

BIGGER IMPACT

BRIGHTER FUTURES

OUR AMBITIONS FOR 2023-2025



Units 53-57, East Cowes Marina, Britannia Way,
East Cowes, Isle of Wight, PO32 6DG
Tel 01983 297750 email info@emcancertrust.org
Registered Charity Number: 1096491

www.ellenmacarthurcancertrust.org
@emctrust





“After treatment it’s like you’re on the edge of a cliff. The Trust builds a bridge, so you don’t go over the edge.”– Holly

WELCOME TO

BIGGER IMPACT, BRIGHTER FUTURES

OUR AMBITIONS FOR 2023–2025



It means so much to be launching our new Ambitions in our 20th anniversary year. If anyone had told me in 2003 – when five young people from Great Ormond Street Hospital came sailing with us for the first time – that 20 years later, 2,836 young people would have sailed with the Trust, I’m not sure I’d have believed it.

Three years ago, we launched our 2020-2022 Ambitions, ‘Better Connections, Bigger Impact.’

The pandemic inevitably affected how we supported young people in that time. But those Ambitions kept us on track to keep building ‘Better Connections’ to have a ‘Bigger Impact’ on more young people. Now we are ready to write the next chapter.

Our understanding of the life-changing difference we make to young people living through and beyond cancer is greater than ever. We are learning just *how* to have that ‘Bigger Impact’.

And with that comes ‘Brighter Futures’ for more young people who experience the transformational magic of the Trust, whether that transformation

happens after one trip or through coming back for adventures every year.

Over 20 years we have evolved as a charity, and we will keep evolving as we strive to be a truly diverse and inclusive youth organisation that is relevant in the world we live in today.

This is what drives our Ambitions for 2023-25. To deliver...

- Belonging and impact for more young people
- Improving ourselves to improve outcomes
- The platform to achieve our Ambitions

What we achieve in the next three years will lay the foundations for the next 20. Please help us get there.

Thank you,

Dame Ellen MacArthur

“The Trust really changes lives.”

Libby

Diagnosed with acute lymphoblastic leukaemia aged seven

“Before that first trip, I was so unhappy, so alienated. I didn’t know who I was. With treatment, you’ve got one end goal for so long. When it’s over you’re lost, you don’t know what to do or how to live anymore.

“When you’re younger, you don’t understand as much and tend to block out your treatment. I wanted to move straight on. But as you get older you remember bits and want to find out more. I have quite a few medical issues from my treatments and still experience a lot of pain and fatigue. It can be difficult.

“After treatment, you feel like you’re dropped; like ‘You’re cancer-free now, off you go’, and you should snap back to normality. But it’s not that simple.

“My first trip was amazing. I came home a completely different person, I had so much more confidence. My mum was amazed. Then with each trip you get something different, you feel much more independent.

“When you’ve been ill for so long, you’re told everything you can’t do and are held back. On trips you’re given so much opportunity to push your boundaries and remind yourself you’re still capable of doing stuff. No one mollycoddles you; you’re encouraged to do as much as you can. But if you don’t feel well, or need a sleep, there’s no judgement because everyone is in the same boat, literally.

“It’s nice to be in a place where you all belong and get each other. I don’t know where I would be without the Trust.”



