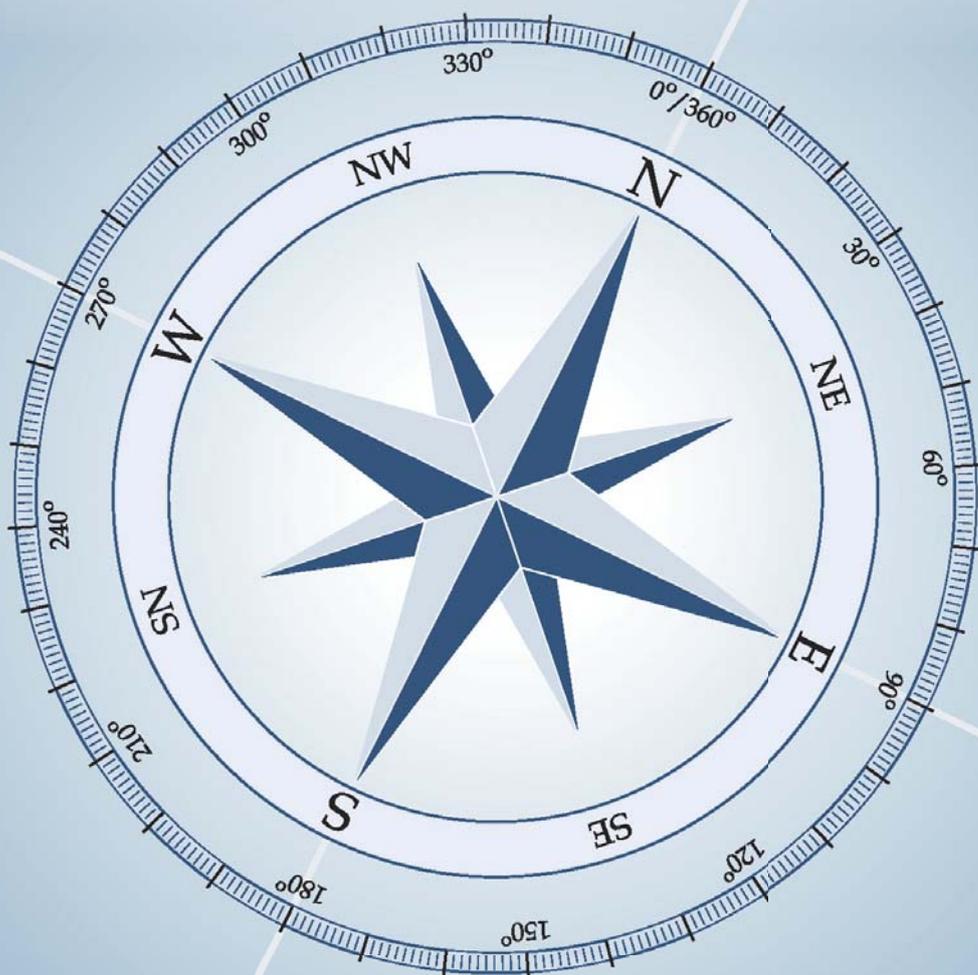


Strategic Plan

2015-2019

Mid-term Report 2017



Strategic Plan

Mid-term Report 2017

Nautilus representatives and staff work tirelessly to protect you and promote your interests. We also aim to spend your subscriptions wisely so although we are not a business, we are business-like in all we do. That is why we have a strategic plan to ensure we are focussed on the issues that will make your life and your career safer and more rewarding wherever you serve.

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 the Strategic Plan mid-term report 2017.

Over the past two years the Union has worked hard to achieve the Plan's objectives and, so far, we have seen many extremely encouraging results. These include our organising activities and new initiatives in the large yacht and wind farm sectors, strategic agreements which put Nautilus ahead and open up recruitment opportunities; new services such as Nautilus 24/7 and our Joint Assistance and Support Network (JASON), as well as refining our internal procedures to embrace 21st century technology that allows us to inform and communicate with our members in new and meaningful ways. We are very much focused on delivering this Plan for you, our members, and for those we care for.

At this halfway stage it's important that we take stock of where we are as an organisation as well as celebrating our achievements. I look forward to continuing to share with you our work over the next two years as we bring this Strategic Plan to its fruition.



Mark Dickinson

General Secretary

Strategic Plan 2015-2019

Mid-term 2017 Report

In June 2015, the Council of Nautilus approved the Union's Strategic Plan 2015-2019 (*see addendum 1 on page 23*). This was subsequently adopted by the General Meeting in October 2015, and since then the secretariat has been engaged in a wide ranging programme of work linked to the Plan's ninety-one strategic objectives.

