



FUTURE READY

Strategic Plan 2023 - 2028

INTRODUCTION FROM THE CEO

Two years on from the launch of our Regeneration Plan designed to revive our activities after the pandemic, I'm proud that we have gone far beyond getting 'back to normal'.

Thanks to incredible delivery by our amazing volunteers, swelled by the many new volunteers that have joined us over the period, Sea Cadets has never been so much in demand. Cadet waiting lists are bulging across the UK, with our On the Water summer outreach programme targeting hard-to-reach young people and exciting further interest in new communities.

At the same time, we have continued to develop our lifelong learning and support for seafarers and maritime professionals, including an expanded range of apprenticeships thanks to our new partnership with UK Sailing Academy.

Alongside delivery of new equipment and facilities we have invested heavily in digital transformation. For Sea Cadets, this means a fantastic platform supporting in-person delivery to our young people, hybrid learning for our volunteers, a volunteer portal, upgrade to our cadet portal, plus online booking and consent for cadet courses. For seafarers, a further leap forward in our Learn@Sea and Learn@Shore apps means our digital offer matches many of the best in maritime education too. And for the charity as a whole, new online finance and case management systems deliver greater effectiveness.

This Future Ready strategy then, is about seizing the opportunities we have worked so hard to create; about meeting the growing demand for what we provide, both for young people and seafarers – and the thousands who aspire to become the sea cadets and maritime professionals of the future.

Yet our Future Ready strategy is also about equipping our young people and seafarers for a world of increasingly rapid change. The fourth industrial revolution has only just begun, accelerated by the pandemic. It will bring massive technological advances, the likes of which we are yet to witness, and result in further global economic and political change. This will offer our young people and seafarers new and exciting opportunities, but also transform their world of work.

Our theory of change for Marine Society (page 10) shows how we equip seafarers and maritime professionals for this future world by offering learning opportunities and support to skill and re-skill throughout their career to maximise their potential. Our strategy puts this into practice through interventions that will further contribute to the versatility, skills, expertise and outcomes identified as key for the future maritime world in the Government's Maritime 2050 strategy.

Our theory of change for Sea Cadets (p8) shows how the challenge and adventure offered through the Sea Cadets Experience develops confidence, resilience, wellbeing and the ability to work as a team, together with providing a set of clear values – all to launch young people for life. In a future world where no job is going to be left unchanged and the academic skills required are entirely unclear, it is precisely this unique mix of non-formal education that will best equip young people to thrive in the future. Indeed, analysis has found that the activities we provide through Sea Cadets develop key life skills within just six months. Furthermore, our multigenerational impact study, My LegaSea¹ showed that 95% of former sea cadets believed that being a sea cadet had a long-term positive impact on their life.

Yet if we are to help more young people with this compelling formula, we must both grow and do more to welcome in those from under-represented or marginalised groups. Because no one is better placed than our cadets to judge how to excite and engage young people, we have designed this strategy by listening to them. They have helped shape its three key elements: our Offer; our People; and Inclusion & Growth.

As a result, **our offer** will better reflect today's Royal Navy in the Sea Cadets Experience and drive youth voice. For **our people**, having also listened to our volunteers and employees, we will increase the support and development we offer so that they can deliver even more effectively. In setting the conditions for **growth**, we also commit to swell the ranks of our army of amazing volunteers by driving flexible volunteering. Delivering a more **inclusive** Sea Cadets is the top priority for our cadets, with work to improve accessibility, policies and understanding part of the vital early action we're taking to deliver on the 52 recommendations in our equality², diversity and inclusion (EDI) audit published in July 2022³.



To recognise these developments, to take onboard the feedback from cadets, volunteers, employees and others, and to inspire progress towards our Future Ready strategic objectives, we've updated our Vision, Mission and Values (pp4-7). But because it continues to reflect these ambitious aims, our overall position statement remains the same: "The leading maritime charity for youth development and lifelong learning."

Guided by this strategy, we are more motivated than ever to maintain our status as leaders and pioneers in everything we do, while striving to learn from others and embrace better ways of working.

We can't stop the world changing, but we can adapt, thrive and ensure we equip our beneficiaries for their futures. This strategy ensures that, whatever the next five years bring, our young people and seafarers will be Future Ready.

Martin J Coles CBE

MSSC'S OVERALL POSITION STATEMENT:

The leading maritime charity for youth development and lifelong learning.

1. My LegaSea report published January 2021: see 'Evidencing the impact of Sea Cadets' appendix to this report (p26)
2. "Equality" was the term used in the title of this report, however the term now being used across MSSC is "equity"
3. Marine Society & Sea Cadets Equality, Diversity & Inclusion (EDI) Audit Report, published July 2022: www.ms-sc.org/EDI



OUR VISION & MISSION

MSSC's Position Statement is **“The leading maritime charity for youth development and lifelong learning”**. We are committed to developing young people through all things maritime, alongside delivering learning and career development for professionals across the sector.

Sea Cadets champions the futures of 14,000 young people, guided by 8,500 volunteers in 400 units across the UK. At its heart are the customs and traditions of today's Royal Navy. We believe it is the unique combination of this core together with our nautical activities and progressive structure that launches so many young people into successful futures.

Our Vision and Mission for Sea Cadets

Vision:
 “Every young person launched for life.”
We aspire to a world where every young person who might wish to, can be positively impacted by Sea Cadets and launched for their life ahead.

Mission:
 “Inspiring young people to achieve their potential through challenge and nautical adventure guided by the customs and traditions of today's Royal Navy.”
We seek to achieve this Vision by exciting young people by offering them the opportunity to participate in challenging and nautical adventurous activity. Being “guided by” the Royal Navy reflects that we can learn much from its progress, and our young people benefit from even more engagement with its personnel. By highlighting “today's” Royal Navy, we recognise its more modern customs – from an inclusive culture to the pioneering use of technology.



Marine Society supports current and aspiring seafarers and maritime professionals in the UK and internationally to achieve their futures. Alongside our partners, we offer in-person and remote learning and development for the maritime sector, together with advice, guidance, bursary and scholarship support.