WHY

WE'RE

NEEDED

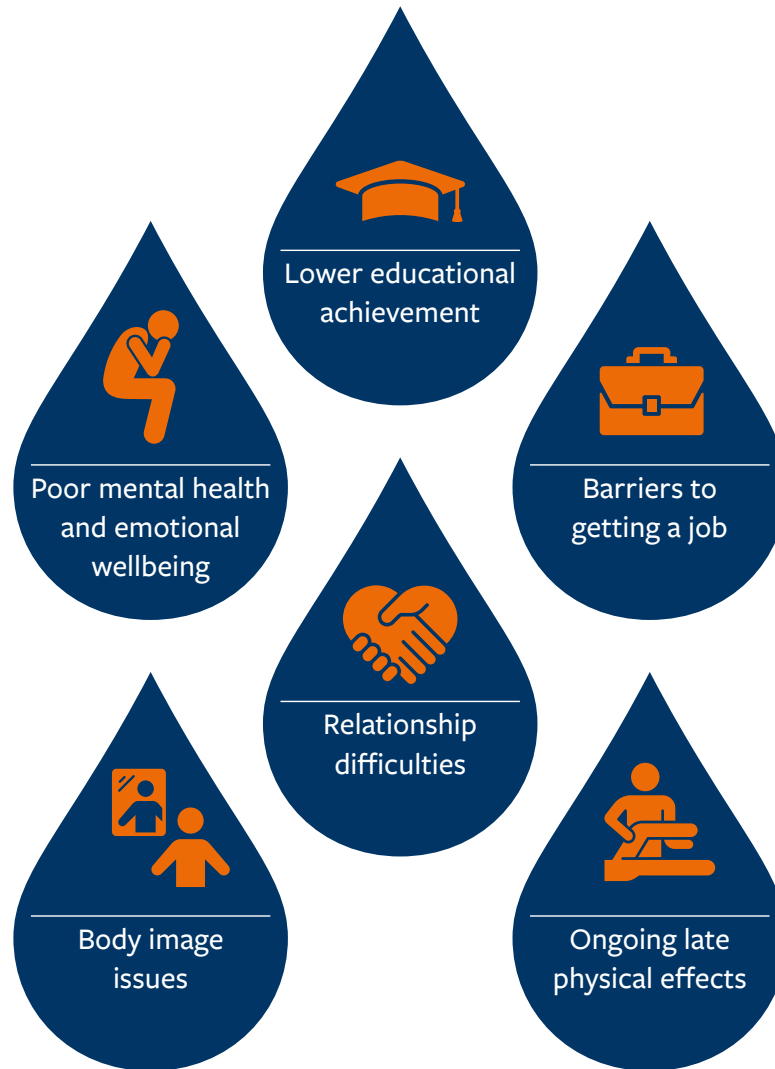
Cancer can have a big impact on a young person's mental wellbeing.

Young people are vulnerable after cancer treatment as it comes at a time of rapid physical, emotional and social development.

For many young people, simply picking up where they left off before their diagnosis isn't possible. **That is why when treatment ends, our work begins.**

“The Trust won't ever drop or forget about you. It's always there for you.”

CANCER IN YOUNG PEOPLE LEADS TO...



BECAUSE OF THE TRUST, YOUNG PEOPLE FEEL...

Accepted
They meet and make friends with others who have had similar experiences – often for the first time – and stop feeling like ‘the only one’.

Independent
They have fun and rediscover independence away from home and their ‘cancer bubble’. They realise what they are capable of again, physically, mentally, and socially.

Optimistic
Their sense of purpose and self-worth increases and they start to re-establish their place in the world by getting back into education or work and reconnecting with family and friends.

WHICH LEADS TO...

Improved mental wellbeing

Belief in a brighter future

The last three years (2020-2022) –

HOW DID WE DO?



WE ACHIEVED MANY OF THE THINGS WE SET OUT TO DO...

Opened new avenues

The pandemic made us view things through a new lens. We ran online support in 2020, raising the potential for year-round opportunities, and in 2021, we hosted UK-wide taster days, highlighting possible alternative access points to support.

Clear purpose

Work with impact specialists, Trust Impact, led to a clear, evidence-based understanding of our impact, a revised Theory of Change and new purpose statement. Now we could really prove what works and why (see p20-21).

Dug deeper

We can now measure by how much and in what ways our support improves mental wellbeing through independent, verified questionnaires young people complete pre and post trip. (See p20-21).

Built partnerships

The formalisation of a three-way partnership with Young Lives vs Cancer and Teenage Cancer Trust in 2021 was hugely significant. This partnership will continue underpinning our Ambitions to grow the number and diversity of young people we support.

Went digital

The digitalisation of core operational processes, including medical forms, freed up admin time and resource significantly. The team now have greater capacity to invest in building relationships and partnerships to reach and engage young people.

