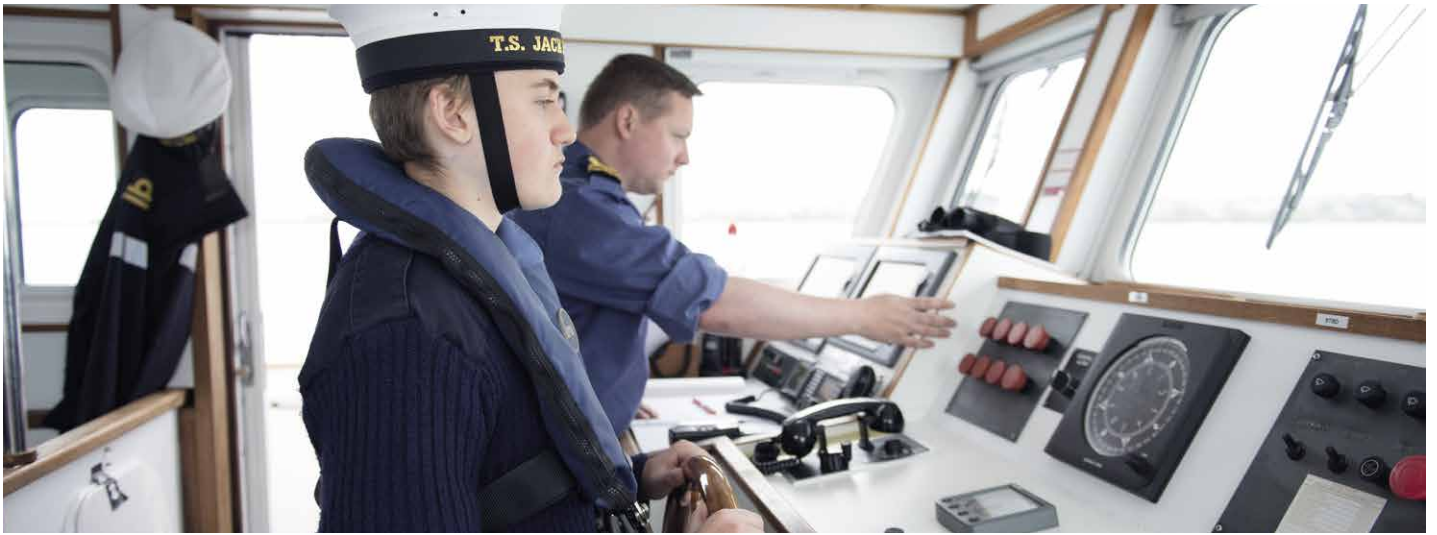




REGENERATION

Strategic Plan
2021 to 2023



From the CEO

As the UK and much of the globe begins to recover from the height of the Coronavirus pandemic, it is clear the world has changed. Many countries are now confronted with working through how to live with this new type of virus whilst managing significant economic debt incurred in the last year, compounded by the pre-existing and inexorable shift in world economic power. At the same time our economies are embracing the ongoing digital revolution and responding to climate change. A changing world indeed.

Yet despite these uncertainties the global response to the pandemic has been significant, showing the resilience of society to survive and adapt to a crisis. The Marine Society and Sea Cadets has proven to be amazingly responsive too, offering significant support, programmes and services to cadets, volunteers and seafarers, as well as leaping forward in digital capability. Much of this has been built on the strong foundations developed over the last five years of our 2016 to 2021 Impact strategy, but in many ways has enabled us to deliver another five years of progress in just this last year.

Pivotal for Sea Cadets has been the incredible can-do attitude of our volunteers who have worked tirelessly together with the national charity as one team to continue to deliver for our young people, wherever possible. Nearly all units have engaged with virtual Sea Cadets and over 80% are already prepared to return to face-to-face delivery as lockdown eases. As a result cadet and volunteer numbers have been remarkably resilient¹ and by listening even closer to our young people throughout, we have been able to better equip them to cope with the crisis and for the world ahead, as well as prepare for re-growth over the coming months.