Our Vision and Mission for Marine Society

Vision:
 “Every current and future seafarer and maritime professional skilled for life.”
We aspire to a world where all current and future seafarers and maritime professionals who wish to be, are skilled and re-skilled for their developing career with practical and transferable skills.

Mission:
 “Enabling current and future seafarers and maritime professionals to realise their potential through learning and career development.”
We seek to achieve this Vision by giving current and future seafarers and maritime professionals the means to succeed. In “realising their potential”, we want them to surpass even their own expectations, through a sharper focus on improving career prospects.





OUR VALUES

Guided by the views of volunteers, cadets and employees, we have updated the way we define our six core values – to emphasise the importance of inclusion, inspire loyalty to the organisation, and redouble our commitment to doing our best.



Our Values at MSSC:

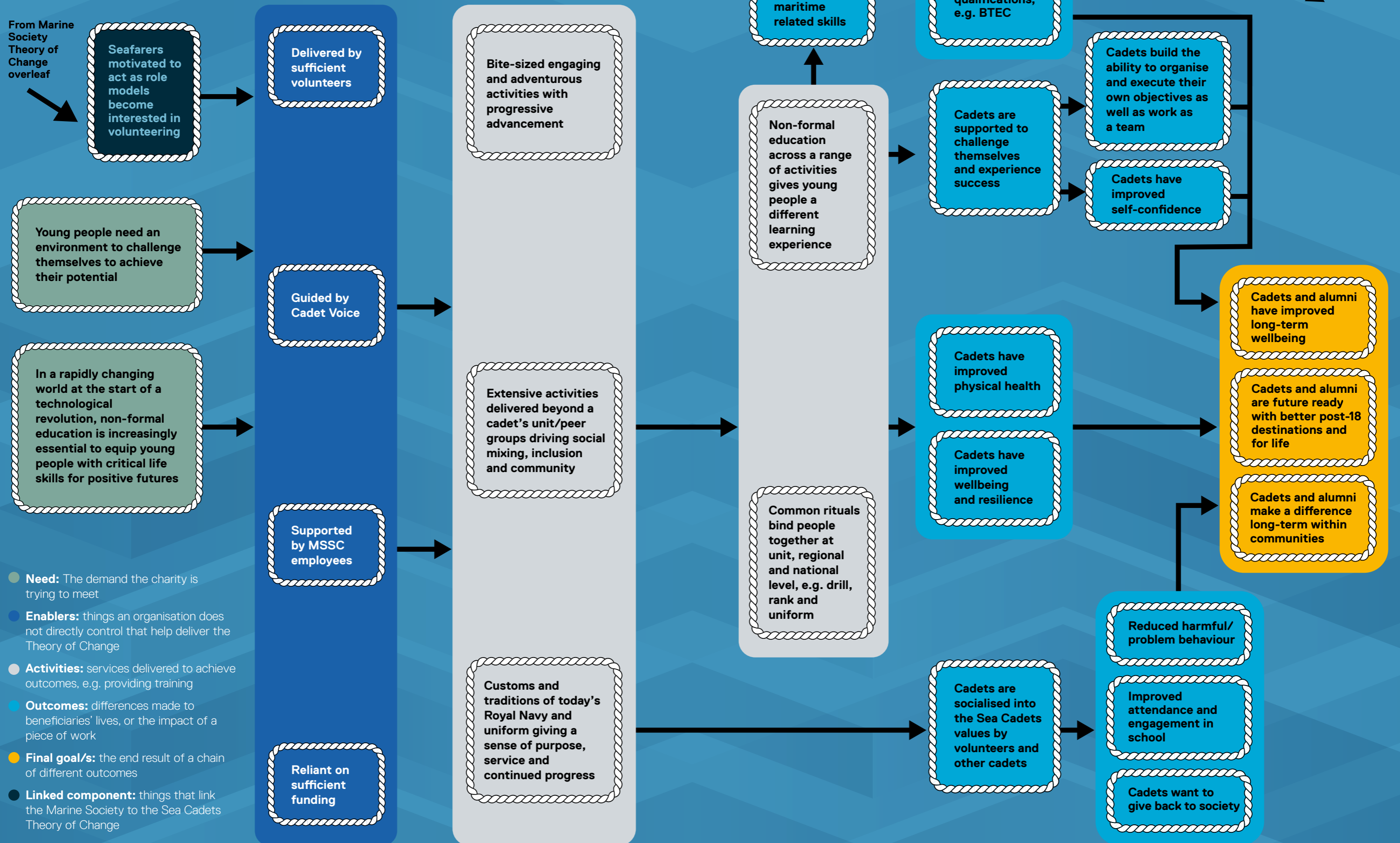
- ◆ **Respect:** “We are inclusive, considerate and professional.”
- ◆ **Loyalty:** “We put our beneficiaries first and pull together to achieve our shared goals.”
- ◆ **Self-Discipline:** “We are focussed and structured in our work to achieve the best possible outcomes.”
- ◆ **Commitment:** “We are committed to the charity’s goals and to work creatively to find solutions.”
- ◆ **Honesty & Integrity:** “We are open, honest and treat everyone fairly.”
- ◆ **Courage:** “We do what we know is right and support others to do the same.”

Our Sea Cadets Values:

- ◆ **Respect:** “To be inclusive, appreciate others and considerate of all.”
- ◆ **Loyalty:** “To be faithful to those who value and support me.”
- ◆ **Self-Discipline:** “To do my best and 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 I know is right.”