Grew our team

During the pandemic, we invested in building our team to hit the ground running on the other side. This included the creation of new roles, such as full-time Relationships Fundraiser, Communications Manager, Communications Officer (North) and Volunteer and Team Development Manager.

Focus on mental health

Professional year-round mental health provision was introduced for our team, while a partnership with specialist charity, Mind Over Cancer, enables us to signpost or refer young people who are experiencing more complex or challenging mental health.

Strong pipeline

Despite the pandemic globally affecting fundraising, we achieved an ambitious revised 2020 target – £1.1m adjusted from £1.39m – exceeded our 2021 £1.5m target, raising £1.79m, and met our £1.4m target in 2022. This came partly from new virtual events and a renewed focus on regular and philanthropic giving.

A decade with People's Postcode Lottery

2020 marked 10 years of support from players of People's Postcode Lottery. The funding was vital during the pandemic as it enabled us to diversify our support. The new £450,000 award will be fundamental to achieving our 2023-25 Ambitions.

BUT THERE IS STILL WORK TO DO...

Still 1 in 10

We currently support 9% of young people we could do on first time trips. The pandemic hit our Ambition to support 13% by 2022; we ran no trips in 2020 and a limited programme in 2021. Our renewed Ambition is to support 16% in 2025.

Removing barriers to support

An extensive listening exercise undertaken in 2022 identified several barriers to coming on, or returning for, one of our trips, particularly for young people of colour. The findings of this work are the foundations of our 2023-25 Ambitions.

Generational difference

To be a truly progressive and representative youth organisation in the 21st century, we must gain a deeper understanding of, and response to, the needs of generations Z (born 1995-2009) and Alpha (born in or after 2010).

Over-reliance on one funder

The pandemic affected our ability to reduce our reliance on one funder. Although new funding streams did emerge during COVID-19, not least virtual events, we did not secure alternative funding to the extent we hoped.

OUR AMBITIONS FOR...

YOUNG PEOPLE

Belonging and impact for more young people

“I realised I wasn’t alone. There were people that can relate to what I’ve been through. Suddenly the stigma I felt disappeared.” Alex



OVER THE NEXT THREE YEARS WE WILL...

Build belonging

Be visible, relevant and accessible to every young person who has a cancer diagnosis in the UK and be somewhere every one feels they belong.

Go further

Take what we do beyond the water and develop our online and offline mental wellbeing and year-round support of young people after treatment.

Drive impact

Put impact measurement at the heart of shaping what we do and why, to improve young people’s mental wellbeing.

TO ACHIEVE THIS, WE WILL...

Listen and learn

Understand and remove barriers to accessing our support, and through infrastructure, partnerships, and recruitment, be inclusive of all young people.

Widen our scope

Provide wider mental health, education, training, and careers support to young people, through developing our own work and partnerships (existing and new).

Use evidence

Analyse the findings from validated young people’s pre and post-trip wellbeing questionnaires to do more of the things that make the biggest difference.

IT MATTERS BECAUSE WE WANT...

Bigger impact

Increasing the positive effect we have on the wellbeing of more young people who are living through and beyond cancer.

Brighter futures

Giving young people the environment to feel more accepted, independent, and optimistic, so they can rediscover their purpose and place in the world.

“It’s made me realise what I truly want to do with my life.”

Callum

Diagnosed with Hodgkin lymphoma aged 13.

“After my last round of treatment, I lost the routine I’d been in for two years; of waking up at a certain time, having chemotherapy at this time, or radiotherapy at this time.

“You feel lost about what happens next, and there’s a feeling of uncertainty, like could it come back? How do I get back to normal life, back into school, back into the routine before you had cancer?”

“After a disease you feel you’ve never had control of before, to then take control in that boat environment, with people that have gone through the same thing, who understand you, get you, and what you’ve been through, is really important.

“Being at the wheel, you feel so in control, like you’re finally

in the driver’s seat, literally and metaphorically. You feel that sense of power. That’s a new feeling in you. You feel you must take control of your life because something could have taken it away. You find a new sense of who you are after you’ve had cancer.