Heightened collaboration at all levels, including across the youth and maritime sectors, has also been invaluable and offers real opportunity for more effective working long term. For the Marine Society, this has enabled us to partner with like-minded organisations to provide collective emergency grant support for seafarers as well as achieve our rapid development of new essential programmes such as maritime apprenticeships, post-16 courses and careers support, as part of a new 2020 strategy for our seafarer services.

As we emerge from this year of crisis then, our charity has not only proven its agility and resilience, but that what it has to offer has never been more relevant and more needed, equipping young people and seafarers to play their part as the world recovers, transforms and finds its future.

This two-year regeneration plan will chart our course to meet this need, embracing three catalysts for change that have been learned and developed over this last year – collaborative working, youth centred delivery and empowered volunteering. Underlying the plan is a focus on establishing a new balance between digital and in person approaches, driving even greater inclusivity and ensuring we maintain a strong maritime focus across all of our work. Combined, these will ensure we fully realise better futures for our young people and seafarers, as well as set strong foundations from which to go forward beyond 2023.

Our history shows proven impact, our future shows bright potential.

Martin J Coles



Introduction

As the parent charity for Sea Cadets and the Marine Society, 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 current and aspiring seafarers to get to where they want to, through learning and self-development.

Our five year 2016 strategy has enabled us to further develop our impact, measured against clear outcomes frameworks. It also prepared us well to be able to respond with speed and agility to the effect of the Coronavirus pandemic on our delivery, drawing on the strong support of our sponsors.

Our services are needed now more than ever and this Strategic Regeneration Plan focusses on how we not only get back to delivering the full experience and services on offer to all young people and seafarers, but also grow and develop to fully meet the needs of the changing world around us, now and for the future.

Understanding impact

Through the 2016 strategy we have improved our systems and processes to better understand our impact and how our resources are used, so that we ensure the service and experience we offer continues to be transformational for individuals, communities and beyond.

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

For Sea Cadets

My LegaSea¹ – ‘launching into life’ is a ground breaking multi-generational research study delivered by independent researchers. It examines the impact on an individual’s life following their engagement as a young person with the experiences offered by Sea Cadets. Respondents to the research found activities that stretched and extended them as a young person, helped them to test their own boundaries, and allowed them to develop resilience and wider transferable skills, both of which proved invaluable in the longer term.

95% believed Sea Cadets had a positive long term impact on their life

80% reported that Sea Cadets had increased their independence and skills in the longer term

70% thought Sea Cadets helped them cope with challenges in the longer term

61% credited Sea Cadets with inspiring them to seriously consider a Royal Navy or maritime career

For young people we have a clear focus through the Sea Cadets Experience.

Our most recent annual survey (2021) showed that cadets, parents and volunteers believe that being part of sea cadets delivers big impact.

Sea Cadet survey outcomes	Cadets	Parents & carers
Get useful qualifications through Sea Cadets	93%	92%
Increasing participation in the local community	66%	87%
Reducing risky behaviour	47%	77%
Helping to get a job	38%	75%
Improves team working	87%	87%
Helping join the Royal Navy	65%	76%
Be more likely to join the maritime sector	51%	70%
Making cadets physically healthier	74%	80%

— Just over half of parents and carers felt Sea Cadets helped improve the school attendance of the child they cared for and 94% felt it improved the wellbeing of the child.

— This positive impact is reflected in cadets’ overall perception of Sea Cadets. Just under three in four cadets feel empowered by Sea Cadets, and just over six in ten are extremely likely to speak positively about Sea Cadets unprompted and attempt to introduce their friends or family to Sea Cadets.

— Our most recent wellbeing survey (Feb-March 2021), used to keep track of how cadets were doing during Covid 19, further showed the impact of the model. Just under seven in ten cadets felt Sea Cadets had prepared them well for the tough times ahead.



For Seafarers

Our strategic review of the Marine Society in 2020 led to a change in direction for our related services in order to better serve the 21st century needs of seafarers. The review was informed by published research including the Seafarers' Learning and Development Research 2015, Lloyds Maritime Academy Maritime Industries Survey 2019 and the UK Maritime Services 2020 Report.

