

# Strategic Plan

2015-2019



Approved by the Council, June 2015

# Strategic Plan

## 2015 – 2019

### **Mission Statement**

Our mission is to be an independent, influential, global trade union and professional organisation, committed to delivering high quality, cost effective services to members, and welfare to necessitous seafarers and their dependants and other maritime professionals.



# Message from the General Secretary

It gives me great pleasure to present Nautilus International's Strategic Plan 2015-2019.

The objectives in this plan have been developed to take account of the ever changing and often challenging maritime environment in which we and our 22,000 members operate. The plan also considers the internal environment and the capability that we need to ensure our members are represented, protected and served as efficiently and effectively as possible.

I look forward to seeing and sharing with you the results of this Strategic Plan in the years to come.



**Mark Dickinson**

General Secretary



## As a union:

1. We exist to serve, support and protect the interests of our members.
2. We are led by and are accountable to our members.
3. We are democratic in our processes, meticulous in our governance and professional in our execution.
4. We treat people fairly, equally and with respect.

## As an employer

Our aim is to provide equal opportunities, job security, and job enrichment; and, through a programme of training and development, enhance the skills and knowledge of our employees to enhance the service we provide to our members.

## Our vision and strategy

Our vision is to be a strong and influential advocate for our members, both collectively and individually. To achieve this vision in the coming four years we will maintain and enhance our work as follows.

## Our aims

- 1 Organise, recruit, retain, engage, empower. Provide training to our members.
- 2 Provide a high quality service to our members.
- 3 Provide a high quality, cost effective welfare service to necessitous seafarers and their dependants, and other maritime professionals.
- 4 Continue as an independent financially viable international trade union and professional organisation.
- 5 Achieve effective and timely introduction of policy decisions.
- 6 Maintain a base as an international maritime trade union.
- 7 Maximise the Union's influence nationally and internationally.
- 8 Seek to develop all employees and develop, maintain and implement personnel policies to meet the operational needs of the organisation.
- 9 Supply a high-availability technical infrastructure to all members and staff to enable and enhance the workings of the Union.



**Aim 1:** Organise, recruit, retain, engage, empower.  
Provide training to our members.

# Organising

## Objectives:

- ▣ Seek to grow the Union through a proactive recruitment strategy aimed at maximising membership in traditional sectors, ensuring all maritime professionals, including officer trainees, are recruited at the point of entry into the industry. (1.1)
- ▣ Develop and deliver organising strategies designed to ensure membership growth by seeking new greenfield sectors to expand the Union's membership base including, but not limited to, recruiting maritime professionals in the dredging, inland waterways transport, large yacht and offshore services (e.g. windfarm) sectors. (1.2)
- ▣ Establish members' expectations on specific benefits, services, legal advice and representation, industrial advice and representation. (1.3)
- ▣ Determine and implement the most effective methods of recruiting. (1.4)
- ▣ Develop lay participation and representative structures including relevant training; and ensure maximum attendance at General Meetings by members, in particular lay representatives. (1.5)
- ▣ Develop new areas of organisational influence and recognition on behalf of members. (1.6)
- ▣ Support the ongoing development of the Nautilus Pensions Association and extend support and advice to members on pension matters. (1.7)
- ▣ Provide arrangements for female members to be able to contact a female member of staff on relevant issues. (1.8)



- ▣ Conduct collective negotiations on behalf of members in a professional and timely way, including Partnership at Work agreements and equal opportunities policies, ensuring at all times that the policies of the Union are taken into account including the objectives and priorities set by the Council. (1.9)
- ▣ Ensure close coordination between CH, NL and UK Industrial teams when representing in the same company or group, including the implementation of any agreed company-specific plans. (1.10)
- ▣ Consult members during negotiations when possible and ensure maximum information is distributed to members on all aspects of the negotiations, and in doing so fully utilise modern communication methods. (1.11)
- ▣ Seek, over a period of time, to secure real improvements in members' overall terms and conditions of employment. (1.12)
- ▣ Provide assistance and support to individual members on any aspect of their employment and welfare, including equal opportunity issues. (1.13)
- ▣ Develop links with maritime and nautical colleges including regular visits. (1.14)
- ▣ Provide members with regular information on all activities conducted on their behalf, and Union personnel with regular updating on developments, fully utilising modern communication methods. (1.15)

**Aim 2:** Provide a high quality service to our members.

# Professional & technical services

## Objectives:

- ▣ Maintain and enhance the high international standing of the maritime profession and of members' qualifications and training standards. (2.1.1)
- ▣ Participate to the fullest extent in all national, European and international forums where issues affecting members are discussed. (2.1.2)
- ▣ Maintain the highest level of involvement with government/s and agencies on maritime safety, technical and training issues. (2.1.3)
- ▣ Provide assistance and support to individual members and Union personnel on any aspect of professional and technical matters. (2.1.4)



