

SAIL TRAINING INTERNATIONAL STRATEGIC PLAN

2018

The purpose of this strategic plan is to give a clear path and direction for the Charity for the next 5 years with an emphasis on the actions required in the short term (one year) to achieve the goals. The plan will be reviewed, extended and updated annually. The strategy of the trading company, TSRIL, is contained in a separate document.

1. WHAT WE BELIEVE

Vision Statement: Fostering understanding across nations and cultures through providing sail training to young people around the world, inspiring them to live a fulfilling life.

Mission Statement: We are a not-for-profit international organisation which promotes sail training to young people. We enable and fund young people from different backgrounds - especially those with fewer opportunities - to have challenging experiences and opportunities to develop life skills through living, working and interacting together. We work with ports and ships to provide experiences and contribute to host communities through our events (the best known are Tall Ships Races). We offer an inspirational international cultural experience that is a powerful symbol of a better society.

2. OBJECTIVES

Primary Objectives (ranked in IC order of importance)

1. Increase the number of young people (15-25) participating in sail training, particularly those who have had fewer opportunities
2. Support trainees receiving high quality experiences - onboard, before, during and after the event to widen and embed the benefits
3. Improve STI's contribution to international friendship and understanding
4. Run & support very high quality events
5. Extend the work of STI globally, to new continents and countries

Enabling Objectives

1. Generate an adequate income stream to support the primary objectives

2. Establish and maintain human relationships necessary to deliver the primary objectives.
3. Manage the governance of the Charity to conform to Charity Commission rules and recommendations of best practice.

3. STAKEHOLDERS

Owners	Customers (ie organisations that pay us for a service)	Stakeholders (individuals and organisations who have a significant interest what we do)	End beneficiaries
STI (Charity) Members/ NSTOs	Ports Ships Municipal authorities Sponsors Ports not normally a customer – contract is with municipality State governments	Employees Volunteers Youth council Ships council PAG Booking agents Maritime authorities Blue Flag Politicians Youth organisations Educational researchers	Trainees Public Sea staff Local businesses Port sponsors Politicians U.N.

4. KEY ACTIVITIES

The key activities by the Charity to deliver its objectives based on the feedback received are listed below. Resource constraints, planning and involvement of other parties inevitably means that the activities will be delivered over a period of years.

4.1. Increase the number of young people participating in sail training, particularly those who have had fewer opportunities

- Build the Sail on Board Brand through working with stakeholder groups and
- Work with and fund projects that are run by external groups whose target market is disadvantaged young people,
- Create a position in STI that is dedicated to building networks and partnerships with funding bodies and organisations whose focus is disadvantaged young people,

- Identify the skills and knowledge gaps of vessel operators and NSTOs and provide generic tools and information (including research to fill the gaps identified).
- Set the number of young trainee participants as a quantitative and qualitative KPI for TSRIL to meet in its events (such requirements will enable us to demonstrate how we deliver our charity objectives through our trading subsidiary.)
- Increase the value of bursary funding available

4.2. Support trainees receiving high quality experiences – on-board, before, during and after the event to widen and embed the benefits

- Collect, analyse and share best practice of vessel operators and host ports through STISC, PAG and at our conference.
- Development and promotion of the self-assessment toolkit to assist ships
- Set quality performance criteria for TSRIL to deliver to trainees taking part in its events.
- Develop, implement and communicate a safeguarding policy for ships and NSTOs.
- Fund research in to sail training and the quality of the trainee experience to show that sail training makes a difference.

4.3. Improve STI's contribution to international friendship and understanding

- Programme / Curriculum of activities to promote international friendship and understanding via marketing.
- Organise peace / voyages of reconciliation
- Establish bursary for geographical outreach. This could replace the existing NSTO bursary.

4.4. Run & support very high quality events

- Set clear objectives for what TSRIL have to deliver in terms of the quality of events. Including feedback from stakeholders (Ports, trainees, Ships, Sponsors, NSTOs).
- Communicate excitement of Race to the public (livestream / video)
- Imaginative use of shore based events to complement our event.