The Government's Maritime 2050 Strategy sets out the people and skills needs for the sector going forward as it adapts to the green agenda and impact of disruptive technologies. It identifies the need to attract new talent into maritime services as a key priority. With the sector valued at over \$6 billion GVA and providing 10,000 skilled jobs, demand for career paths and technical training routes will increase.

With the maritime sector hit hard by the pandemic the strategic review for the Marine Society now focusses the charity on the needs of current and aspiring seafarers, promoting career opportunities into maritime, upskilling seafarers using new technologies, whilst supporting others to transition ashore into maritime-related roles. As an approved Government-funded training provider and Ofsted-rating 'Good', Marine Society will build on its global reputation for supporting seafarers offering advice and guidance, scholarships, bursaries, apprenticeships, a growing range of post-16 to graduate courses as well as delivery of crew libraries and specialist book sales.

Just under nine in ten respondents¹ completing our digital maritime contextualised upskilling courses, 'Learn@Sea', reported having a good (38.7%), or a very good (51.6%) experience. This included powerful feedback from marginalised groups within the maritime sector such as:

'Since I began my journey on the road to becoming a Deck Officer, I knew I would have to be determined and committed to succeed in a typically male environment. The Marine Society has given me opportunities to enhance my learning with additional professional qualifications and scholarships. I hope I, and all maritime professionals, are given the same employment opportunities and judged on skill and ability alone.'