Our Theory of Change for Sea Cadets

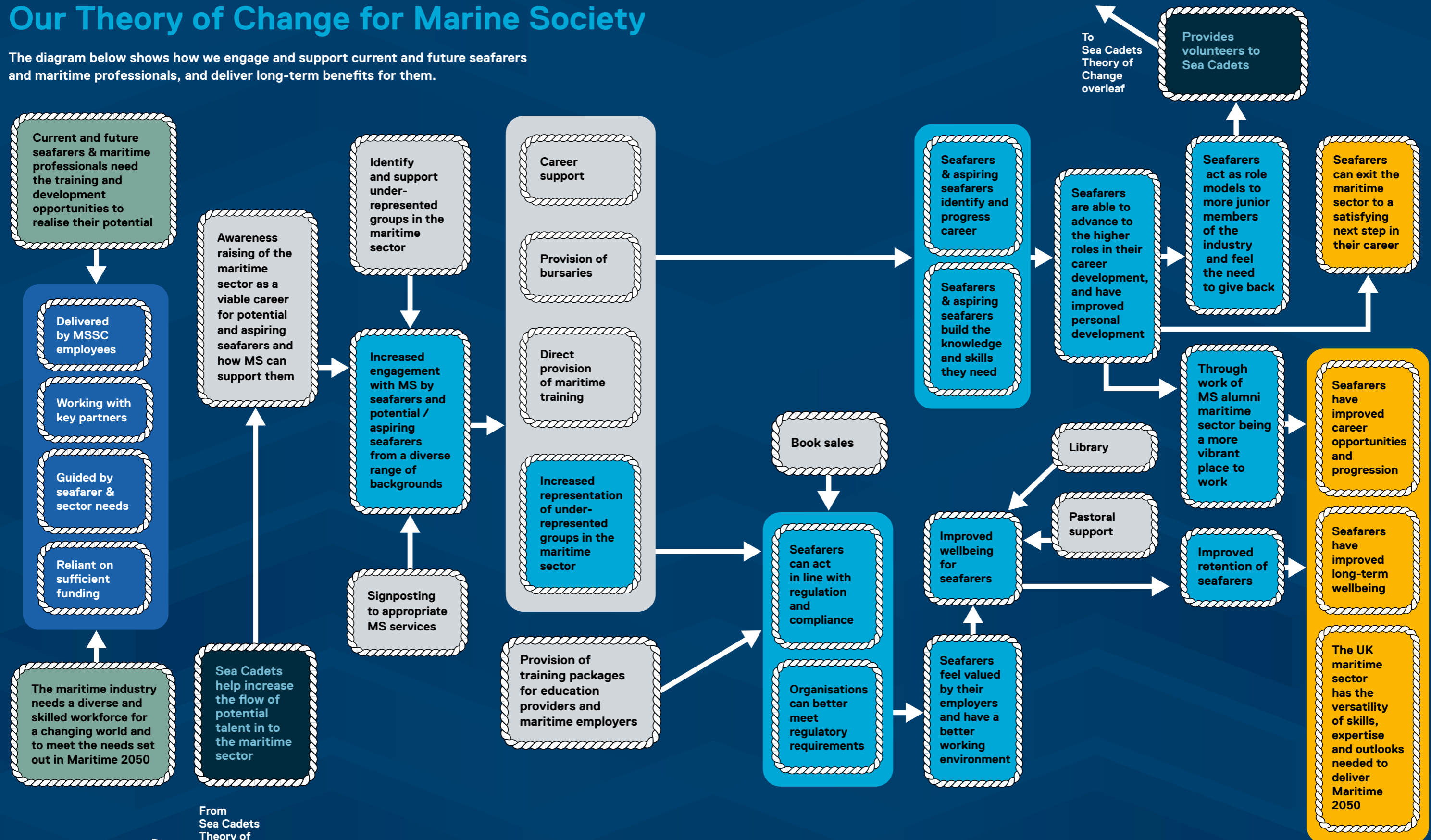
We developed a theory of change to help us show how we deliver impact for young people through the Sea Cadets Experience (see appendix). It means we can explain more clearly why we offer what we do through the Sea Cadets Experience and how we achieve positive outcomes for young people.



- **Need:** The demand the charity is trying to meet
- **Enablers:** things an organisation does not directly control that help deliver the Theory of Change
- **Activities:** services delivered to achieve outcomes, e.g. providing training
- **Outcomes:** differences made to beneficiaries' lives, or the impact of a piece of work
- **Final goal/s:** the end result of a chain of different outcomes
- **Linked component:** things that link the Marine Society to the Sea Cadets Theory of Change

Our Theory of Change for Marine Society

The diagram below shows how we engage and support current and future seafarers and maritime professionals, and deliver long-term benefits for them.



From Sea Cadets Theory of Change overleaf

- Need:** The demand the charity is trying to meet
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FUTURE READY STRATEGY: KEY THEMES

Our Future Ready strategy, charting our course for the next five years to 2028, is about equipping our young people, seafarers and maritime professionals for a world of increasingly rapid change.

The strategy seeks to achieve this by creating the conditions where:

- Sea Cadets is able to grow to meet demand, engaging more volunteers to enable this.
- More young people are launched for life, fully equipped to thrive in a changing world.
- More seafarers and maritime professionals are prepared for successful careers in line with Maritime 2050.
- Our volunteers and employees feel fully valued and supported.
- We become fully inclusive and increase our engagement across more communities.