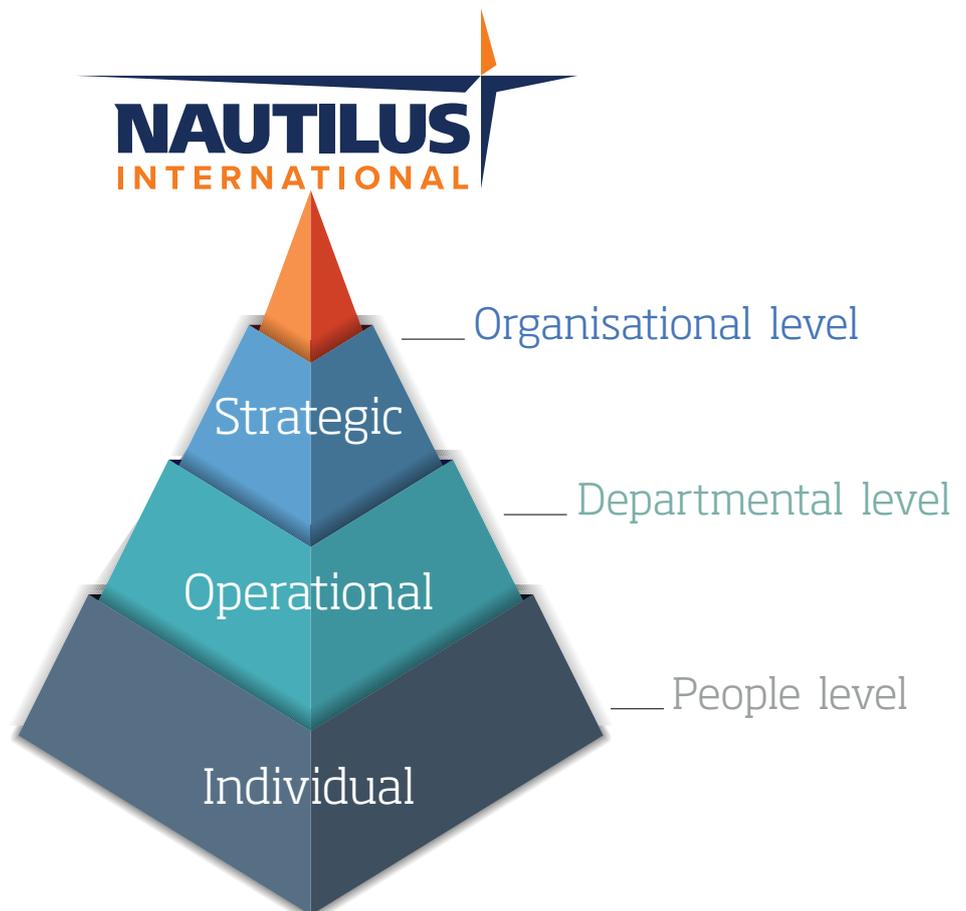
Unlike previous strategic plans, the 2015-2019 version was presented as a public document, shared with staff,

members and the wider maritime community.

For this, it was made available on the Nautilus website, the staff intranet and the Nautilus Guidebook app.

Internally, department heads and line managers were briefed on the process of developing department plans and, in turn, performance objectives for staff members. This planning hierarchy (*see below*) underpins Nautilus International's activity across all departments and in all branches of the Union.

A summary of progress made and action proposed under each section of the plan is provided.



Legal services

Mid-term Report 2017

Over the past 24 months, the department has been instrumental in setting up the Nautilus Federation's **Joint Assistance and Support Network (JASON)**, which benefits Nautilus International members (as well as members of Federation unions). An objective of JASON, amongst other things, is to ensure that seafarers' rights are protected, following their involvement in a maritime incident, by the observance of the **IMO/ILO Fair Treatment Guidelines** and the **IMO Casualty Investigation Code**.



The department has also led in setting up the **Nautilus 24/7 helpline**, which is operated by the International Seafarers' Welfare and Assistance Network (ISWAN), and enables members to speak to someone 24/7, 365 days per year. This service ensures that members are able to get urgent advice and assistance.

The NL legal officer has continued to carry out important work aimed at changing the law so that Dutch vessels can be allowed to carry private armed security guards. Draft legislation was sent to the Raad van State (the Government Advisory Department) in September 2016, and then to parliament on the 15th of February 2017. After the elections, the new parliament will decide whether or not to pass the draft proposal into law.

The director of legal services continues to carry out much work as a member of the UK's MLC tripartite working group, whose remit includes working on policy and legislation to implement MLC amendments. Recent work on this issue has included responding to the draft regulations requiring UK vessels to carry financial security to ensure that there is a guarantee that shipowners will be in a position to meet their obligations.

The department recently updated the Union's **Guide to Maternity and Paternity Rights**, which is available in electronic format.



JASON protects seafarer's rights following an incident

On 8 July 2015, the European Parliament adopted a social partners' agreement to be annexed to a directive which will compulsorily extend five important EU directives to seafarers. The director of legal services drafted and submitted to the UK government a detailed table of the necessary amendments to domestic legislation to make it compliant with the EU changes.

The director is currently a member of a government working group which is discussing the possible extension of the NMW to more seafarers than are currently covered by the legislation. The director also attends Union Legal Officers' Network (ULON) forums to feed into debates and consultation responses to proposed changes to UK employment laws, to ensure the best outcome for members. Much recent work has concerned the consultations and lobbying arising in connection with the Trade Union Act 2016, which came into force on 1 March 2017.

The NL legal officer attends employment law meetings with lawyers every month where the latest jurisprudence is discussed. She also attends the FNV Working Group, where the latest developments in employment law and in social security law are discussed and the ideas and opinions of the group are passed to political parties in government.

To keep members directly informed of legal developments, the Legal Newsletter has been reintroduced. This will be circulated to members twice a year by electronic means.

Union welfare and benefits

Mid-term Report 2017

Over the past two years, Nautilus International and the Nautilus Welfare Fund (NWF) have been able to participate in the work of a number of key maritime charities, welfare organisations and pension associations for serving and retired members. At these forums, the views and needs of members are represented and their situation better understood.

Over the past two years, Nautilus and NWF have attended and contributed to:

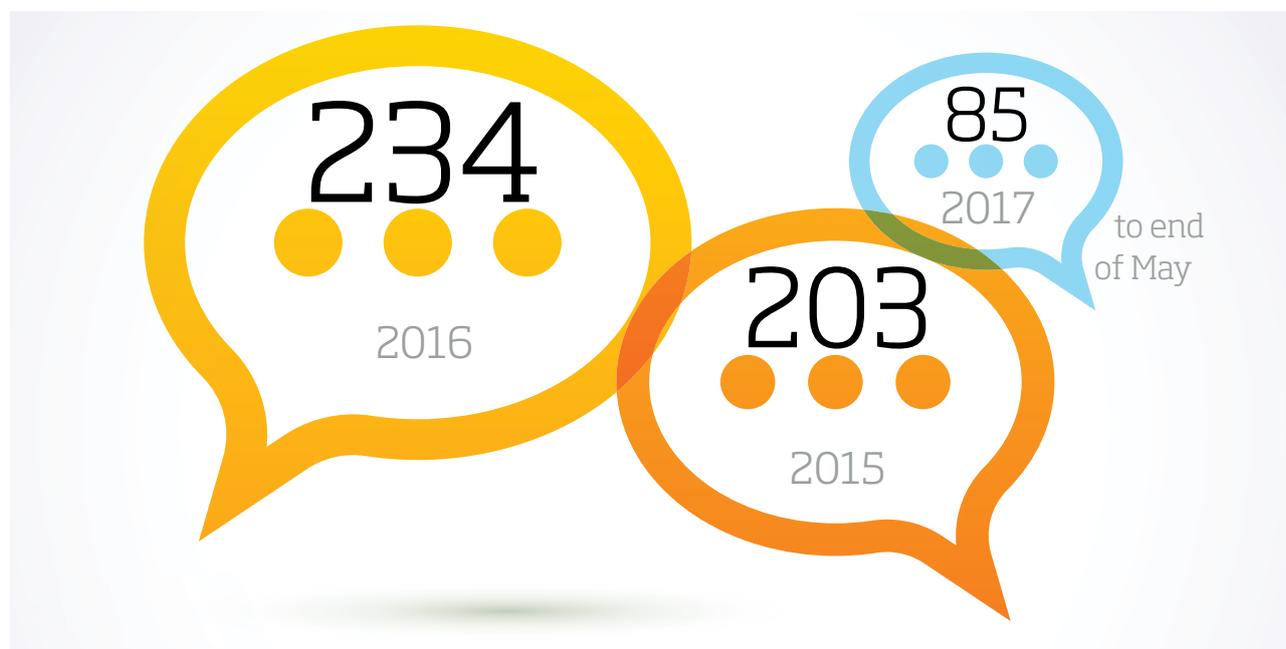
- **Merchant Navy Welfare Board (MNWB)** — an umbrella charity for the maritime charity sector, which promotes co-operation between organisations that provide welfare services to merchant seafarers and their dependants within the UK. Nautilus International holds two seats on the Board's Council and seeks to ensure its charitable grants programme and internal projects derive maximum value and benefit for merchant seafarers
- **Maritime Charities Group** — a subgroup of the MNWB which deals with strategic issues facing maritime charities and commissions research. Attended by the Nautilus Welfare Fund, the charity recently examined the demographic trends and needs of older mariners and working mariners and

their families. This helps NWF to better understand the changes needed within the adult social care and the broader welfare picture across the UK

- **Seafarers UK** — a charity that gives grants to organisations and projects that make a difference to people's lives in the Merchant Navy, fishing fleets, Royal Navy and Royal Marines. A recent grant recipient was NWF, as it successfully bid for grant funding to extend the Trinity House Hub on Mariners' Park to accommodate a greater number of retired seafarers and their dependants.

Nautilus 24/7 ensures that members can get advice and assistance at any time of the day or night, all-year round. This includes advice and assistance related to personal welfare. The helpline enables members to gain help from 45 countries by telephone, Skype, live chat, SMS text message or email. The graphic below provides a usage summary over the past two years.

Nautilus has set up a helpline service with law firm Bridge McFarland to provide **30 minutes' FREE legal advice** (by phone or email) on non-employment related matters for members and relatives living in the same household. Advice is available on a range of civil law issues.



Union welfare and benefits

There is also a **FREE wills service**, and a residential conveyancing service with a **10% discount on legal fees**.

Nautilus has negotiated a wide range of deals and discounts on goods and services for members. These are all designed with members' needs in mind and will deliver savings at work and at home. The Nautilus Plus discounts package is based in the UK but available to all members of the Union, whatever their home country. It offers discounts on a range of health and leisure services — from health

club membership and eyecare to days out, car hire and even package holidays. Uptake of deals and discounts year on year are as shown below.

In recent months, Nautilus has secured maritime training discounts and seafarer-friendly mortgage advice for members. Discussions are currently being held to explore the possibility of seafarer friendly home and holiday insurance — two products that will be particularly beneficial to members serving at sea for more than 60 days at a time.



Nautilus is here to help seafarers both personally and professional. These specialised seafarer offers have been negotiated just for you, to make life on land a little easier.

NAUTILUS PLUS
Deals & Discounts

Nautilus Plus is a service providing benefits and discounts which the Union has negotiated to help support you, both personally and professionally, at sea or ashore. Whether you're planning a trip away, shopping for an upgrade to your mobile phone, or searching for financial advice, as a Nautilus member you are eligible for a wide range of exclusive offers. This month's special deals include:

vision express

Vision Express — Discounted Eye Care
SBuilt on a passion for the optical profession, Vision Express can take care of your eyes with an exclusive range of benefits including a free eye test (upon purchase of eyewear over £50) and more*.
For more information and to book your appointment, log in to **Nautilus Plus**

National Trust Gift Card
Thank you for helping to look after special places
10% saving on National Trust Gift cards
Atreat your loved ones to days out, country cottage breaks, a spot of lunch, cream teas, shopping trips, and entry to special places with a National Trust gift card.
For more information, log in to **Nautilus Plus**

Save 10% on Magazine and Newspaper Subscriptions
isubscribe work directly with magazine and newspaper publishers to bring members the best discounts and special offers that they can find, showcasing over 2,500 different titles. Nautilus members get an extra 10% discount*, and giveaways straight to your inbox.
For more information log in to **Nautilus Plus** or call **020 7199 0161** and quote **NTU75**

Corporate Gym Membership — Free voucher
Get access to discounted gym membership at over 2,900 gyms including the main UK chains, leisure centres, budget gyms, independent clubs, yoga and pilates studios, cross fit boxes, bootcamps and more!*.
Download your voucher by logging in to **Nautilus Plus**

MYGYM DISCOUNTS

To access all of these benefits and more log in to **Nautilus Plus** by visiting nautilusint.org/en/members-area/

View more information
*Terms and conditions apply to all benefits. See website for details. Offers and prices subject to change without notice. Iubscribe — Please note that the promotion code and the 10% discount are only applicable to debit/credit/ Paypal orders and cannot be used against Direct Debit orders. Nautilus Plus is managed on behalf of Nautilus by Parliament Hill Ltd.