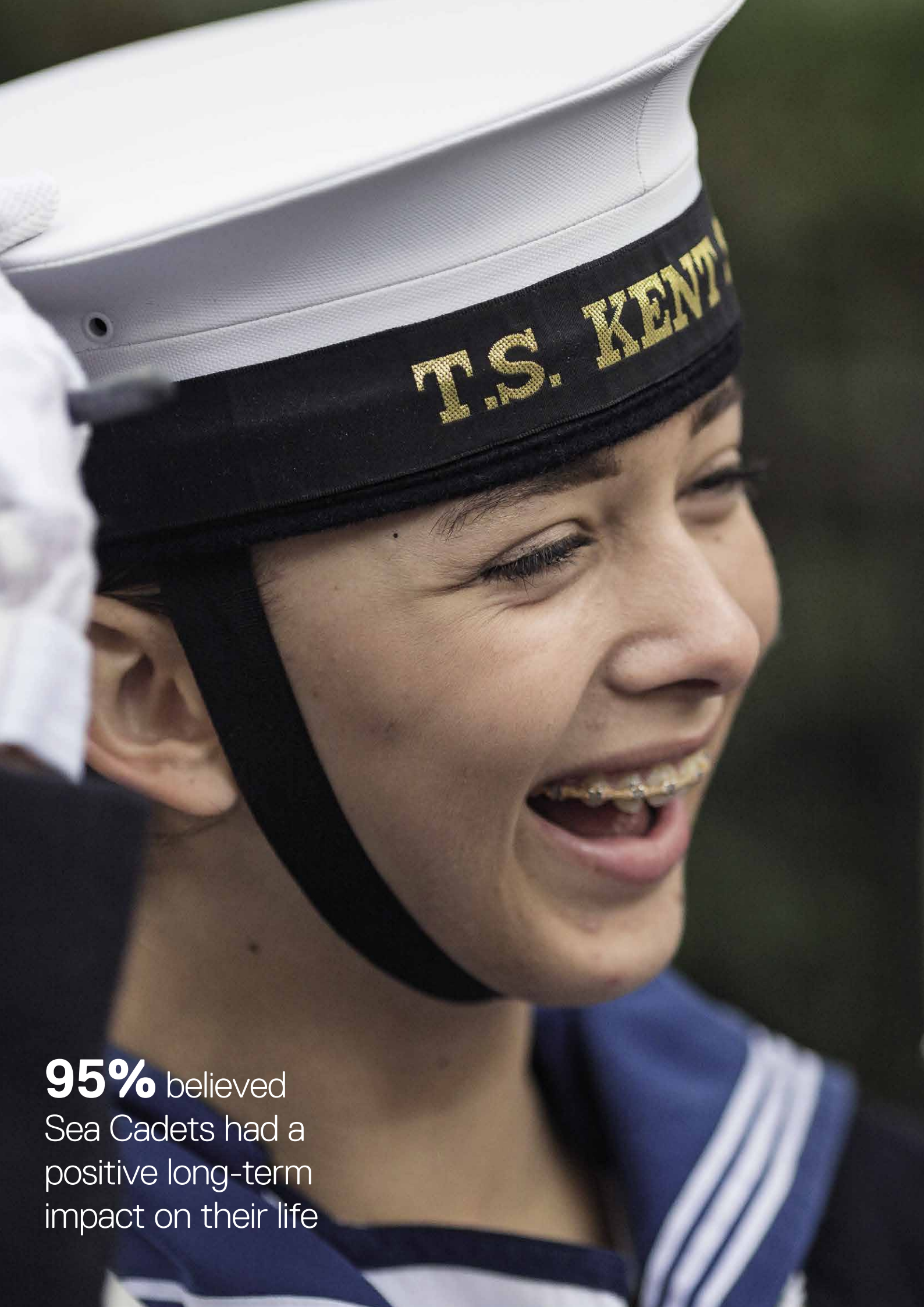
Deck Officer, 2020

'...I explained what I wanted to do – they learnt about the route I wanted to take, and they gave me the support I needed.'

Learn@Sea learner from Matrix Accreditation, 2019

As we develop the new strategic services we will further evidence delivery impact.

1. As at 2020



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

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.

Courage:

We do what we know is right and support our colleagues to do the same.

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.

Courage:

To do what we know is right.

90% had good or very good experience of our seafarer Learn@Sea upskilling courses



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 2023 for our beneficiaries.

Sea Cadets champions the futures of 15,000 young people, guided by 9,000 volunteers in over 400 units across the UK. At its heart are the customs and traditions of the Royal Navy. 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.

The Coronavirus pandemic has been tough for everyone and we are committed to refine and enhance what we do, so we can continue to help the next generation flourish.

Marine Society supports current and aspiring seafarers in the UK and internationally to achieve their futures, offering along with our partners, in person and remote learning and development for the maritime sector, together with advice, guidance, bursary and scholarship support. The Coronavirus pandemic has ravaged the maritime sector and we are committed to continue to develop and expand what we do to play our part in supporting current and future seafarers to thrive.

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.

'Adventure that launches young people for life'

For seafarers

We aim:

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

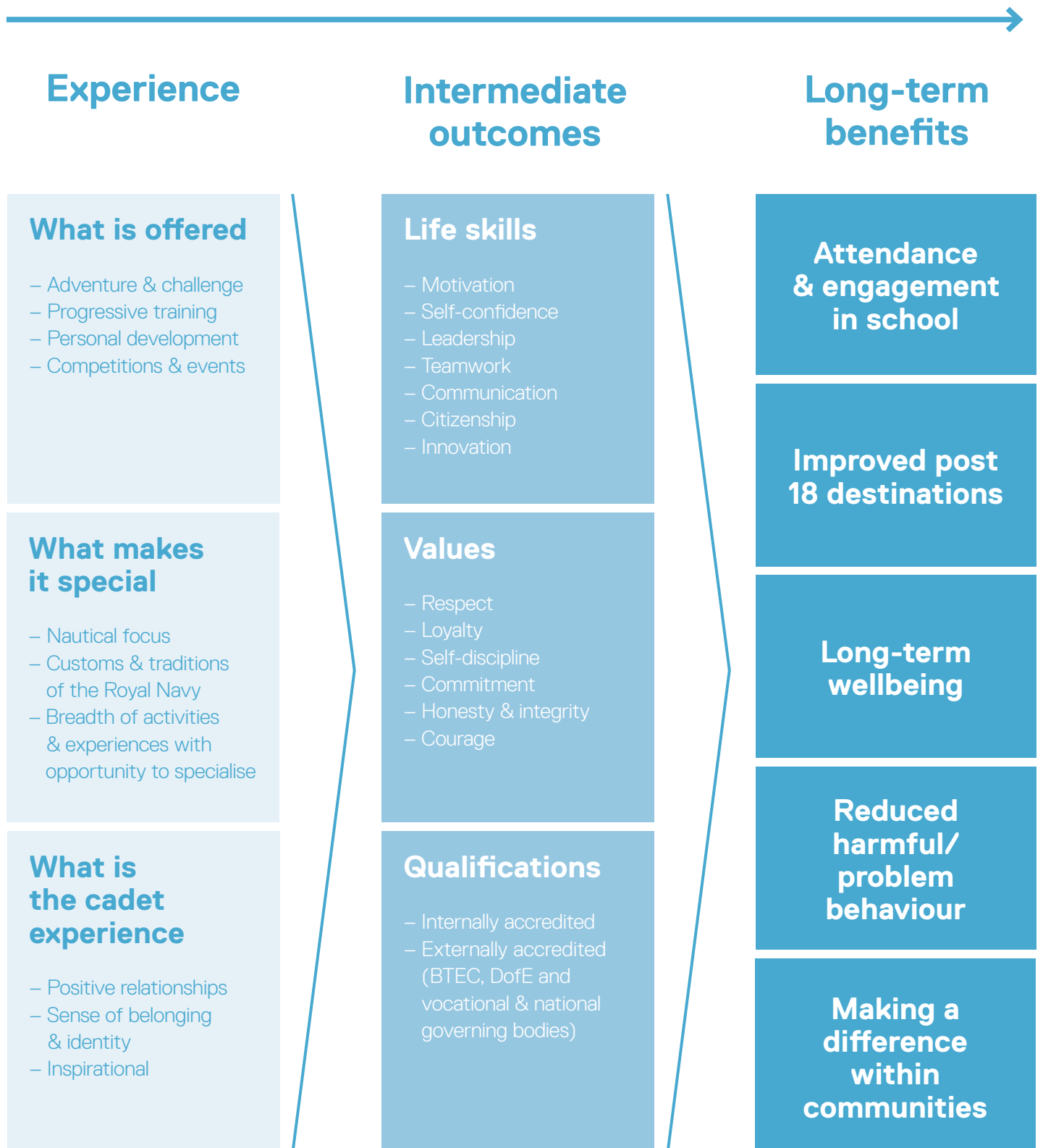
How:

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 appropriate development and learning.

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 Cadets 12–18yrs



Royal Marines Cadets 13–18yrs



Junior Sea Cadets 9–12yrs¹

0–2 years
(NEC–CFC)²

2–4 years
(CFC–AC)

4–6 years
(AC–POC)

0–1 year
(REC–RMC)

1–3 years
(RMC–LCPL)

3–5 years
(LCPL–SGT)

0–3 years
(JC–LJ)

Sea Cadet values³ 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 ⁴	Basic	Int	Adv	Basic	Int	Adv	Learning about your unit	15 modules
Specialisation (e.g. Marine Engineering)	3 qualifications of any combination	1 Int	1 Adv	1 Basic	1 Int	1 Adv	Outdoor activities	15 modules
Proficiency (e.g. 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)	90hrs ⁵
Offshore voy or overseas exch.		1	1		1	1	Participation Awards (Waterborne and STEM ⁶)	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 Training				1	2	2		
(RMC) Shooting				1	1	1		