- ▣ Maximise the participation of members in consultation exercises and relevant Union meetings. (2.1.5)
- ▣ Ensure that comprehensive responses are made in a timely fashion to government and agency consultations. (2.1.6)

- ▣ Provide a proactive input on all professional and technical issues affecting our members. (2.1.7)
- ▣ Obtain statistics with respect to the number of new entrants into the industry and provide education/training support to our members. (2.1.8)
- ▣ Provide members with regular information on all activities conducted on their behalf and other Union departments with regular updating on developments. (2.1.9)
- ▣ Produce and maintain a list of experts to provide additional technical advice and enhance the representation of the Union in national, European and international forums. (2.1.10)

# Legal services

## Objectives:

- ▣ Work to ensure that seafarers' rights are improved. (2.2.1)
- ▣ Provide a comprehensive and professional worldwide service on all employment related matters for our members. (2.2.2)
- ▣ Provide a referral service for our members and their families on non-employment related matters. (2.2.3)
- ▣ Ensure relevant employment law information and advice is provided to the Industrial teams and other departments as required. (2.2.4)



- ▣ Provide members with regular information on all activities conducted on their behalf, and in doing so

fully utilise modern communication methods. (2.2.5)

- ▣ Provide other Union departments with regular updates on relevant developments. (2.2.6)
- ▣ Provide seminars etc. for members on current issues such as criminalisation and fair treatment. (2.2.7)



# Union welfare and benefits

## Objectives:

- ▣ Participate to the fullest extent in maritime welfare (including pensions) and charitable organisations regarding matters affecting our members. **(2.3.1)**
- ▣ Provide information and assistance to members, including via third parties, on all matters affecting their individual and collective welfare including pensions, social security and tax. **(2.3.2)**
- ▣ Enhance and extend the range of benefits and services (commercial and otherwise) available to our members. **(2.3.3)**



- ▣ Provide members with regular information on all activities conducted on their behalf and in doing so fully utilise modern communication methods. **(2.3.4)**
- ▣ Provide other Union departments with regular updates on relevant developments. **(2.3.5)**

# Communication & information

## Objectives:

- ▣ Utilise all available media, print and online, to provide the members with regular information on all relevant activities conducted on their behalf. **(2.4.1)**
- ▣ Provide regular updates on relevant maritime and general developments. **(2.4.2)**
- ▣ Produce and distribute by all available means, e.g. print and email, a wide range of literature on issues of professional interest to members. **(2.4.3)**
- ▣ Survey members to obtain their views on specific topics and relevant issues. **(2.4.4)**



- ▣ Ensure that the Union's Communications Policy is adhered to. **(2.4.6)**
- ▣ Enhance the reputation and image of Nautilus International with members, external bodies and opinion formers. **(2.4.7)**
- ▣ Carry out the day-to-day management of the relationship between the Union and its third party communications suppliers. **(2.4.8)**
- ▣ Provide editorial oversight and input of content for the Union's websites, intranet and social media output. **(2.4.5)**

# Strategic campaigns, social media and media relations

## Objectives:

- Develop and deliver strategic campaigns on key issues affecting members. (2.5.1)
- Initiate, develop and enhance campaigns on issues of importance to members and the sectors in which they work. (2.5.2)
- Contribute to enhancing the reputation and image of Nautilus International with members, external bodies and opinion formers. (2.5.3)
- Proactively enhance the Union's reputation and media profile as the premier source of information and



informed comment on a wide range of maritime and shipping-related issues utilising all relevant media (traditional and social).

(2.5.4)

- Monitor and report on relevant developments in the media relating to the Union's work. (2.5.5)
- Proactively engage with the press and other media to promote the Union's work, and highlight the strategic importance of the maritime and shipping industry and the role of maritime and shipping professionals. (2.5.6)

**Aim 3:** Provide a high quality, cost effective welfare service to necessitous seafarers and their dependants, and other maritime professionals.

## The Nautilus Welfare Fund (a registered UK Charity)

## Objectives:

- Work in partnership with other maritime charities and the wider statutory and voluntary sector organisations, to meet the identified welfare needs of seafarers and their dependants. (3.1)
- Ensure sufficient supply of good, modern accommodation to the highest standards laid down in relevant regulations and codes of practice. (3.2)



Develop effective advice, information and grant support services to promote independent living to seafarers and their dependants. (3.3)

Ensure a responsive, comprehensive quality care offering across a whole range of needs. (3.4)

Ensure the Nautilus Welfare Fund remains financially viable. (3.5)