- TSRIL to investigate the feasibility of operating an alternative event income model

4.5. Extend the work of STI globally, to new continents and countries

- Seek out a global patron that is inspirational and can open doors
- Reach out to non-involved countries and where possible base it on areas where we are running events. Where there is a target area explore the possibility of TSRIL running an event / region
- Identify areas to focus on to build a sustainable presence.

4.6. Generate an adequate income stream to support the primary objectives

- Ensure that TSRIL is an effective company and has an effective board and is aligned with the Charity objectives.
- Develop an investment strategy to invest cash reserves to produce an income stream
- To increase the number and level of sponsorship, both through the Charity and through the Trading Subsidiaries.
- To seek philanthropic funding
- Seek alternative funding models
- Establish event legacy funds

4.7. Establish and maintain human relationships necessary to deliver the primary objectives.

- HR policies for staff and volunteers including safeguarding
- We need to be able to recruit and retain good staff
- Improve support for NSTOs (How can we help – To be discussed at the Spring Meeting 2019)
- Ensure effectiveness of Ships Council, Youth Council and Port Advisory Group
- Management of volunteer systems to ensure succession and competency.

4.8. Manage the governance of the Charity to conform to Charity Commission rules and recommendations of best practice.

- IT and financial system security to ensure they are fit for purpose
- Review financial controls

Where feasible, performance measures and timelines for each of the Key Activities and related tasks above will be drawn up and included at Appendix 1.

5. MARKET

In the broadest terms our end user market is young people from all over the world. Whilst this is true it is unrealistic to think we can make significant inroads into it. It is therefore sensible to segment and refine the market of young people into one that can be targeted. Young people in countries:

- With an NSTO
- Where STI events are organised
- Targeted by the Trustees.

Such segmentation fits with our stakeholder groups.

Within each group the prime market is disadvantaged young people that would have difficulty in accessing sail training.

The demand for our product, Sail Training, meets a demand that is created by the current state of international relations, the closing of borders, trade barriers. Through our events we meet a public demand for international gatherings and Tall ships spectacles. We offer effective personal development opportunities and sail training fills a gap in formal educational curricula. Attention should also be given to the top desired soft skills required by young people over the next decade and how sail training can improve employability.

Our competitive market place for sail training amongst young people is broad. We are seeking to gain both their attention and funding to undertake an adventure activity. Competition is therefore any other form of activity that a young person and funders (self, parents, institutions) may consider, such as travelling, Outward Bound, skiing, surfing or any other form of vacation.

6. PRODUCTS & SERVICES

We have the following products and services

- Tall Ships events, with the primary brand being **The Tall Ships Races** along with **Tall Ships Regattas**.

- Promotion of sail training opportunities to young people through our brand **Sail on Board**
- Bursaries
- Conferences
- Funding for research into sail training

In addition, we also offer good practice & practical advice to ship operators.

7. STRUCTURE, STAFFING AND MANAGEMENT

The structure and overall governance of the Charity, its subsidiaries and committees is set out in 'The Red Book'. This was last updated in 2014 and will be reviewed and updated in 2019.

The governing body is the Board of Trustees which has responsibility for the organisation and management of the Charity. There are currently nine trustees with an intention to recruit at least one more. The majority of trustees are connected to and or have an interest in sail training. Although already international in its make-up, the Board is seeking to increase its diversity when making future appointments. The Charity has one subsidiary, Tall Ships Races International Ltd. (TSRIL) which is responsible for the management of all trading activity. TSRIL employs all staff and makes a management charge to the Charity for services provided. A formal contract for these services will be drawn up in the current year.

The staff team is headed by the Chief Executive Officer, who is also a director of TSRIL, working with a senior management team. The total current staff team is 12 people. Both the Charity and the trading company operates with the support of a cadre of volunteers.

An organogram diagram is attached at Appendix 2.

The policies relating to staffing and management are:

- Recruit and develop a broad mix of skilled and experienced staff that empathise with our mission and can deliver our objectives.
- Ensure equality of treatment for all staff and volunteers in training and development opportunities, performance review and flexible working
- Continually monitor developments in employment legislation and good practice in order to ensure compliance and improve our policy and practice
- Share information and involve staff in understanding our aims and plans.
- Maintain high level leadership and management skills to enhance the reputation and professionalism of the organisation.