Key

1 Numbers show the amount of qualifications, modules, hours, events or training days

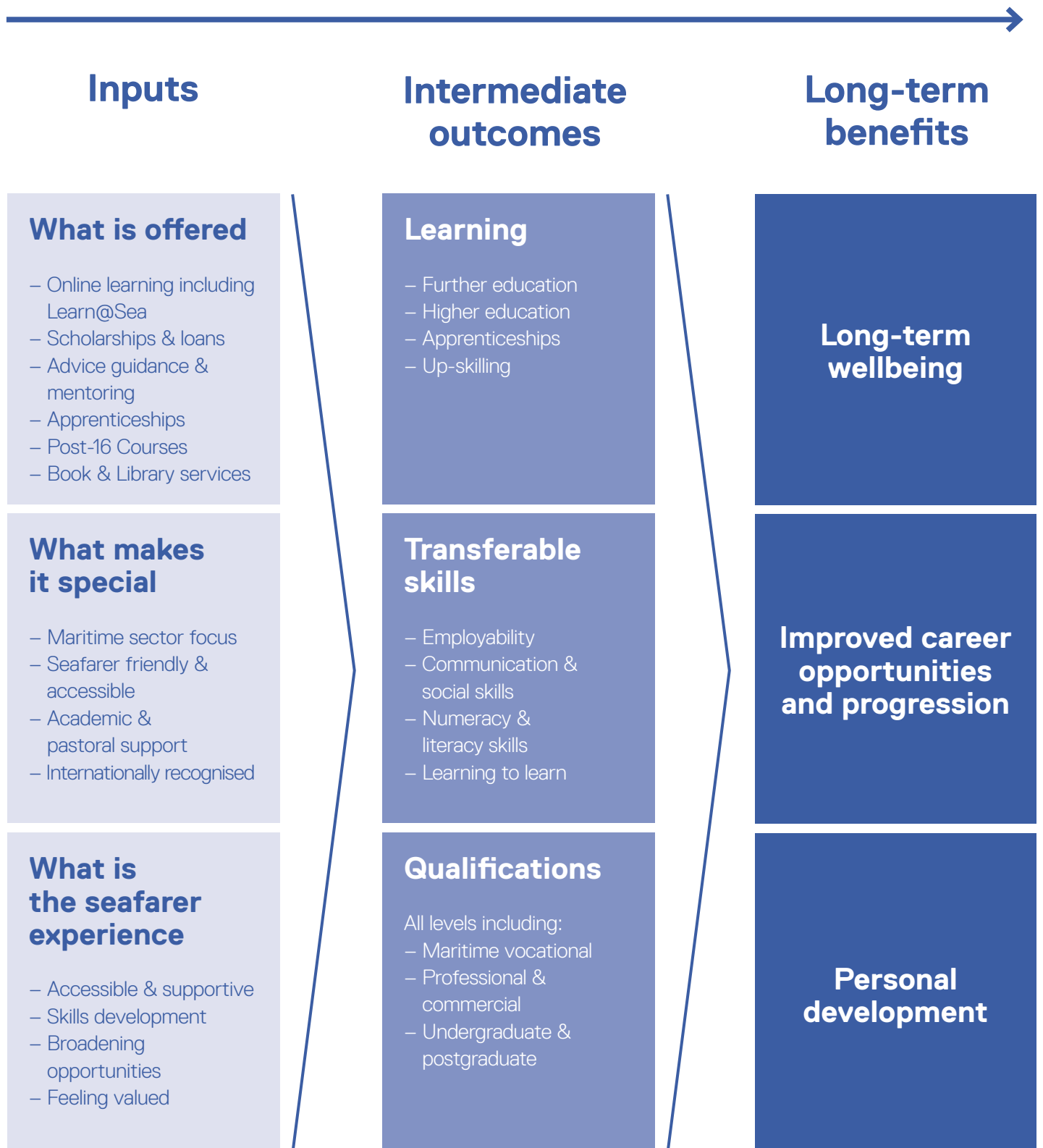
Int Basic
Intermediate
Advanced

Optional courses

1. Nine year olds currently limited to targeted locations.
2. Ranks and rates of cadets.
3. The Sea Cadet values are respect, loyalty, self-discipline, commitment, 'honesty & integrity' and courage.
4. Is the foundation of the experience, delivered at units.
5. Based on three year experience at 30hrs per year.
6. Science, technology, engineering and mathematics.