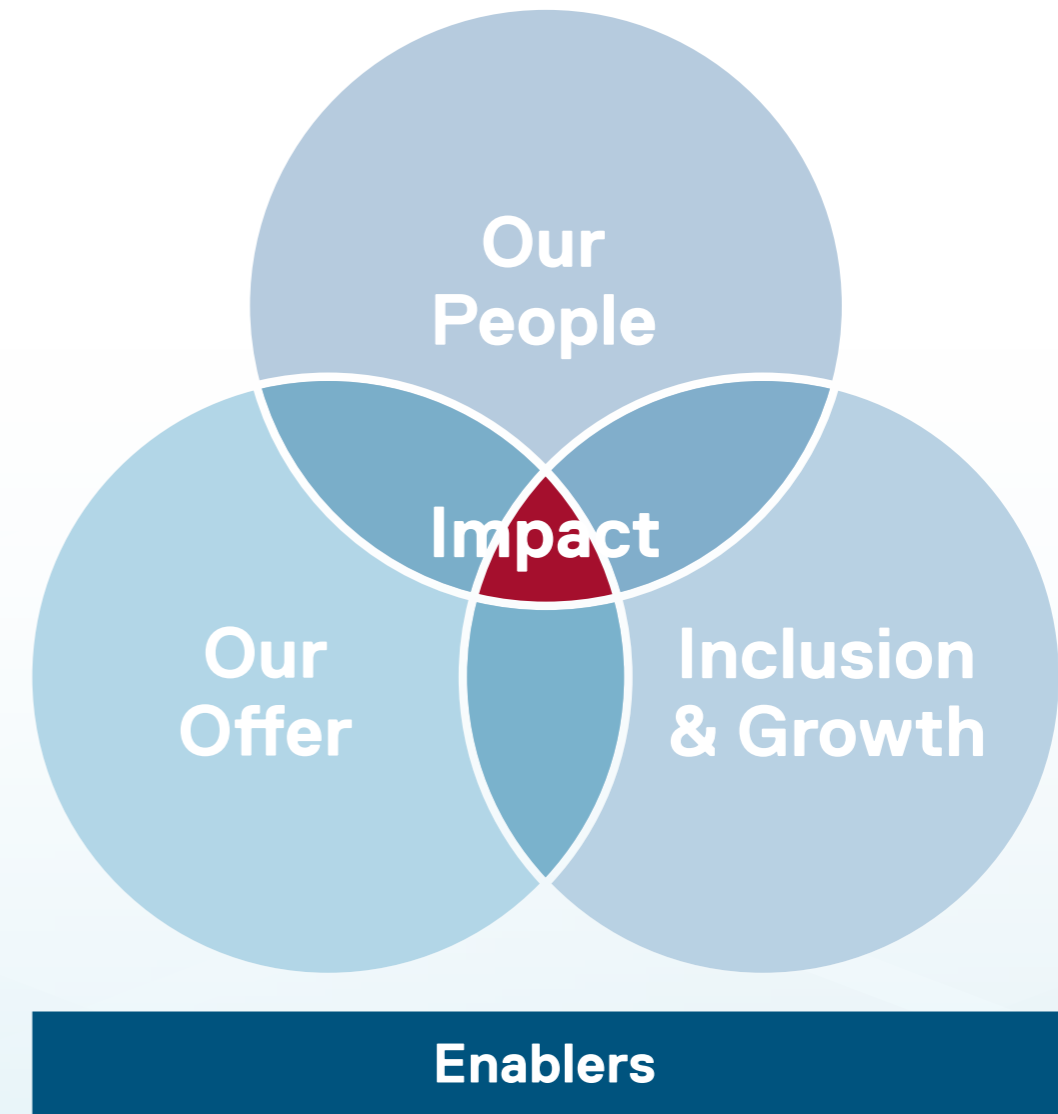
We will do this by focussing on three key themes:

- **Our Offer** – Enabling a more consistent, focussed delivery and driving cadet voice.
- **Our People** – Enabling and equipping our volunteers and employees to support our beneficiaries.
- **Inclusion & Growth** – Supporting more beneficiaries and being more diverse and inclusive.

All supported by our underpinning **Enablers**

Together these are seen as the levers we can pull to deliver real **impact**.

We are clear that safety and safeguarding are paramount to everything we do and therefore foremost in all of the objectives in the strategy.





OUR OFFER

Is about enabling a more consistent, focussed and engaging delivery. In response to cadets' views, we are ensuring that we reflect today's Royal Navy, developing support for mental health and emotional wellbeing, and driving youth voice at all levels. For Marine Society, we are growing our maritime curriculum, including expanding the provision of apprenticeships.



SEA CADETS

- **Enhance the Sea Cadets Experience**

- Support the delivery of engaging training and activities for cadets
- Review our national competitions programme, developing a broader internal and external offer at all levels
- Broaden our use of activities hubs, including shooting hubs
- Continue to drive the delivery of district, area and national training in line with the outcomes of the Training Review
- Further embed the support for positive mental health and emotional wellbeing into cadet training programmes
- Develop and embed effective evaluation and feedback mechanisms

- **Further reflect today's Royal Navy and the maritime sector**

- Modernise training to reflect today's Royal Navy
- Increase opportunities to experience today's Royal Navy and maritime sector
- Raise maritime and naval awareness including expanding our maritime and naval acquaint courses

- **Develop Cadet Voice**

- Further develop cadet co-production
- Enable every cadet to influence their Sea Cadets Experience
- Establish and support cadets to represent our organisation



SEAFARERS AND MARITIME PROFESSIONALS

- **Expand apprenticeships**

- Increase the number of apprenticeship standards
- Grow and diversify programme take-up
- Increase direct delivery

- **Grow and broaden our maritime curriculum**

- Develop and deliver maritime courses
- Further develop our virtual offer
- Explore new partnership opportunities

- **Develop the promotion and support for maritime careers**

- Promote maritime careers to Sea Cadets, under-represented groups and others
- Grow industry placement opportunities
- Grow our Coming Ashore programme

- **Develop financial support**

- Identify external funding for career progression



OUR PEOPLE

Is about enabling and better preparing our incredible volunteers and employees to support our beneficiaries. This includes equipping them to provide youth-centred delivery, supporting them to gain the skills for their role and, critically, fully embracing flexible volunteering – inspiring more to enjoy giving their time and talents with Sea Cadets.



OUR VOLUNTEERS

- **Equip our key volunteers for their roles**
 - Implement and embed leadership and management training at all levels
 - Create and support a mentoring programme for key roles
- **Increase flexible approaches to volunteering**
 - Develop and implement routes to engage people with specific skills
 - Create conditions for and support role sharing
 - Identify and remove barriers to flexible volunteering
- **Equip our instructional volunteers for their roles**
 - Embed our working with young people approach for all uniformed volunteers and instructors
 - Target the provision of instructor training to meet skill gaps in the delivery of the cadet programmes

OUR EMPLOYEES

- **Support and develop our employees**
 - Promote a welcoming, valuing and inclusive culture
 - Develop effective leadership and management skills across the organisation
 - Ensure that we support, value and invest in our employees





INCLUSION & GROWTH

Is about supporting more beneficiaries and being more diverse and inclusive. This includes growing and broadening our offer and reach as well as fully embracing equity, diversity and inclusivity.

Delivering a more inclusive Sea Cadets is also the top priority for our cadets, and we are delivering on the recommendations in our equality, diversity and inclusion (EDI) audit.⁴

Equally important is creating the conditions for the growth of Sea Cadets – in part to alleviate our burgeoning waiting lists, although the overall target is to grow by 2,500 cadets by 2028. In seeking to further broaden our reach and offer, we are growing our On The Water summer programme to engage hard-to-reach young people, maintaining our marine engineering (STEM) programme working with schools, and exploring other ways to positively impact this generation.