“I made new friends, and we made jokes you could never make outside of a trip like this. But you also have serious conversations about how things have been and share experiences and tips about getting back to a normal state after your disease.

“You just throw yourself in and get involved with everything. I cooked on a boat, helped get ready to set sail, I helmed. I’ve had the opportunity to do loads of new things I never would’ve done without the Trust.”



OUR AMBITIONS FOR...

OUR TEAM

Improving ourselves to improve outcomes

“I love the idea I can come back and keep meeting people who, because you have the same foundation and life experience, you’re not going to be judged for anything you say.” – Isla



OVER THE NEXT THREE YEARS WE WILL...

Keep the magic

Preserve the special ‘magic of the Trust’ as we grow to support more young people and expand the type and variety of activities we offer.

Ask questions

Strive for our team (staff, volunteers, skippers, and board) to be increasingly representative of, and relatable to, all young people we support.

Think planet

Evaluate and reduce the negative impact our trips, fundraising, communications, and team activities have on the planet.

TO ACHIEVE THIS, WE WILL...

Maintain quality

Invest in specific, role-appropriate training and development across the whole team to have the biggest impact possible on every young person we support.

Look inward

Promote a curious and open-minded culture throughout our team and evolve our recruitment processes so more young people feel like they belong with us.

Take stock

Review the environmental impact of what we do, and make sustainable, green choices and decisions on the things in our control.

IT MATTERS BECAUSE WE WANT...

Bigger impact

Delivering positive, enjoyable experiences in an environment where everyone feels equal will help more young people benefit from improved mental wellbeing.

Brighter futures

Addressing the issues that matter most to generations Z and Alpha keeps the Trust relevant to these young people. A progressive future for us means a brighter future for more young people.

“I can go and do anything.”

Chrissy

Diagnosed with Ewing sarcoma in her shoulder aged 22.

“I was two weeks out from graduating university. My whole future was ahead of me, then I got diagnosed. It felt like my world came crashing down. I still feel like I’m trying to climb a mountain to get back to whatever normal was.

“This was in 2019, so a few months before the pandemic, and it was tough going through treatment during that time.

“I had quite an aggressive tumour, the size of a grapefruit, and it started breaking the surrounding bones, so I was left with just one shoulder.

“Going sailing was quite surreal. I didn’t think I’d ever be able to do anything like it. I’d opted out of quite a few things since having one working arm. The fact the Trust caters for our age-

group too is amazing, as we don’t really get that support elsewhere.

“I didn’t know how much I’d be able to get involved. I didn’t know if people would get annoyed by me if I didn’t get it right, because my arm was completely in a sling. Just meeting new people can be quite daunting itself.

“But the Trust said you can get involved as much or as little as you want, and they help you all the way if you need that extra hand.

“I felt quite proud of myself that I managed to do the ropes and even steer the boat with one arm. It really has boosted my confidence in my body. I know my limits a bit more because I’ve been able to push them with that support. I felt more optimistic about the future.”



OUR AMBITIONS FOR...

FUNDRAISING & COMMUNICATIONS

The platform to achieve
our Ambitions

“The Trust really helped me after treatment when my friends and family didn’t understand. It gives me motivation to take on new challenges and makes me feel so much happier.” – John



OVER THE NEXT THREE YEARS WE WILL...

Diversify income

Continue to explore and secure alternative funding sources so no one body contributes more than 30% of our total income by 2025.

Grow loyalty

Put nurturing positive, long-term relationships across our committed community at the heart of growing fundraising support and donations.

Talk difference

Communicate our purpose and impact to connect, engage and inspire more young people, families, funders, supporters, partners, and the public.

TO ACHIEVE THIS, WE WILL...

Share the load

Prioritise our different funding streams (donations, fundraising, corporate support, and charitable trusts) to reduce dependency on one funder.

Inspire and thank

Ensure everyone who does something to support our work feels valued, understands the difference they have made and is motivated to support us again.

Be consistent

Talk about the difference we make, not what we do, to showcase how sailing provides the environment for young people to flourish.