Nautilus Plus is managed on behalf of Nautilus by Parliament Hill Ltd.

Provide a high quality service to our members

Professional & technical services

Mid-term Report 2017

'Making seafaring safer'

As a department, Professional & Technical Services provides information and support directly and indirectly to members. Members' interests are represented at the international, regional and national level by active participation at conferences and seminars where issues affecting education/training and safety are addressed.

In addition to fulfilling the requirements of motions passed at the General Meetings and annual Branch Conferences of the Union, the department responds to issues as and when they arise.

In the UK, the high international standing of members' qualifications has been maintained and enhanced by leading participation at the Merchant Navy Training Board, where Nautilus holds the chair of the Technical Committee. This has extended to participation in a number of specialist working groups including Trailblazer Apprenticeships, the Futures Working Group, LNG Certification, and STCW 2010 Certification. Similarly, in the Netherlands, through participation in the committee structures of the Department of I&M, the Inspection IL&T and ARBO commission Vereniging Platform Maritiem (formerly ACVAZ), similar activities have been undertaken.

The department has participated at the International Maritime Organisation (IMO) through the International Federation of Ship Masters' Associations and the International Transport Workers' Federation (ITF). In addition, Nautilus has supported the European Transport Workers' Federation on a number of specialist projects and committees, working issues such as competitiveness, skills and the blue economy.

The highest level of involvement has been achieved by attendance at meetings in the United Kingdom convened by the Department for Transport and the Maritime Coastguard Agency. In addition, participation at meetings held at the Health and Safety Executive, General Lighthouse Authority and the Confidential Hazardous Incident Reporting Programme.

In the Netherlands, the highest level of involvement has been achieved by attendance at meetings through the committee structures of the Department of I&M, the Inspection IL&T, ARBO commission Vereniging Platform Maritiem (formerly ACVAZ) and several non or semi-governmental bodies, dealing with safety and education issues.



December 2016 professional and technical meeting at the London office in South Woodford

Professional & technical services

'Making seafaring safer'

The department has provided extensive support to members on a wide variety of issues affecting certification, education/training, and safety issues for both ship and individual. In addition, indirect support has been provided to members via other departments in the Netherlands, Switzerland and the UK.

Where possible and practicable, members' professional expertise has been sought in response to formal consultations. During the period of this report, meetings of the Professional and Technical Forum have been held at various locations in the United Kingdom and in Rotterdam in the Netherlands.

Documents received for formal consultation from government and agencies both in the UK and the Netherlands have been responded to in a timely manner.

A proactive approach has been taken by speaking at conferences and producing papers for maritime journals. This has included future skills and smart shipping. In addition, information and advice has been provided for articles in the Telegraph.

Strong interest in CV advice from Nautilus

As part of the day-long Skills and Careers Hub, Nautilus International ran an online and face-to-face CV and careers advice session. Led by professional and technical officer David Appleton and strategic organiser Lee Moon, the session included one-to-one advice for any members who attended on the day, written feedback for anyone who had submitted a CV and general advice posted to the Union's social media channels.

Over 30 CVs were submitted for appraisal, a figure which Mr Appleton says reflects the reality about the number of UK seafarers seeking employment.

'I was really impressed with the general standard of CVs which were submitted,' he said. 'Which means there is definitely a disconnect in the industry, as employers keep telling us that they are struggling to fill roles.'

'I found it very useful myself to get a real insight into the types of seafarers who are seeking employment. I will be taking what I have learnt back to the industry groups Nautilus International is represented in and looking at ways to bridge the gap.'

David Appleton's top tips from the session were:

■ If you haven't produced a CV before or your computer skills aren't that good then use a CV template — these can be found in Word or downloaded from the internet. Also, don't forget to spell check, don't use all capitals and ask someone else to read through



Union officials Lee Moon (left) and David Appleton (right) giving advice to a Nautilus member

it to check it for you. Putting your qualifications in a table will save space.

■ The process for applying for a job at sea is similar to ashore. Just because you have the qualifications, that is not enough — you need to differentiate yourself. A personal statement is a good way to do this.

■ Your personal statement needs to make you stand out from the crowd. Summarise your career to date, your best skills, and any awards or commendations you've received. Avoid general statements like 'I am a team player', or 'I have excellent IT skills'. Give specific examples of things you have achieved.

■ Highlight your relevant qualifications — don't 'lose them' in a list of GCSEs or higher qualifications.

■ Make sure you have a sensible email address at the top of your CV. Check that your social media accounts don't let you down — don't say anything online that you wouldn't say to your boss. Google yourself to see what comes up!

Organising

Mid-term Report 2017

Over the past two years there have been several key changes to the Organising department. In 2015 the department merged several functions to encompass **industrial, recruitment** and **membership** into one organising team. This was followed by a move in March 2017 to create four new 'centres of excellence', three industrial — covering **offshore, cruise/deep sea** and **ferry sectors** — and one focusing on **recruitment** (*inc. greenfield sites*), international strategic agreements and other initiatives to reverse membership decline and promote retention.

