

A REVIEW OF THE IMPACT OF THE UK SAIL TRAINING SECTOR

Spring 2026

ASTO
PROMOTING UK SAIL TRAINING

Cover image, Graham Cross

A FOREWORD BY OUR PRESIDENT

As the very proud President of ASTO, I am delighted to be able to offer a few words as an introduction to this compelling review which neatly captures the activities and impact that our member organisations deliver so brilliantly through sail training.

Firstly, I would like to offer my warmest congratulations to both the core team at ASTO and to all our member organisations across the country for a highly successful year. As a life-long sailor and a career mariner myself, I know very well the power of the sea and the life-changing opportunities that come from being tested in this challenging environment. For so many young, disadvantaged and disabled people, sail training has given them an opportunity to experience something very different, and we know from direct evidence and experience that it invariably improves their lives for the better, and, importantly, for the long-term. For young people facing mental health challenges, for those who struggle in traditional education settings, and for disabled people.

Sadly, the need remains pressing. Social and societal problems are on the rise and, so often, the burden and stresses fall on our young people. Indeed, one in five young people aged 8-25 currently experience mental health difficulties, child poverty remains persistently high, whilst increasing numbers of young people are disengaging from education, employment and training. Clearly, something is wrong. We need to continue to battle the factors that reduce people's confidence in themselves, their quality of life and their prospects. A sail training voyage is not just an enrichment activity. It can be a profound experience and a step change for their lives, boosting their well-being and their through-life outcomes. This excellent review provides more context and evidence, and I commend it to you all.

Lastly, can I offer my sincere thanks to all our member organisations for their professionalism and dedication to this hugely important mission. ASTO will continue to beat the drum and champion the case for sail training, and it stands ready to support our member organisations, wherever and whenever possible.

Yours Aye,



Vice Admiral Sir Jerry Kyd KBE
President, ASTO

Graham Cross

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WHY SAIL TRAINING MATTERS NOW: THE CASE FOR ACTION

Young people across the UK are navigating compounding pressures shaped by economic instability, educational disruption, and a deteriorating mental health landscape. Evidence from national surveys and government reports shows that many young people are growing up with rising insecurity, limited opportunities, and increasing challenges to their wellbeing.

Many experience ongoing mental health and wellbeing difficulties, driven by persistently high levels of child poverty, stagnating living standards, and the long-term impact of the COVID 19 pandemic[1,2]. These pressures interact with structural inequalities and reduced access to support, leaving many young people feeling uncertain about their future and disconnected from sources of help.

This generation may be more digitally connected than any before it, yet increasing numbers report loneliness and isolation. After more than a decade of underinvestment, youth services across the UK have been significantly reduced. Local authority expenditure on services for young people in England has fallen sharply since 2010–11, with a growing number of local authorities reporting that there are no longer any dedicated youth centres in their area[3]. National Youth Strategy evidence highlights a marked decline in safe, accessible spaces beyond home and school where young people can socialise or seek support[4]. The loss of these spaces has contributed to reduced social connection and a weakened sense of belonging, both closely linked to poorer mental health outcomes.

Educational disruption since the pandemic continues to affect attainment, confidence, and engagement, particularly in disadvantaged communities. Educational outcomes, access to enrichment opportunities, and young people's perceptions of their prospects are closely tied to both economic security and wellbeing[4]. For many, pathways through education and into employment feel increasingly uncertain.

Concerns about work and the future are widespread. Many young people feel unprepared for employment, and the number not in education, employment or training (NEET) has risen sharply since the pandemic, reaching nearly one million by 2025[5]. Young people consistently identify the need for opportunities beyond formal education that support practical skill development, decision making, and a stronger sense of agency[6].

These challenges are further compounded for disabled people. Disabled young people are around twice as likely to experience mental health difficulties as their non disabled peers[7] and face persistent exclusion from enrichment activities, outdoor learning, and sport that can support wellbeing and resilience. Physical inaccessibility, lack of adapted provision, and cost continue to present systematic barriers. The disability employment gap remains wide[8], with disabled young people disproportionately represented among those who are NEET[9]. Disabled people of working age report lower average wellbeing scores and higher levels of anxiety than non disabled people[8].