INCLUSION

- ♦ **Update, develop and implement clear EDI policies**
 - Establish clear consistent EDI policies
 - Set clear expectations and hold everyone to account
 - Ensure a culture of challenging inappropriate behaviour
- ♦ **Provide training, resources and signposting**
 - Design, implement and embed mandatory EDI training for volunteers and employees
 - Embed EDI training into the training programmes for all cadets
 - Provide guidance and resources to support EDI, with signposting to specialist organisations
- ♦ **Identify and implement appropriate support mechanisms**
 - Establish networks and support groups
- ♦ **Ensure that we reflect the communities we serve**
 - Ensure that our offer is accessible to all
 - Proactively reach out to the communities we serve and ensure we reflect that community appropriately
- ♦ **Monitor progress and develop our approach**
 - Collect and review appropriate demographic and protected characteristic data
 - Monitor progress and assess impact, identify lessons learnt and develop our approach

GROWTH

- ♦ **Create the conditions for growth**
 - Identify and remove barriers to engaging more young people in existing units
 - Identify and remove barriers to opening new sections and units
 - Provide support and guidance for growth
- ♦ **Enable existing provision to grow**
 - Attract, recruit and retain cadets and volunteers
 - Further support cadet to volunteer transition
 - Develop, promote and support new unit models (e.g. satellite sections)
- ♦ **Develop new provision**
 - Open new sections (juniors, RMC) and units
 - Extension into new areas, locations and communities
- ♦ **Outreach**
 - Grow alternative / non-traditional provision (e.g. MEP, On The Water)
 - Develop targeted outreach for under-represented groups (e.g. faith, SEND)
 - Innovate and trial new approaches



4. Marine Society & Sea Cadets Equality, Diversity & Inclusion (EDI) Audit Report, published July 2022: www.ms-sc.org/EDI



ENABLERS

Is about the underpinning work needed to deliver our three Key Themes. This includes developing our environmental approach, as well as work to ensure that the resources, facilities, equipment and systems are in place to support our delivery.



Sea cadets preparing to install a sea hive habitat at Port Edgar Boat Station

◆ Develop our environmental approach

- Embed environmental action into our cadet programmes
- Assess our local and national carbon footprint, identifying and implementing ways to reduce and offset it
- Investigate opportunities for alternative power generation by units and centres
- Explore opportunities to embed Environmental, Social and Governance (ESG) approaches across the charity

◆ Generate the necessary funding

- Deliver the fundraising strategy
- Ensure sufficient Grant in Aid and other funding streams
- Develop and implement a “friends of” programme

◆ Continue to improve communications

- Deliver effective internal communications
- Deliver effective external communications

◆ Develop facilities and equipment to support cadet training

- Develop a plan to ensure appropriate facilities and equipment to meet Sea Cadets beyond unit training needs
- Deliver new training venues
- Develop a plan to ensure appropriate facilities and equipment to meet Marine Society training needs

◆ Continue to drive digital transformation

- Identify and implement a new volunteer web platform and communications system
- Review our digital platforms, identify potential developments and implement where appropriate
- Review and develop the Sea Cadets Portal

◆ Develop our assurance mechanisms

- Review the Unit Review, Royal Naval Parade and Unit Support Visits to appropriately celebrate and reward success



HOW WILL THE FUTURE READY STRATEGY AFFECT ME?

Our Future Ready Strategy sets the roadmap for our ambitious and exciting delivery over the next five years. This builds on the excellent work of our volunteers, employees, cadets, seafarers and supporters, who together helped to ensure our strong base today.

Success, however, will rely on positive change for everyone in both what we experience, how we operate, and the part we each contribute. By making these changes we will ensure that, together, we can deliver even more for our young people and seafarers, as well as our volunteers and employees.



WHAT FUTURE READY MEANS FOR CADETS

- ◆ **Cadet Experience**
 - You will benefit from more engaging training and activities.
 - Your training experience will further reflect today's Royal Navy with more opportunities to interact with the Royal Navy and maritime sector.
 - You will be encouraged to give feedback on your Sea Cadets Experience that will help improve training and activities.
 - You will have positive mental health and emotional wellbeing training available.
- ◆ **Cadet Voice**
 - You will be empowered to take the lead on setting up cadet forums at your unit and supported in contributing to the running of national and area projects.
- ◆ **Volunteers**
 - You will be actively supported to make the transition from cadet to adult volunteer.
- ◆ **Growth**
 - You will play a leading role in identifying and removing barriers to engaging more young people with your unit.
- ◆ **EDI**
 - You will be supported in helping to ensure a unit culture of challenging inappropriate behaviour and promoting inclusion.
- ◆ **Environment**
 - You will be given the tools to assess your unit's carbon footprint and explore greener solutions.

5. Unit volunteers includes, instructional volunteers (uniformed and non-uniformed), unit management committee members, assistants, chaplains and any other adult volunteering to support a Sea Cadets unit.



WHAT FUTURE READY MEANS FOR UNIT VOLUNTEERS⁵

- ◆ **Cadet Experience**
 - For instructors you will:
 - ◆ Be trained and equipped to work with young people.
 - ◆ Offer really engaging training and activities for cadets in your unit or a local activity hub.
- ◆ **Cadet Voice**
 - You will hold regular cadet forums at your unit and send a cadet representative to every District Cadet Forum.
- ◆ **Volunteering**
 - You will benefit from and support new volunteers through an improved onboarding process.
 - You will have training available to equip you for your role.
 - Those in key roles will be able to draw on leadership and management training and a mentoring programme, to further support other volunteers.
 - You will offer flexible ways for new and existing volunteers to support your unit, including through opportunities for role-sharing.
 - You will use and be able to rely upon updated unit assurance and engagement mechanisms.
 - You will benefit from clear internal communications
 - Your efforts and achievements will be recognised and celebrated.
- ◆ **Growth**
 - You will be helped to grow your unit by recruiting more cadets and, where necessary, opening new sections.
- ◆ **EDI**
 - You will be supported to reach out to your diverse local communities, to ensure that all local people feel represented by the unit.
- ◆ **Enablers**
 - You will use the tools provided to work with your cadets to assess your unit's carbon footprint and explore greener solutions.
 - You will be able to draw on fundraising advice and support for your unit.