Key work & projects

Key work strands over the past two years have been:

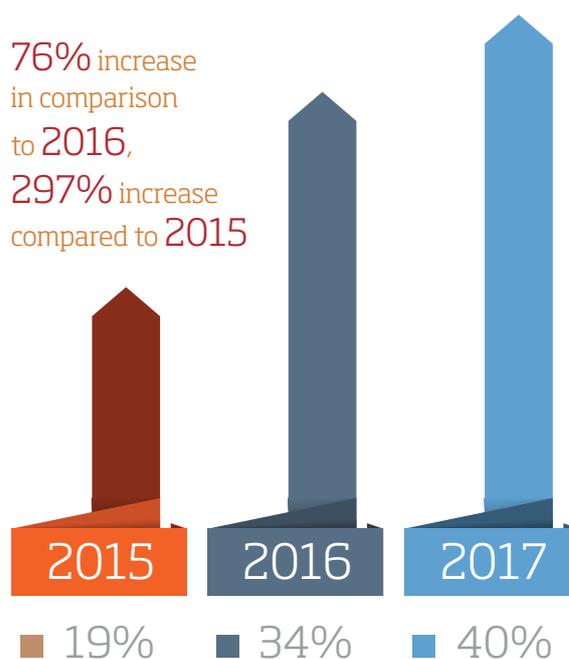
- identifying areas of new organising activity and progressing Partnership at Work, recognition and organising activity
- redesigning Nautilus's training for lay representatives and providing MLC training courses, resulting in an increase in Nautilus lay reps and subsequent member engagement
- maintaining service levels in the offshore sector where redundancies have been prevalent and managing cuts to pay, terms and conditions, which have been significant over the last 18 months
- increasing Nautilus's presence in the yacht and offshore windfarm sectors
- industrial and strategic coordination between colleagues in UK, NL and CH branches to plan joint activities (e.g. negotiating) and create a joint offshore policy and windfarm strategy
- enhancing membership services and benefits including membership cards at source, welcome packs, online payments and the introduction of Nautilus Plus deals and discounts

Results & achievements

Key outputs over the past two years have been:

- new partnership at work agreements have been developed, most notably in the cruise sector, with a view to moving to full collective bargaining for members. Significant progress has been made with strategic partners in the yacht sector
- a strategic international agreement has been reached with Shell allowing Nautilus to be the lead negotiator with the employer on behalf of other nationalities. Nautilus will look to duplicate this model with other like-minded employers
- Nautilus has sought with some success to minimise redundancies in the offshore sector and positioned the union to be best placed to retrieve jobs, and improve terms & conditions and benefits when an upturn in the oil and gas market returns

Recruitment in yacht sector 2015-2017



Y1-Y6 joiners so far in 2017 have made up 40% of our new joiners

Number of 24/7 live chat cases

Organising

- ▣ Nautilus has ensured industrial objectives have been achieved and has maintained service levels to members whilst adjusting to new organising activity
- ▣ Nautilus has continued to develop and support the Young Maritime Professionals and Women's Forums
- ▣ International coordination has continued industrially within companies such as Shell, Boskalis, Stena Line, HAL and other cruise companies. Through the ETF, Nautilus campaigns with other European trade unions, most recently to address working conditions on inland waterways and specifically river cruises



Nautilus Young Maritime Professionals meeting in April 2017

The future

Having recently restructured to create a centre of excellence dedicated to member recruitment and retention, a key aim is to address the continued membership decline. The organising department will attempt to significantly increase **Partnership at Work agreements, recognition agreements, strategic partners and lay rep participation**. Several key companies have been identified by our national organisers to concentrate resources on the servicing of members. The recruitment centre of excellence, whilst having a broad remit, will endeavour to push forward in the **yacht and windfarm sectors** and seek to develop more strategic international agreements.

As and when the upturn in the oil and gas sector returns, the organising department will want to ensure that members are brought back to work and that their terms and conditions are restored. A close eye will be kept on the plans and policies of the government as it negotiates Brexit, and on the effects that this will have on the working lives of maritime professionals. In the Netherlands, the organising department will follow work plans developed for each maritime sector (linked to the overall Strategic Plan) focusing closely on membership recruitment and retention, visibility and engagement. Closer coordination with the Swiss branch will be needed to facilitate more ship visiting between that branch and those in the Netherlands.



Recruitment, centre of excellence, will be pushing forward within the yacht and windfarm sectors



Nautilus Plus deals and discounts are advertised each month in the Nautilus Telegraph

Maintain a base as an international maritime trade union

International maritime trade union

Mid-term Report 2017

Over the past two years, the Nautilus Federation continued to grow and now includes **18 unions from 13 countries** in the USA, Europe, South-East Asia and Australasia. The Federation continues its work to support affiliate unions and their members.

The Federation seeks to coordinate input into European and International meetings, to contribute to and enhance the activities of ETF, ITF and IFSMA. It also inputs into the work and activities at the IMO via ITF and IFSMA delegations, thus enhancing the voice of maritime professionals in the pursuit of higher professional standards.

Discussions are currently in progress with the Croatian seafarers' union SPH following an outline agreement



screenshot from the federation website

on the possible creation of a Nautilus International branch in Croatia. This follows the approval of the proposed by the Council of Nautilus in 2016 as part of the Union's growth and international cooperation strategy. A working group is currently exploring the possibility, and it is expected that final proposals will be put before the General Meeting of members in 2019.

Achieve effective and timely introduction of policy decisions

Policy decisions

Mid-term Report 2017

The Resolutions Committee is responsible to the Council for overseeing the implementation of all policies adopted by the General Meetings and Branch Conferences. Since October 2015 this committee has met three times: in June 2016, September 2016 and June 2017. Accordingly, the outcomes of each meeting are collated, summarised and reported back to the Council normally in December each year.

At the General Meeting in October 2015, members of Nautilus International adopted a resolution which called for the creation of a working group to explore in more detail the results from the LRD membership survey conducted in 2014-15.

This independent membership survey will help to shape the provision of benefits and services offered to its members in the future. As a result, the **LRD Membership Survey Working Group** was formed in December 2015 and has met four times: in December 2015, June 2016, November 2016 and June 2017.

Summaries of the discussions of all meetings have been reported back to the Council, and the group is on course to produce a mid-term report containing draft recommendations in December 2017. If adopted by the Council, the secretariat will have a further two years to implement those recommendations prior to its final report to the General Meeting in 2019.

Maximise the Union's influence nationally and internationally.

Influence

Mid-term Report 2017

Over the past two years, Nautilus has maintained its influential position on a variety of national and international committees and forums where the interest of members are represented and policies of the Union can be progressed. These have included the ILO, IMO, EU, ITF, IFSMA, ETF, TUC, FNV and SGB.