Our outcomes framework for seafarers:

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





80% reported that Sea Cadets had increased their independence and skills in the longer term

Our Strategic Regeneration Plan to 2023





Marine Society and Sea Cadets has proved immensely resilient to the challenges of the Coronavirus pandemic (Covid-19). As the world recovers, transforms and finds its new future, what we provide to young people as well as current and aspiring seafarers has never been so relevant or needed.

Now then is the time to drive our regeneration over the next two years, building on the outcomes of the 2016–2021 Impact Strategy and embracing three catalysts for change that have been learned and developed over this last year:

- **Youth centred:** putting our young people’s views and needs at the centre of our thinking and action so that we best equip them for the world ahead.
- **Empowered volunteering:** providing effective and enabling support, encouragement and flexibility to equip our volunteers to maximise their effect.
- **Collaborative working:** a one team approach at all levels enabling us to deliver with speed and agility against our common goals.

In delivering the regeneration plan we will also follow three underlying themes:

- **Developing a new blended approach:** driving digital transformation whilst 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 focussed on the customs and traditions of the Royal Navy.

We will do this by delivering projects and initiatives under seven strategic Areas of Focus:

- 1) Youth
- 2) Volunteers
- 3) Growth
- 4) Digital
- 5) Community
- 6) Marine Society
- 7) Enablers.

2021/22

Youth:

As soon as possible, in line with guidance across the four nations, we will re-introduce district, area and national cadet training programmes and target 15 hours boating (average) per cadet. Until September, this will be day run courses, offshore taster days and additional cadet holiday activity programmes, with contingency planning for summer residential camps. Thereafter we plan to revert to some residential delivery, including offshore weekly voyages. During the year we will launch a new Royal Marines Cadets syllabus, re-introduce Duke of Edinburgh expeditions and, where needed, utilise virtual delivery to ensure continued training regardless of the situation.

We will give cadets more ways to have a voice in how Sea Cadets returns and evolves. Responding to what we have already heard we will develop a 'wellbeing and resilience' course to support our cadets, as well as increase career awareness to help them find opportunities.

Alongside all of this we will re-establish the vital role of Admiral of the Sea Cadet Corps through appointment of a high profile ambassador to support all that Sea Cadets has to offer young people.

Volunteers:

Volunteers are critical to the regeneration of Sea Cadets. We will target increased training to ensure we fully re-skill our volunteers to support this, and where possible make training more accessible through blended learning, together with streamlining our on-boarding processes for new volunteers and further developing flexible volunteering options.

We will develop further support for volunteer delivery of our cadet training programmes, and pilot mental health awareness training to better equip volunteers to support cadets.

Growth:

Whereas numbers have inevitably fallen through lockdown, we believe there will now be even greater and growing demand for the unique offer of Sea Cadets. In the first year of regeneration we will focus on helping existing units plan and begin to get back to offering full capacity to their communities, including using 'twinning'

to help units benefit from shared learning across the country and support the opening of 20 new additional junior sections to enable more nine to eleven year olds to participate in what Sea Cadets has to offer.

Concerned to open Sea Cadets to all, we will also target hard-to-reach young people to offer 1,200 outreach places for summer boating sessions through our 'On the Water' programme inspiring them to get out on the water, achieve, and if they wish, join Sea Cadets.

Digital:

We will build on the digital developments we have begun to leverage over the past year, to further accelerate capability, including releasing simple digital tools for on-boarding volunteers, creating a platform for volunteer online learning, as well as offering ability to pay course contributions and volunteer expenses online.

Community:

In the return from lockdown cadets can and want to play a key role in their local communities. We will develop a framework and resources to help them and their local unit to do so, with at least 50 Sea Cadet units participating in Communities Engagement Week.

Marine Society:

Our support for seafarers has continued to be even more critical during lockdown so we have also refreshed the Marine Society offer to include both the current and aspiring seafarer. We will now introduce:

- 20 Government 'Kickstart' placements nationally
- eight outreach courses through new post-16 provider partnerships
- a suite of new Learn@Sea courses
- a careers bridge for cadets seeking to progress into the maritime sector
- a refreshed long term model for supporting seafarers considering a career ashore

Enablers:

To underpin all these plans we will develop a clear diversity and inclusion strategy, further improve fundraising and public awareness, as well as deliver a programme of infrastructure improvements.