This context highlights the importance of structured, inclusive opportunities operating outside formal statutory systems. Evidence from experiential and community-based learning suggests that environments offering shared responsibility, meaningful challenge, and supportive group experiences can help address gaps in provision, particularly for those facing the greatest barriers.

As traditional support structures have eroded, access to high quality, inclusive opportunities beyond the classroom have become increasingly important for young people's wellbeing, engagement, and longer-term outcomes.



Kerry McMillan
Chief Executive, ASTO



BAGSHOT PARK

Young people across the UK are facing significant pressures, rising anxiety, loneliness, and a growing concern about their future. What can give them encouragement is the power of the right experience, at the right moment.

I have seen first-hand what happens when people are taken out of their everyday situation and given a genuine challenge, one where they must rely on each other, take responsibility, and discover what they are truly capable of. Aboard a vessel, there are no distractions, no escape from the elements, only the sea, the crew, and the task at hand. Strangers become teammates. Uncertainty becomes confidence. And the lessons learned on the water, resilience, self-belief, the ability to work as part of a team, carry far beyond the voyage.

Sail training has a powerful role to play in providing this opportunity. It is inclusive by nature: it asks not what someone cannot do, but what they can. I am proud to be Patron of ASTO, whose 30 member organisations are delivering these transformative experiences across the UK, championing impact, sharing good practice, and ensuring that the adventure and opportunity of sail training is open to all.

HRH The Duchess of Edinburgh GCVO
Royal Patron of The Association of Sail Training Organisations

> *"Being onboard Blue Mermaid strips us from all we are used to dealing with regarding social pressures, social media expectations. It's an escape from all the judgments and all that's going on in life... [it] develops who you really are, a sense of responsibility and self-identity."*
>
> **Beneficiary sailing with the Sea-Change Sailing Trust**



SAIL TRAINING IS ABOUT FAR MORE THAN LEARNING TO SAIL

At sea, challenges are real, responsibilities are shared, and every participant's contribution to the voyage matters. It is this authenticity, the fact that the experience cannot be simulated, that makes sail training a uniquely powerful tool for personal development.

Rona Sailing Project

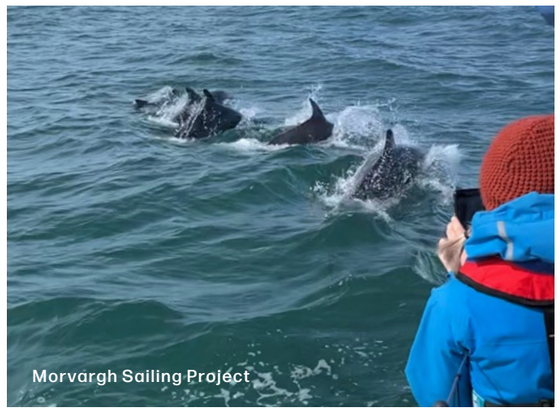
It is an immersive, residential experience. Living and working together as a self-contained community at sea, supported by trained and qualified staff who facilitate the voyage and ensure safety. This is an environment that naturally fosters teamwork, communication, leadership and a sense of adventure, qualities that are difficult to replicate in a classroom or formal setting.

Participants take on genuine roles: raising sails, steering, keeping lookout, preparing meals, maintaining the vessel. The shared challenge of keeping a vessel safely underway creates natural conditions for growth, building confidence, resilience and self-reliance that transfer well beyond the voyage. And there's a big emphasis on fun, which makes the learning easier and builds the sense of community.

> *"During the voyage, I learnt some new things about myself which will be helpful for me today and into the future. I have built on my communication skills immensely and been given the opportunity to work as a team for 14 days solid. I realise the value of each member in a team and learnt how far kindness and fun can take you. These things will support my future aspiration of becoming a vet. My patience was tested and my resilience strengthened. New friendships will be life-long and memories to treasure."*
>
> **Beneficiary, sailing with The Swan Trust**

> *"It was incredible to see one of our shy, vulnerable and fragile young people suddenly come out of their shell and act as a mentor and guide to others."*
>
> **Youth Action Wiltshire group leader sailing with the Tall Ships Youth Trust**

Sail training is accessible through multiple established pathways. People arrive on a voyage with their school or college; via another organisation they're already involved with or are supported by or as an individual in search of an adventure. This flexibility ensures sail training can reach everyone, but importantly those who stand to benefit most.