In the UK, the Communications department produced the Union's submissions to the UK Maritime Growth Study (MGS) and the House of Commons transport committee inquiry into the MGS, and has been involved in a number of working groups established to progress key recommendations of the Study — in particular those to increase awareness of the shipping industry and maritime careers. Nautilus has also been closely involved in the working groups developing the programme for the **2017 London International Shipping Week** and worked with the UK Chamber of Shipping and the Merchant Navy Training Board on a joint day-long event during the week to focus on maritime training and employment.

Nautilus has also worked increasingly closely with the RMT union on a number of jointly coordinated **lobbying activities**, including the preparation of shared campaign material and parliamentary questions to ministers, as well as joint presentations to the All-Party Ports & Maritime Parliamentary Group. It has also developed relationships with counterparts in Nautilus Federation member unions, to exchange knowledge, experiences and information on issues of shared relevance and to build trans-boundary campaigns.



Nautilus, Chamber of Shipping and MNTB jointly organised the careers and skills hub at the 2017 London International Shipping Week.

Attendees enjoyed drinks at a special juice bar set up to show just how far seafarers travel to supply the simplest products

Strategic campaigns, social media and media relations

Mid-term Report 2017

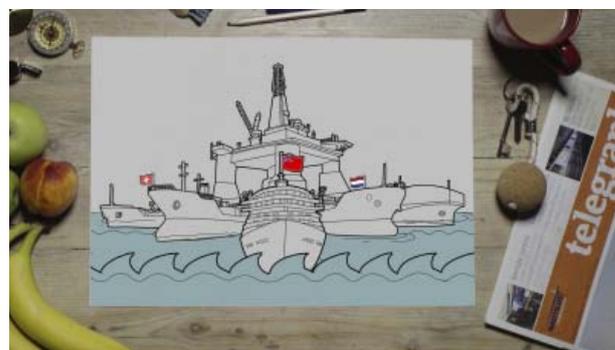
Since October 2015, the department has been engaged in a wide-ranging programme of work focusing on key issues affecting members, the Union and wider maritime communities in the UK, NL and CH. It has sought to raise awareness of important issues by delivering effective campaigns, building the Union's profile and engaging with the press and other media to promote the Union's work.

In June 2016, Nautilus retained external support for the first time from a UK-based PR agency — Acceleris — to provide strategic campaigning support to the department, to improve Nautilus's media relations and to raise awareness of current issues in local and national non-trade press. This move has been very successful in gaining exposure within and beyond the maritime domain, as the cuttings from trade and non-trade press show.

In respect of strategic campaigns, efforts to date have been focused on three major works:

1. **Jobs, Skills and the Future**
 2. **Crew Communications**
 3. **Fair Treatment**
- 

The '**Jobs, Skills and the Future**' campaign was launched in April 2016 online and in the Telegraph. This was followed by a double page spread in the Telegraph outlining the various Strategic campaigns launched by Nautilus and providing an indication of the work plan. The Swiss Branch AGM held on 7 June 2016 adopted this theme as part of a seminar discussing the future of Basel port, and in October 2016, at the UK branch conference in Cardiff, a 10 point **Charter for Jobs** was launched. This became the focus of the department and of monthly features in the Telegraph thereafter. The Charter is a call to government and industry to secure the future of the UK maritime sector and deliver decent work and training opportunities for seafarers. This is especially relevant as the terms of Brexit are negotiated.



A scene from the new Nautilus video animation

As part of a symposium event in Cardiff, a short video animation designed to inform stakeholders of the importance of the maritime industry was launched. This animation underlines the size, scale and importance of the contribution that shipping makes — a message that is crucial to deliver before any discussion takes place with government and other stakeholders on shipping needs. An NL version of the animation was launched in January 2017. Work continues to address each of the 10 points and make further progress.



The launch of the crew communications campaign

The **Crew Communications campaign** was launched in April 2016 online and in the Telegraph, followed by a double page spread in the Telegraph. A crew communications survey was launched in the UK in May 2016, CH in June 2016 and NL in July 2016 to garner an insight into the attitudes, habits and expectations of seafarers living and working onboard ships in the modern digital age. The survey closed in November 2016, having reached almost 2,000 seafarers and gained 18 company responses.

Strategic campaigns, social media and media relations

In May 2017, Nautilus international revealed a flavour of its survey to a Crew Connect conference attended by shipping company representatives in Denmark. It is thought that the Nautilus crew communications survey, being as thorough as it was, will become the 'go to' survey for those with an interest in the topic. A **report** containing the survey results was formally launched in the UK/NL as part of the **Day of the Seafarer** in June 2017. A future report will contain contributions from INMARSAT and technology specialists and provide advice to members seeking improvements to crew communications. The Union will be seeking support from other stakeholders to promote improvements in onboard communications and seafarers' welfare. The Telegraph will be running several features on the broader results of the survey.

The Union will work with Seafarers' Rights International (SRI) to promote adherence to the **ILO/IMO Fair Treatment Guidelines** with the aim of their eventual mandatory application globally and regionally, and to highlight the SRI's work in this regard, including promotion of the SRI criminalisation DVD. The campaign will use the industry media to highlight that much work has been carried out in this area in the last ten years, and that the Union remains committed to highlighting that seafarers' rights are human rights.

This campaign will include an online survey of members to understand whether the fear or reality of criminalisation has changed since the last survey in 2010.

In summary, our strategic campaigning work will continue to focus on a small number of key achievable goals and work through the press and social media to continue to build the Union's profile. There has been significant progress in delivering the core objectives, and our work has improved engagement with politicians, increased lobbying and placed greater focus on media promotions. The strategic campaign work has also resulted in dramatic increases in the Union's social media presence, as well as, marked uptake in visits to the Nautilus website, with page views up by almost 35% over the past 12 months.