2022/23

Youth:

By Year Two we will be offering the full range of cadet activities again, including to the new Royal Marines Cadets syllabus, ongoing cadet holiday activity programmes, re-introduction of international exchanges, further increasing Duke of Edinburgh courses and targeting 30 hours boating (average) per cadet.

Building on our Year One plans we will continue to give more cadets a voice, whilst delivering the 'wellbeing and resilience' course for cadets nationally as well as providing further practical careers support.

Volunteers:

For volunteers we will support return to full delivery of the Sea Cadet Experience, with many of the 2021/22 initiatives fully embedded. This will include delivering blended training, introducing more external accreditations, flexible volunteering as well as further improving communications with volunteers.

Growth:

On top of continuing to support the full regeneration of existing units and opening a further 20 Junior sections we will return to at least April 2020 cadet numbers, with sufficient volunteers in place to make this happen. By the end of Year Two we will also have delivered an additional 1,200 outreach opportunities.

Digital:

We will continue to invest in our digital offer with improvements to the Sea Cadets Portal, more volunteer self-service functionality, a new members' website, and upgrades to the Marine Society digital systems.

Community:

In addition to active participation of at least 150 Sea Cadets units in Communities Engagement Week, we will also play our part in the Queen's Platinum Jubilee project.

Marine Society:

By the end of Year Two we will have established two maritime apprentice recruitment assessment centres, put in place additional partnerships with learning providers, delivered additional courses and expanded our digital learning at sea resources through our 'Learn@Sea' upskilling app and 'eFarer' service offering our digital library and 'Learn@Sea' products.

Enablers:

Year Two will see the delivery of a major new boat station in the Midlands, improvements to regional training venue opportunities and completion of a wide-ranging transport review. We will also continue to roll out diversity and inclusion plans, grow fundraising and further develop communications.

Beyond regeneration

The world has changed. We have and will learn from the experience and will not go back to exactly who and what we were before the Coronavirus pandemic. We have and will continue to prove to be responsive and innovative.

By 2023:

Sea Cadets will be even stronger and even better at meeting the needs of young people and their communities in a post-pandemic world. We will have harnessed what we have learnt to further develop the offer, our systems and support for our volunteers so that by March 2023 we have even stronger foundations and are impacting the lives of many more young people with all that Sea Cadets has to offer.

Our close partnership with the Royal Navy will continue to be central to Sea Cadets and we will have delivered reflective of the Cadet Forces 2025 strategy for MOD sponsored cadet forces (which includes Sea Cadets). We will also have taken opportunities to work with the government and sector policy across the four nations to both better support Sea Cadets and use our expertise to help build better policy responses for children, young people and local communities.



Marine Society will have built services that reflect the needs of current and aspiring maritime workers in a post Covid-19 and increasingly changing and complex sector. We will have expanded our digital maritime learning services, developed a post-16 maritime careers and qualifications programme, as well as 'Coming Ashore' careers support, whilst continuing to develop a scholarships and bursaries offer, crew libraries and specialist book sales.

Together we will have forged even stronger and collaborative working, engaging with our many sponsors, and fully leveraging our resources across the charity for the benefit of cadets, volunteers and seafarers.

Beyond 2023:

Alongside this work we will develop our next long term strategy from 2023, building on the following themes:

- Youth centred and focussed, engaging and impacting young people
- Empowering and supporting our volunteers
- Continuing to grow
- Driving collaboration, innovation and fully harnessing blended working
- Becoming fully inclusive and contributing to the communities in which we operate
- Developing our maritime learning offer
- Supporting our staff and enabling them to maximise delivery

61% credited Sea Cadets with inspiring them to seriously consider a Royal Navy or maritime career



70% thought Sea Cadets helped them cope with challenges in the longer term



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