**Aim 4:** Continue as an independent financially viable international trade union and professional organisation.

## Finance

### Objectives:

- ▣ Maintain the financial strength of the Union and ensure that the decisions on financial matters are taken sufficiently far in advance to guarantee the Union's financial viability. **(4.1)**
- ▣ Reserves should be maintained in accordance with the Council's policy. **(4.2)**
- ▣ Through the rigour of the annual budgeting process, implementation of cost control and tendering procedures, adequate financial resources should be made available for the timely replacement and upgrading of equipment, furniture and buildings, and to maintain the provision of services to members. **(4.3)**



- ▣ Adequate financial resources should be made available to pay for or contribute towards those legal matters provided for primarily, although not exclusively, under the Union's Rules (e.g. the Legal

Defence Fund); and to provide for any authorised expenditure under Section 447 of the Income and Corporation Taxes Act 1988. **(4.4)**

- ▣ The effect of membership numbers both on the level of subscription income and on costs should be kept under close scrutiny. **(4.5)**
- ▣ Maintain the Union's accounts, prepare financial statements and file the necessary returns with the relevant authorities as required in law and in accordance with the Rules of the Union, including ensuring the accounts are externally audited by the Union's auditors appointed by the General Meeting. **(4.6)**

**Aim 5:** Achieve effective and timely introduction of policy decisions.

## Policy decisions

### Objectives:

- ▣ Seek to ensure that policies and objectives determined by members at General Meetings and by the Council are implemented. **(5.1)**
- ▣ Seek to implement changes determined by the Council arising from membership surveys. **(5.2)**



**Aim 6:** Maintain a base as an international maritime trade union.

# International maritime trade union

## Objectives:

- Cooperate with other like-minded maritime unions with a view to forging links via the Nautilus Federation and expanding the Union. (6.1)
- Maintain a commitment to international solidarity through, for example, affiliation to ITF, ETF and IFSMA, and to national trade union centres in the UK, Netherlands and Switzerland. (6.2)



**Aim 7:** Maximise the Union's influence nationally and internationally.

# Influence

## Objectives:



- Represent members at external bodies such as ILO, IMO, EU, ITF, IFSMA, ETF, TUC, FNV and SGB to progress the Union's policies and protect members' interests. (7.1)
- Lobby governments and relevant agencies to progress the Union's policies and protect members' interests. (7.2)
- Initiate campaigns amongst the membership and/or the public and/or other groups, to progress the Union's policies and protect members' interests. (7.3)
- Work with other unions and associations where this is in the best long term interests of the members. (7.4)
- Promote the implementation of the ILO's Decent Work agenda in the maritime sector and oppose social dumping and precarious work worldwide. (7.5)

**Aim 8:** Seek to develop all employees and develop, maintain and implement personnel policies to meet the operational needs of the organisation.

## Nautilus International as an organisation and employer

### Objectives:

- ▣ Ensure that all employees have full knowledge of the mission, aims and objectives of the Union and are actively working towards achieving them. (8.1)
- ▣ Produce training and development plans to encompass all employees and based on the operational needs of the Union. (8.2)
- ▣ Seek to ensure that personnel policies reflect best practice and meet current and future statutory requirements. (8.3)
- ▣ Seek to ensure that recruitment policies reflect best practice and meet current and future needs of the organisation. (8.4)
- ▣ Ensure that personnel policies and practices are fair to all employees in the context of the Union's equal opportunities policy. (8.5)
- ▣ Engage with the recognised union/s representing the established bargaining units within the Union. (8.6)
- ▣ Maintain Investors in People accreditation. (8.7)
- ▣ Ensure adequate numbers and quality of staff are employed and procedures put in place to maintain and provide an effective, efficient service to all our members, visitors and colleagues. (8.8)
- ▣ Ensure all staff are aware of their duties and responsibilities to our members, visitors and colleagues. (8.9)



- ▣ Provide equipment which will enable staff to produce work in an effective, efficient and professional manner to reflect the high standards of the Union. (8.10)
- ▣ Ensure that Health and Safety requirements are met, and that risk assessments (not restricted to Health and Safety issues) are undertaken. (8.11)
- ▣ The Union shall maintain offices in Switzerland, the Netherlands and the UK and a presence in Singapore. (8.12)

**Aim 9:** To supply a high-availability technical infrastructure to all members and staff to enable and enhance the workings of the Union.