Nautilus general secretary Mark Dickinson was filmed for a series of interviews at the Cutty Sark in Greenwich



Launching the Nautilus Charter for Jobs



CEC postcard campaign



Strategic campaigns in the May 2016 telegraph

Communication & information

Mid-term Report 2017



Over the past two years the Communications department has been closely watching and responding to changes in communications technology by moving to electronic media as the main medium for distributing news and information to members. Work has progressed on a plan to relaunch the **Telegraph in a magazine format**, and a redesigned journal is due to be published in January 2018. While there is a commitment to retain a print version of the Telegraph for as long as it is required, the Union will encourage members to utilise new online (mobile device friendly) formats.

Work has also progressed on the **relaunch of the Nautilus website**, having acknowledged the limitations in the design, construction and content management system of the current site. A project is now underway, due for completion by January 2018, to relaunch the site (in tandem with the Telegraph) to enable the Union to communicate with members in a much more dynamic and more effective way. Work on the new website will exploit the opportunities to integrate the membership database system with the website content management system. This will facilitate more personalised communications, improved navigation and access to information, better functionality and a truly responsive design that will make the site suitable for use by members in low-bandwidth situations. The design will also improve the integration of the Union's

print publications with the website, and enable more dynamic and interactive presentation of news and reports.

In parallel with this project, the department is also working with designers to **refresh the Nautilus 'corporate' image**. The current design has served Nautilus well, and the logo is highly thought of. However, typography and graphic design trends have developed considerably over the past decade, and with the increase in the scope of Nautilus International, consistent use of the design principles across all material will be central to this work.

The department continues to support other departments on a range of initiatives, such as the efforts to increase recruitment in the superyacht and windfarm sectors, with special features in the Telegraph and the production of targeted recruitment material. **Special material and presentations** for international conferences on subjects including autonomous ships, criminalisation and fatigue have also been produced.

The department has maintained and further developed relationships with leading researchers in such fields as stress and fatigue, seafarer health and safety, bullying and harassment, and gender equality at sea — with mutually beneficial two-way exchanges of **information and participation in projects**.

To supply a high-availability technical infrastructure
to all members and staff
to enable and enhance the workings of the Union

Information technology

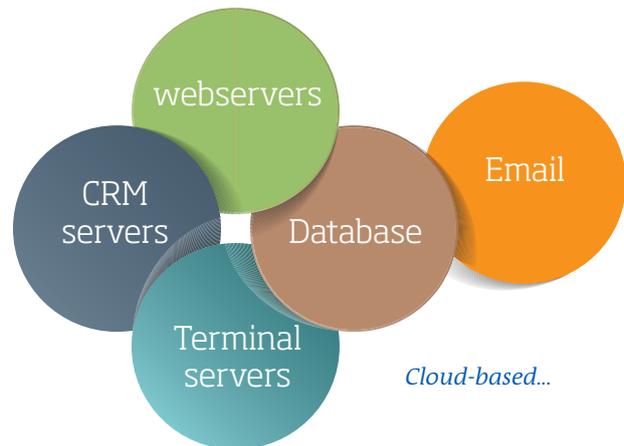
Mid-term Report 2017

In the past two years there has been a systematic roll out of virtual servers to maximise the use of actual hardware. There are currently over 30 servers which assist different functions across the Union such as the **CRM servers, webservers, terminal servers, database servers and email servers**. Both the CRM and Email are now cloud-based. Appropriate technology devices are made available to assist members of staff to perform their duties.

With the ever-growing threat of **cyber** attacks, the Union has invested heavily in robust security software. But as seen with the recent ransomware attack on the NHS there is always a possible vulnerability in any IT system. Nautilus therefore continues to review and upgrade the security software programme as required.

The cloud has become the technological safe harbour for many modern IT systems. Nautilus has adopted the cloud in its email strategy, office strategy and CRM strategy. Nautilus is also adopting the cloud base technology for the **new website** due to launch in 2018. The new website is being designed to meet the ever changing communication needs of members and will be the primary tools of news communication to members.

The procurement of **IT hardware** is driven by the value-added opportunity of any new purchase and seek to build on value for money. IT equipment is kept running as long as it fit-for-purpose, using warranties and extended warranties so that replacement parts and engineering can be undertaken at the lowest possible prices. For external IT support, contracts are renegotiated on a regular basis.



Nautilus has made great strides with **CRM and the Nautilus website**. The Union has invested sizeable resources in a new CRM that will support the expansion and delivery of online services. Nautilus has used the services of arguably the best CRM development house in the Netherlands to deliver a sustainable system that will serve for many years to come. CRMPartners are leaders in using social engagement to increase and enhance membership. **Phase 1** of the CRM development, which allows us to interact with members through having a superior mail delivery interface in ClickDimensions, was completed in 2017. In **Phase 2**, we will exploit the benefit of the new website which is scheduled to go live in 2018.

The **Helpdesk** continues to be available during working hours in the UK and in the rest of Europe, complemented by the use of remote take over of user machines to see the problem first hand. Nautilus continues to call on the expertise of outside support when necessary and maintains a good contractual relationship with all its IT external support agencies.

Provide a high quality, cost effective welfare service to necessitous seafarers and their dependants, and other maritime professionals

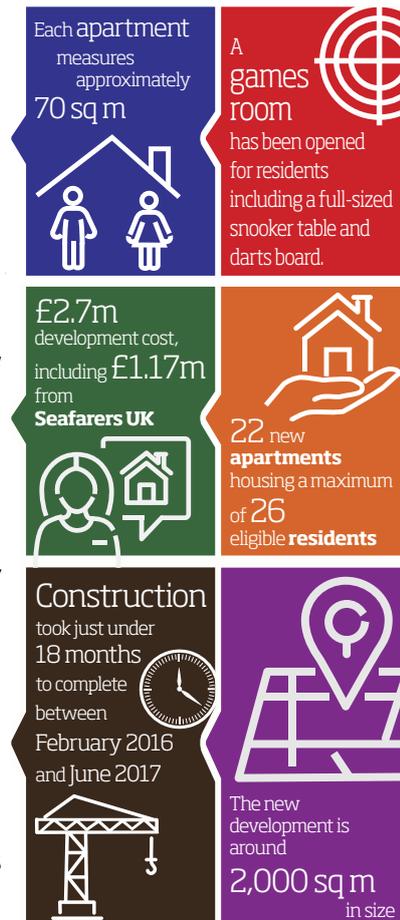
The Nautilus Welfare Fund (a registered UK charity)

Mid-term Report 2017

At the heart of the Nautilus Welfare Fund's work is Mariners' Park in Wallasey. The Park provides 127 apartments, bungalows and houses, as well as a residential and nursing home all for retired merchant mariners and their dependants. These services, plus the Charity's caseworker and grants service, mean that typically some 700 plus mariners and their dependants are supported each year.