HRH Princess Royal, Admiral of the Sea Cadet Corps, on a sea voyage aboard the flagship, TS Royalist.



WHAT FUTURE READY MEANS FOR DISTRICT, AREA AND NATIONAL VOLUNTEERS⁶

♦ Cadet Experience

- For instructors or leaders of training delivery you will:
- Work to increase the amount of cadet training delivered.
- Draw increasingly on unit activity hubs and some unit facilities for training delivery.
- Provide further training and support for working with young people.

♦ Cadet Voice

- You will hold regular District, Area and National Cadet Forums.

♦ Volunteering

- You will actively support new volunteers using an improved onboarding process.
- You will be equipped to increase the amount of volunteer training.
- You will be able to draw on a mentoring programme and leadership and management training, to further support other volunteers.
- You will increasingly offer flexible ways for new and existing volunteers to support Sea Cadets, including through opportunities for role-sharing.
- You will be able to rely on updated unit assurance and engagement mechanisms.
- You will benefit from and provide clear internal communications.
- Your efforts and achievements will be recognised and celebrated.

♦ Growth

- You will be helped to identify and actively support opportunities to open new sections or units.

♦ EDI

- You will have the training to help units to reach out to their diverse local communities, to ensure that all local people feel represented by the unit.

6. District, area and national volunteers includes, instructional volunteers (uniformed and non-uniformed), district and area chairs, and any other adult volunteering to support a sea cadet outside of a Sea Cadets unit.



WHAT FUTURE READY MEANS FOR EMPLOYEES

♦ Support for our work

- You will be working to help:
 - Sea Cadets grow and engage more volunteers to enable this.
 - Deliver training to launch more young people for life, fully equipped to thrive in a changing world.
 - More seafarers and maritime professionals become prepared for successful careers in line with Maritime 2050.
- Our volunteers and employees feel fully valued and supported.
- Everyone become fully inclusive and increase our engagement across more communities.

♦ Support for you

- Your team will benefit from an improved onboarding and induction experience for new colleagues.
- You will enjoy and contribute to an improved work experience as we continue to enhance our working culture.
- You will benefit from and contribute to an even more welcoming and collaborative working environment as we continue to promote increased awareness about Equity, Diversity and Inclusion.
- You will benefit from clear internal communications.

♦ Development

- You will enjoy enhanced development opportunities for employees, including a focus on management and leadership skills.

♦ Rewards and recognition

- You will be appropriately rewarded for your work, including with relevant and competitive benefits.
- Your efforts and achievements will be recognised and celebrated.



WHAT FUTURE READY MEANS FOR SEAFARERS

♦ Apprenticeships

- As an aspiring seafarer or maritime professional, you will be able to choose from an expanded range of six maritime apprenticeships as you explore your interest in a maritime career.

♦ Maritime curriculum

- You will benefit from the growth and development of our maritime courses to better equip you for the world of Maritime 2050, with virtual learning options available at levels 1-3.

♦ Careers support

- You will be able to access our tailored maritime careers advice, information and guidance with ease, through an enhanced Marine Society website.
- As a seafarer looking to go ashore you will benefit from our Coming Ashore programme enhanced by industry placements with marine employers and increased number of industry mentors and a regular podcast providing expert advice and personal stories.

♦ Support for you

- You will benefit from an even more welcoming and collaborative learning environment as we continue to promote increased awareness about Equity, Diversity and Inclusion.
- You will be able to draw on scholarship and bursary support for a number of our courses.

APPENDIX – IMPACT

EVIDENCING THE IMPACT OF SEA CADETS

Sea Cadets aims to help young people to launch well into today's world. Utilising a unique mix of adventure and education, Sea Cadets strives to ensure members are better equipped to face the multiple challenges they inevitably confront over time.

In recent years Sea Cadets has sought to formally evaluate the impact of its work. Like similar exercises undertaken by other youth sector agencies, these evaluations surveyed existing members and have enabled Sea Cadets to adapt their practice to better address the needs of extant and future cadets in terms of short-term positive impact. Unfortunately, however, such investigations provide no real evidence of the long-term impact of such engagement.

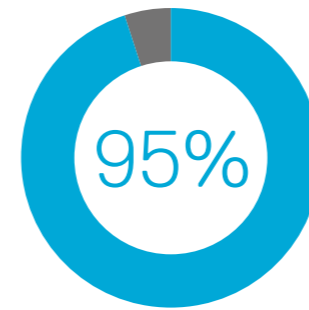
The 'My LegaSea' project⁷ addressed this gap by asking thousands of former members to verify the long-term impact of their involvement with Sea Cadets. Drawing upon statistical evidence, interview data and other source material, our Launching into Life report seeks to discover exactly the impact Sea Cadets has had on the life-course of thousands of previous members.

Launching into Life presents quantitative and qualitative data that reveals how Sea Cadets influenced the lives of the research participants over, in some cases, more than half a century. Whilst the evidence relates exclusively to a single organisation the findings clearly have wider implications for other youth organisations. Launching into Life demonstrates the merits of extending the youth impact agenda beyond a narrow focus on the measurement of short-term outcomes.