# Information technology

## Objectives:

- Ensure that all hardware and software components across all platforms are fit for purpose (i.e. servers, networks, computers, printers, videos, phones and tablets). (9.1.1)
- Ensure that all necessary security measures are in place (i.e. antivirus, antispam, encryption, tracking, remote wiping, business continuity and secure access to systems). (9.1.2)
- Ensure that Nautilus is up to date with the latest trends in technology and adopts appropriate solutions in line with the Union's stated mission including having a clear digital communication strategy. (9.1.3)



- Ensure investment in and use of IT equipment will give the best possible benefits at the best possible price. (9.1.4)

- Ensure the Nautilus CRM and the Nautilus websites are available and fit for purpose (i.e. intranets, extranets and internet as well as interfaces, databases, software and environments) and capable of supporting the expansion and delivery of services online. (9.1.5)
- Ensure that local and remote support is in place for all services and arrange and carry out training where necessary. (9.1.6)
- Ensure that relationships with third party suppliers are maintained on a professional and mutually beneficial basis. (9.1.7)

# Service standard

## Objective:

- Maintain an effective complaints procedure for members who feel the Union has fallen short of the required standard of service to its members. (9.2.1)



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## **Addendum 1: Nautilus International UK Branch Plan 2015-19**

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### **The Branch shall:**

Ensure that all accounting records of the Union in the UK and for any UK-based legal entities (the accounts for which the Union and/or the Branch is responsible) are maintained in accordance with the requirements of such a legal entity and with the Union's Rules and Regulations; as required by the general secretary or director of finance and in accordance with relevant law.

Provide a member or members of the Internal Finance Committee established under Article 2-Paragraph 6 of the Protocol adopted by the Council on 11 December 2014.

Assist with the preparation of annual estimates and the production of management reports as required.

Represent members at appropriate UK bodies such as TUC and, at the request of the general secretary, at European and international bodies.

Lobby the UK government and relevant agencies to progress the Union's policies and protect members' interests.

Maintain the highest level of involvement with government departments on maritime safety, technical and training issues.

Participate to the fullest extent in national training structures.

Participate to the fullest extent in the organisations providing pensions, social security and maritime welfare, including charitable organisations, regarding matters affecting members.

Ensure that the administration of any external legal entities, involving the Branch in whole or in part, meets: the requirements of that entity; the Union's Rules and Regulations; the requirements of the general secretary; and remains in accordance with relevant law.

Seek to ensure that policies and objectives determined by members at Branch and General Meetings, and by the Branch Committee and the Nautilus Council are implemented.

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## **Addendum 2: Nautilus International NL Branch Plan 2015-19**

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### **The Branch shall:**

Ensure that all accounting records of the Union in the Netherlands and for any Netherlands-based legal entities (the accounts for which the Union and/or the Branch or the Residual Legal Entity is responsible) are maintained in accordance with the requirements of such a legal entity and with the Union's Rules and Regulations; as required by the general secretary or director of finance and in accordance with relevant NL and UK law.

Provide a member or members of the Internal Finance Committee established under Article 2-Paragraph 6 of the Protocol adopted by the Council on 11 December 2014.

Assist with the preparation of annual estimates and the production of management reports as required.

Participate to the fullest extent in national forums where issues affecting members are discussed, and in European and international forums at the request of the general secretary.

Maintain the highest level of involvement with government departments on maritime safety, technical and training issues.

Represent members at appropriate Dutch bodies such as FNV and, at the request of the general secretary, at European and international bodies.

Lobby the Dutch government and relevant agencies to progress the Union's policies and protect members' interests.

Ensure that the administration of any Foundations, involving the Branch in whole or in part, meets: the requirements of the Foundation; the Union's Rules and Regulations; the requirements of the general secretary; and remains in accordance with relevant NL and UK law.

Work with the statutory and voluntary sectors to meet the identified welfare needs of seafarers and their dependants.

Achieve Investors in People accreditation.

Seek to ensure that policies and objectives determined by members at Branch and General Meetings, and by the Branch Committee and the Nautilus Council are implemented.

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## **Addendum 3: Nautilus International CH Branch Plan 2015-19**

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### **The Branch shall:**

Ensure that all accounting records of the Union in Switzerland and for any Swiss-based legal entities (the accounts for which the Union and/or the Branch or the Residual Legal Entity is responsible) are maintained in accordance with the requirements of such a legal entity and with the Union's Rules and Regulations; as required by the general secretary or director of finance and in accordance with relevant CH and UK law.

Assist with the preparation of annual estimates and the production of management reports as required.

Participate to the fullest extent in national forums where issues affecting members are discussed, and in European and international forums at the request of the general secretary.

Maintain the highest level of involvement with government departments on maritime safety, technical and training issues.

Represent members with appropriate Swiss bodies such as SGB and, at the request of the general secretary, at European and international bodies.

Lobby the Swiss government and relevant agencies to progress Nautilus policies and protect members' interests.

Work with the statutory and voluntary sectors to meet the identified welfare needs of seafarers, boatmen and their dependants.

Seek to ensure that policies and objectives determined by members at Branch and General Meetings, and by the Branch Committee and the Nautilus Council are implemented.

# Strategic Plan

## 2015-2019



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