IT MATTERS BECAUSE WE WANT...

Bigger impact

To make the biggest possible difference to more young people, we need the communications and income in place to build the demand for and capacity on our trips.

Brighter futures

Diversifying income secures our long-term sustainability, so more young people can benefit from our support to believe in a brighter future living through and beyond cancer.

OUR

IMPACT

Improving the impact of what we do

‘Delve Deeper’ was a key 2020-22 Ambition; making a real step change in how we measure our outcomes and impact to prove and improve what we do.

In three years working with impact specialists, Trust Impact (trustimpact.com), we defined our purpose, developed our Theory of Change, and introduced the academically robust Warwick Edinburgh Mental Wellbeing Scale to measure how trips affect young people’s wellbeing.

Immediately pre, post and 3 months after a trip, young people complete a short questionnaire and score themselves in...

- Feeling close to other people
- Feeling optimistic about the future
- Thinking clearly
- Able to make up my own mind
- Feeling useful
- Dealing with problems well
- Feeling relaxed

We can then draw conclusions on our short and long-term impact, which activities work best (both overall and filtered by demographics), and if there is an optimum number of trips and/or time period where young people gain the most. Over time, our Theory of Change will also evolve in line with this evidence.

The next phase is to ‘Drive Impact’ – putting impact measurement at the heart of shaping what we do, to do more of the things that make the biggest difference to improving young people’s mental wellbeing.

Theory of Change

THE NEED

Every year, 4,200 children & young people (0-24) are diagnosed with cancer*. Cancer affects physical, emotional, social, and mental wellbeing and education/career prospects. These can be long-term.

WHO

- Young People**
- Aged 8 – 24 (& siblings)
 - Living in UK
 - Living through and beyond cancer
- Trust team network**
- Hospital & charity partners
 - Shore-based staff
 - Skippers & volunteers
 - Medics & medical adviser
 - Yacht charter & outdoor activity partners



WHAT

- Sailing, outdoor activity and canal trips**
- Physical challenge
 - Recreational experience
 - Socialisation
 - Peer support
 - Inspiring role models
 - Being away from home
 - Change of perspective



Graduate Volunteers
Training programme for over 18s who have previously been on trips and return to support other young people

OUR VISION

Every young person feels accepted, independent and optimistic living through and beyond cancer.

OUR PURPOSE

To inspire young people to believe in a brighter future living through and beyond cancer.

INDICATORS

- How we know**
- Number of young people on first time trips
 - Number of young people on return trips
 - Response rates to surveys
 - Online engagement
 - Satisfaction rates with trips
 - Safe management of trips
 - Graduate Volunteers trained
 - Volunteers trained and retained



CHANGES

- Increased sense of purpose**
- Sense of accomplishment
 - Personal growth
- Increased feelings of self-worth**
- Reduced anxiety
 - Reduced self-doubt
 - Reduced isolation
- Improved optimism for the future**
- Feeling able to take the next step
- Improved autonomy**
- Moving from patient to post-treatment
 - Independence from treatment/family



IMPACT

Improved mental wellbeing
Ability to believe in a brighter future



OUR IMPACT JOURNEY



Read how we went from ‘what we do’ to the ‘difference we make’ here



HELP US ACHIEVE OUR AMBITIONS

Do you know young people with cancer?

If you work with young people with cancer, or you know a young person who could benefit from our support, we would love to hear from you. Please contact our team at gosailing@emcancertrust.org

Can you support our fundraising?

Take on a challenge, rally friends, family, or colleagues to do something fun, make us your company's charity of the year, join our Brighter Futures Community, or get inspired to do anything else! Contact our team at fundraising@emcancertrust.org

Could you volunteer?

From using your professional expertise – from medical to sailing – to cheerleading at events and accompanying young people when they travel to their trips, it all makes the same huge difference. Email volunteering@emcancertrust.org

**TO SPEAK TO OUR TEAM,
CALL 01983 297750**



For more information on how you can make a difference visit our website at ellenmacarthurcancertrust.org