- Implement best practice on cyber security and IT

8. FUNDING & FINANCIAL MANAGEMENT

The majority of our income comes from gift aid from our trading subsidiary (TSRIL). Gift aid is a tax efficient way for money to be passed from a company to a UK registered charity. This payment is made annually and is based entirely on the profitability of the trading company. By gift aiding its entire profit annually the TSRIL benefits by not paying tax but it means that it does not build up a reserve of funds on its balance sheet to draw upon when a surplus is not made. TSRIL is tasked with operating at a level to generate sufficient surplus to be gift aided to the Charity to cover the normal operating costs of the Charity.

Further funding is received from Royal Navy of Oman (RNO) which is designated as restricted funds and is to be spent on bursaries in line with the 5 year agreement with RNO.

At the start of 2018 the Trustees revised the reserves policy (To be inserted). The Charity and its subsidiaries have always had positive cash balances and this will continue to be the case. Cash reserves are held in UK bank accounts split between cash accounts for working capital requirements and fixed interest rate investment accounts.

Financial budgets for the Charity and TSRIL will be drawn up annually and approved by the relevant boards. Quarterly management accounts will be produced and reviewed against budget. A copy of the three year budget is attached at Appendix 3.

Signatory levels for financial controls to be reviewed by the Trustees and set at agreed levels.

9. MARKETING & PROMOTION

The primary marketing activity of Sail Training is carried out via the events organised by TSRIL. In order to maximise the exposure generated by The Tall Ships Races and Regattas the brand of Sail on Board (SOB) has been created and developed. The SOB brand is trademarked throughout the EU and also under the Madrid protocol in other countries.

Within this group we have three primary brands:

- Sail Training International

- Sail on Board
- The Tall Ships Races

In addition we create sub-brands for individual regattas as required.

Sail Training International is the umbrella brand targeted at NSTOs, ship operators, corporate and legislative bodies and funders. It has a dedicated website that also acts as an information source for stakeholder groups. The brand is also attached to the other products and services of the Charity such as the Annual International Sail Training and Tall Ships Conference, bursary schemes, Trainee Logbooks, the Safety Management System, the STI Youth Council and the STI Ships Council. Research funding also carries the STI brand.

Sail on Board is targeted at young people to present opportunities to participate in a sail training adventure both during and outside of our events. It primarily uses digital marketing channels (a dedicated website and social media) but also has a physical presence during events.

The Tall Ships Races (and Regattas) is entirely event based and controlled by TSRIL. It is targeted at host ports, sail training vessels, trainees, sponsors and the public.

10.QUALITY ASSURANCE

Systems will be established to assess the quality of the sail training experience enjoyed by trainees participating in our events. A benchmark level will be established for events in 2019 with continual improvement sought over subsequent years. This will be done by conducting surveys amongst participating trainees. Further qualitative data will be gained from bursary recipients.

The quality and benefits of the sail training experiences outside of our events will be gathered from those research projects funded by STI and others that are independently funded.

The quality level of events organised by TSRIL will be assessed by structured feedback received from ships and ports in the form of post-event questionnaires and economic reports generated by host cities. Input will also be taken from the Port Advisory Group (PAG), the STI Ships' Council and the STI Youth Council.

11.MONITORING & EVALUATION

All areas of activity contained in this strategy will be monitored by the Trustees at regular meetings and where appropriate by the board of TSRIL. Financial performance will be compared to annual budgets on a quarterly basis. Individual trustees are tasked with managing specific portfolios such as research, bursaries and investments.

The risk register will be regularly reviewed at meetings and acted upon according to need. (see appendix 4)

12. REVIEW & FUTURE DEVELOPMENTS

The intention is for the Trustees to agree this plan in September 2018 and to then present it to the Members at the Annual Conference in November 2018. It will then be reviewed annually with input from the membership and a revised version issued that takes its timescale forward by one year. A major review will be carried out every 3 years.