020 strategy for MOD sponsored cadet forces (which includes Sea Cadets). We have looked closely at Government policy in respect of local communities, social action and youth, centrally and across the devolved administrations.

### **Marine Society College**

More seafarers will make better progress in their seafaring careers as a result of their engagement with the Marine Society College. More seafarers will be aware of our learning offering, which will be better tuned to their lifelong learning needs. The sector will be more aware and supportive of the Marine Society College as a provider of relevant, beneficial, lifelong learning, tuned into the needs of seafarers and the sector.

### **MSSC staff**

Employees will foster a culture of transparency and collaboration, with a greater focus on personal development and information sharing. Improved systems from communications and knowledge management to health and safety practices and staff training will help us cultivate a stronger team, working together.

# Making a difference

We know we make a difference. We see it every day in the lives of cadets, seafarers, and their communities. We want to help more people through our work, and by working together we can achieve bigger and better changes. As a charity with the power to transform lives, we are still evolving.

With a clearer picture of our services and experience, we can take vital steps to ensure we maximise the impact of our activities, values and opportunities – for our beneficiaries, their communities and society as a whole.

When we asked Sea Cadets ‘What does the charity mean to you?’, these are the words they chose the most:

A word cloud of terms chosen by Sea Cadets. The words are arranged in a roughly rectangular shape, with 'FAMILY' being the largest and most central word. Other prominent words include 'FRIENDS', 'EXPERIENCE', 'AMAZING', 'LIFE', 'ADVENTURE', 'VALUABLE', 'OPPORTUNITY', 'INSPIRATION', 'BELONGING', 'PURPOSE', 'RELATIONSHIPS', 'PROGRESSION', 'CONFIDENCE', 'INSIGHTFUL', 'HAVING FUN', and 'A SECOND HOME'. The words are in various shades of blue and teal.

INSPIRATION OPPORTUNITY  
VALUABLE HAVING FUN  
A SECOND HOME  
BELONGING AMAZING  
FRIENDS EXPERIENCE  
FAMILY  
RELATIONSHIPS LIFE PROGRESSION  
PURPOSE CONFIDENCE  
INSIGHTFUL ADVENTURE





Patron: HM The Queen  
Marine Society & Sea Cadets,  
a charity registered in England and Wales  
313013 and in Scotland SC037808