In 2016 two new bungalows were completed, replacing four apartments, two of which could only be accessed by stairs. In 2017 the Extra Care Housing facility, Trinity House Hub, was extended by an additional 22, two-bedroomed apartments at a cost of £2.7m. This new Seafarers UK Centenary Wing also includes a games room for residents.

Modernisation of existing properties has also continued, with a particular emphasis on providing fully accessible bathrooms through installing wet rooms in all properties. This work will be fully completed in 2017. The Care Home has benefited from a new secure dementia-friendly garden and the installation of a new nurse call system. 2018 will see the commencement of the next phase of modernisation of Mariners' Park with 14 old apartments being replaced by two new bungalows,



and a 12-place apartment scheme, which will also include a guest en suite facility.

The Caseworker Service, which provides a home-visiting service to needy mariners in the Merseyside, Hull and Southampton areas, has consistently improved its impact. In 2016 some 353 mariners were assisted and over £610,000 in benefits and grants secured — both figures exceeding the 2015 outcomes. The Charity has consistently spent some £40,000 per annum on 'one-off' grants for essential items for needy mariners and their dependants. The Charity also continues to provide regular grants for over 90 mariners.

In 2015 a specialist dementia service was opened at Mariners' Park Care Home, ensuring the charity could support mariners across the full spectrum of needs. In May 2017, further support for residents with dementia both in the Care Home and within Mariners' Park was provided with the appointment of an Admiral Nurse, a specialist dementia nurse to support residents and their families. Both the Care Home and Domiciliary Care Service must meet the expected standards of the Care Quality Commission. In 2016, the latest inspection, both services were rated as 'Good'.

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

Mid-term Report 2017

Nautilus endeavours to be a responsible and respected employer committed to the fulfilment and wellbeing of its staff. Through regular departmental meetings, Nautilus the employer strives to ensure staff are fully aware of the mission and objectives of the organisation and that they are recognised for the contribution they make.

Biannual Personal Development and Performance Review (PDPR) meetings provide the occasion for staff training and development opportunities to be identified by staff and management, and where these are taken up, staff are encouraged to attend and provide feedback. In addition to professional development activity specific to individuals, there is an ongoing programme of collective training for staff to ensure they are confident and competent to complete the task work they are assigned. Such training may be general in nature (e.g. IT, Health & Safety) or specific (e.g. media training, public speaking, HR management).



In September 2016, the Union undertook a mid-term review of its **Investors in People accreditation**. The assessor leading the review concluded:

'Having carried out the 18-month visit process in accordance with the guidelines provided for Specialists by UK Commission for Employment and Skills, the Specialist was satisfied beyond any doubt that Nautilus International continues to work with the requirements of the international Investors in People Standard'

Nautilus is due to be reaccredited in February 2018 and preparations are currently underway to ensure Nautilus achieves the highest possible accreditation at that



Staff at the London office on Merchant Navy Day 2017

time. Part of that preparation (in the UK) is to review people management practices to ensure staff are fully motivated and appropriately recognised and rewarded for their contribution to the organisation. At the time of writing, the scope of this work is still under development.

The Union's staff handbook is regularly reviewed, with assistance from an external HR consultancy, to ensure it is accurate, up to date and compliant with the law. Nautilus continues to promote equal opportunities as an employer and strictly upholds its policy on mutual respect both internally and in its interaction with members.

All Nautilus staff are encouraged to become members of a recognised trade union and are given time by the employer to participate in relevant trade union activities. Nautilus holds negotiations with such unions to settle pay claims of staff. Nautilus ensures that statutory health and safety legislation is complied with, and goes above minimum requirements by hosting annual health and safety risk assessments by external consultants and acting on the feedback.

Since 2015, Nautilus has maintained offices in the UK, Netherlands, Switzerland and maintains a presence in Singapore.

Service standard

Mid-term Report 2017

'We are constantly working to our improve standards'

Upon the creation of Nautilus International a complaints procedure was introduced for members which is available on the website and hard copy by request. The procedure is in place for members complaining that the required service from Nautilus has fallen short of the required standard.

The procedure has three levels. Firstly, the complaint is taken up with the person providing the service to the member concerned. Secondly, the complaint goes, if necessary, to a Nautilus assistant general secretary and third and finally to the union's general secretary. A strict time-frame ensures that complaints are addressed as quickly as possible.

In the previous two years, three complaints have been received and dealt with under the procedure. Confidentiality requires that the names and precise details of the complaints should not be disclosed. Of the three complaints, two were resolved at Stage 2 with one progressing to Stage 3. In this case the complaint was not upheld by the general secretary.

It is appropriate to comment that this complaints procedure is completely separate from Rule 26 (complaints by members), which is a separate procedure and deals exclusively with member's claiming there has been a breach of the unions Rules. There have been no Rule 26 complaints.

Nautilus International strives to provide members with the best possible service. On occasion, things can go wrong and Nautilus remains committed to addressing any complaints as quickly as possible.

1

person providing service to member

2

assistant general secretary

3

general secretary

The three level system for complaints

Our union

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.

Nautilus International 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



Strategic Plan

2015-2019

Mid-term Report 2017



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