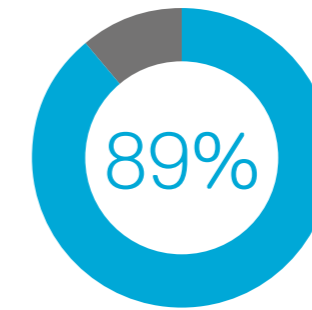
7. My LegaSea independent research project, the findings of which were published in January 2021 in 'Launching into Life': www.sea-cadets.org/launching



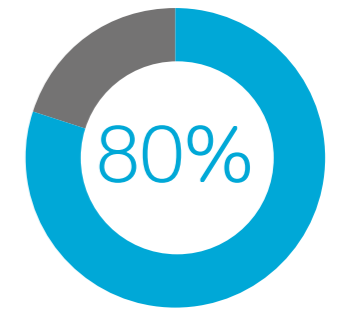
Of the nine generations of over 3,000 former sea cadets who participated in the My LegaSea survey:



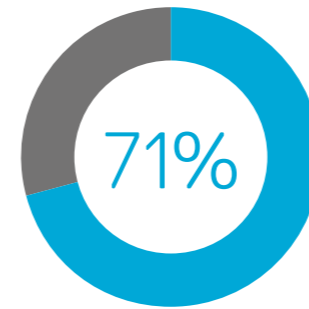
believed Sea Cadets had a positive long-term impact on their life



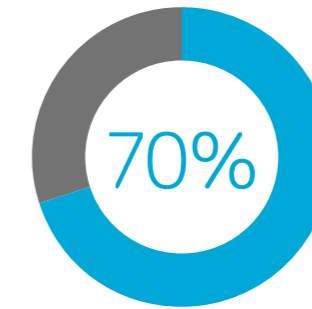
said Sea Cadets developed their independence and skills during their time as members



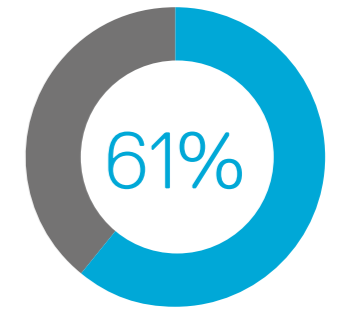
reported that Sea Cadets had increased their independence and skills in the longer term



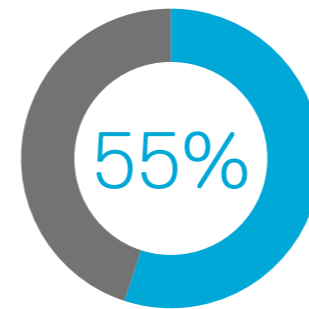
reported Sea Cadets improved their happiness and wellbeing whilst they were members



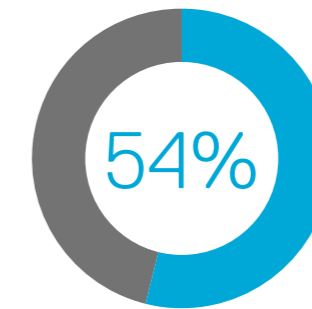
thought Sea Cadets helped them cope with challenges in the longer term



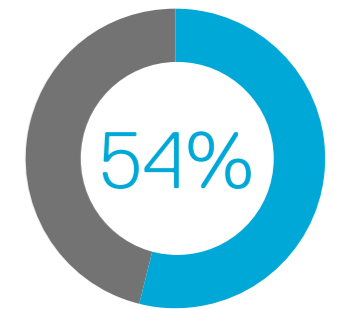
credited Sea Cadets with inspiring them to seriously consider a Royal Navy or maritime career



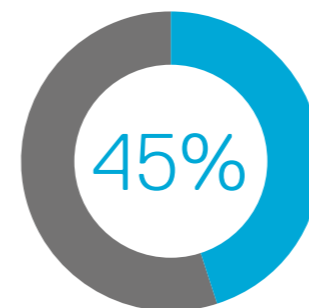
deemed Sea Cadets to have helped them gain qualifications during their time as members



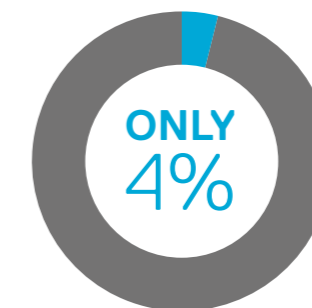
reported Sea Cadets helped them with their careers during their time as members



said Sea Cadets helped them with their careers in the longer term



confirmed Sea Cadets contributed to their long-term wellbeing

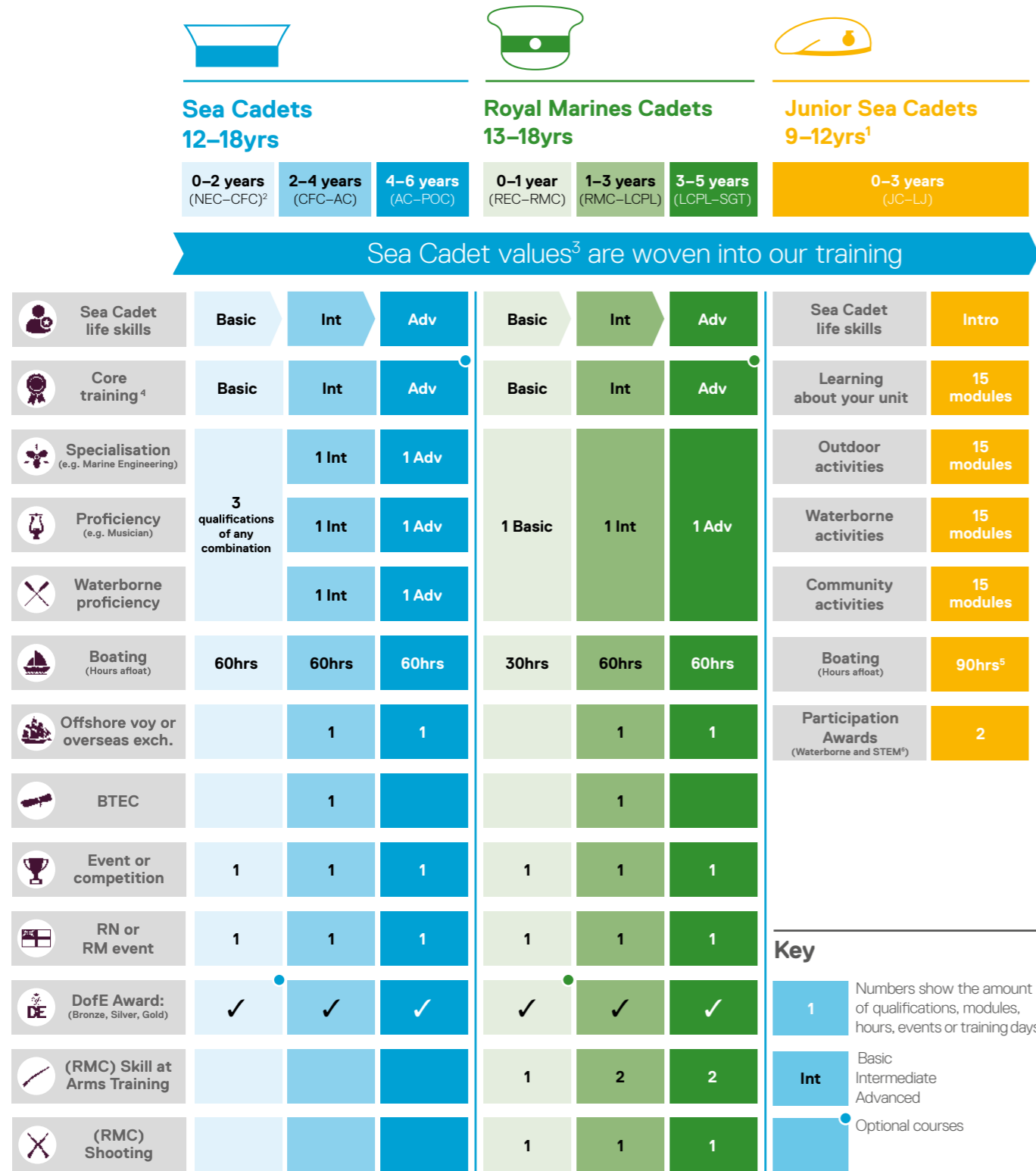


were unable to identify a specific long-term impact on their lives

These statistics indicate that Sea Cadets had a consistent and enduring beneficial impact on the lives of survey participants across the different generations that engaged in the research.

APPENDIX: THE SEA CADETS EXPERIENCE

The Sea Cadets Experience shows the activity on offer to young people. It offers a clear pathway for them 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 Cadets Values, underpinning the core of what we do and helping them to find their course in life through us.



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.

GLOSSARY

Activities Hubs	Designated venues where the necessary equipment and other facilities are available to support the delivery of a specific activity. Examples include boating, mountain biking and shooting hubs.
Apprenticeships	A paid job which offers hands-on work experience alongside off-the-job training.
Cadets	Young people who take part in Sea Cadets through membership of one of 3 sections: <ul style="list-style-type: none"> • Juniors - aged 9 - 12 years • Sea Cadets - aged 12 - 18 • Royal Marines Cadets - aged 13 - 18
Cadet co-production	Co-production involves volunteers / employees working in partnership and sharing power with cadets in the shaping and development of Sea Cadets.
Cadet to volunteer (C2V) programme	The C2V programme is designed to give cadets the knowledge and tools to make an informed, committed decision about volunteering in the Sea Cadets as an adult.
Coming Ashore programme	A dedicated programme to help seafarers get the support and skills they need to transition to a shore-based career in the maritime sector.
EDI	Equity ⁸ , Diversity and Inclusion.
Future Ready	The MSSC's strategy to 2028.
Flexible volunteering	Volunteering opportunities that fit the needs, expectations and availability of the potential / existing volunteer.
Hubs	See "Activities Hubs" above.
Juniors	The Sea Cadets section for young people aged 9 - 12 years.
Maritime 2050	The government's maritime strategy for 2050 focussed of supporting and growing the UK's maritime sector.
MEP	The Marine Engineering Project. A project delivering marine engineering sessions in schools and supporting Marine Engineering (ME) in Sea Cadets through the provision of ME Pods.
MS	Marine Society – part of the national charity supporting seafarers and maritime professionals.
MSSC	Marine Society & Sea Cadets – the national charity.
My LegaSea	An independent multigenerational impact study of Sea Cadets published in January 2021.
On The Water (OTW)	An outreach programme which each year offers 1,400 young people from hard-to-reach backgrounds the opportunity of experiencing water based activities.

8. The July 2022 EDI report used the term "equality", however "equity" is now used across the MSSC.

GLOSSARY

Outreach	Projects working with young people from hard to reach backgrounds, not necessarily expecting them to become Sea Cadets.
Regeneration Plan	The MSSC's regeneration plan which ran from 1 April 2021 to 31 March 2023, focussing on driving forward after the Coronavirus pandemic, building on the outcomes from the previous 2016-2021 Impact Strategy.
RMC	Royal Marines Cadets.
Satellite sections	Sections that are part of an existing Sea Cadets unit but parade at a different location (in another part of town or different village etc).
Sea Cadets Experience	The Sea Cadets Experience is the programme and pathway that young people follow as they progress through their sea cadet career.
Section	One of the following components of a Unit: <ul style="list-style-type: none"> • Juniors - aged 9 - 12 years • Sea Cadets – aged 12 - 18 • Royal Marines Cadets – aged 13 - 18.
Seafarers and maritime professionals	A term used for those working in the maritime sector, which by the inclusion of "maritime professional" recognises that not everyone in the sector goes to sea.
SEND	Special educational needs and disability.
Shooting Hubs	Designated venues where the necessary equipment and other facilities are available to support the delivery of shooting.
Training Review	The 2020 review of Sea Cadets training at beyond unit level that set out a revised training model, with training planned on the basis of needs and supported by a revised structure.
Unit	One of the 400 bodies responsible for the delivery of Sea Cadets at a local level and consisting of one or more sections (see above). Each unit is a charity affiliated to the MSSC and adopting a standard constitution.
Volunteers	Sea Cadets is largely delivered by over 8,500 volunteers, each of whom give their time freely to support the organisation across a wide variety of roles and functions.

THANK YOU

We would like to express our immense gratitude to all those who have contributed to the development of this Future Ready strategy. Thank you to our cadets, volunteers and employees, who invested time and energy in engaging with the various rounds of survey and consultation. Thank you also to the Senior Management Team, and in particular Paul Wilkinson, who led this work. Thank you to the Royal Navy and all our supporters for their interest, guidance and support.

Thank you also to our trustees who have supported the process. Together you have helped create a hugely ambitious strategy that will enable even more young people and seafarers to become Future Ready.

We will now set detailed yearly plans and marshal resources to work with our amazing volunteers and employees to ensure success.





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