Morvargh Sailing Project

UK SAIL TRAINING IN NUMBERS

Sail Training Activity 2025

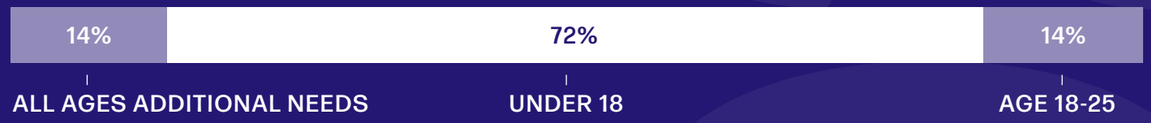
1,334
TOTAL NUMBER OF TRIPS

5 DAYS
MOST FREQUENT TRIP LENGTH

47,467
TOTAL NUMBER OF DAYS AT SEA

Beneficiaries 2025

10,684 TOTAL NUMBER OF INDIVIDUALS



Gender Split 2025

Based on EDI data from 21 member organisations



ASTO Member Organisation Statistics

30 MEMBER ORGANISATIONS

60+ VESSELS
10.5 TO 30 METRES IN LENGTH
WITH 5 TO 34 PEOPLE ONBOARD

WELLBEING: BUILDING THE CAPACITY TO THRIVE



25%

OF 16-25 YEAR OLDS EXPERIENCE MENTAL HEALTH PROBLEMS[1]

500

ANXIETY RELATED REFERRALS PER DAY FOR UNDER-18's[11]

The mental health and wellbeing of young people in the United Kingdom represents one of the most pressing public health challenges of our time.

Prior to the COVID-19 pandemic, youth mental wellbeing was already in decline; the restrictions of that period accelerated deterioration, and the trend has continued. Mind's Big Mental Health Report 2025 estimates the cost of mental ill health in England at £300 billion per year, underscoring its profound social and economic burden[10].

Young people are disproportionately affected, and statutory services remain unable to meet demand. The consequences extend well beyond healthcare. The Future Minds Report 2025[12] identifies the decline in young people's mental health as one of the UK's most significant health, social, and economic challenges, warning that insufficient early support generates far greater costs across education, welfare, policing, and justice – while limiting long-term productivity and economic growth.

The NHS is currently able to support only around 40% of those in need[12]. As a result, large numbers of young people wait months or years for appropriate care, during which time many experience further deterioration. These delays carry lasting consequences: disengagement from education, erosion of social relationships, and reduced confidence, motivation, and resilience.

The developmental milestones missed during this period can affect employment prospects, independence, and quality of life well into adulthood, with an estimated £1 trillion in lost earnings across the generation[12].



How sail training builds capacity to thrive

Against this backdrop, sail training offers a meaningful and evidence informed role in supporting the mental health and wellbeing of all young people and disabled people.

Voyages provide structured, purposeful environments where individuals can build self-confidence, self-awareness, and interpersonal skills.

Sail training naturally aligns with the Five Ways to Wellbeing: connect, be active, take notice, learn, and give, identified by the New Economics Foundation[13] and endorsed by the NHS and Mind. Each of these elements are intrinsically embedded in the sail training experience.

Connect

Voyages create meaningful opportunities for young people to form new friendships and strengthen existing ones, fostering a sense of community and shared purpose.

> ***"Our group of 9 young people aged 15-18 didn't all already know each other, and it was lovely to see them starting to bond with each other after & make new friendships throughout the three-day sail."***
>
> **Group leader, Suffolk Family Carers sailing with Pioneer Sailing Trust**

Be Active

Physical activity is integral to sail training – pulling ropes, hoisting sails, steering, and moving around the vessel. Such activity supports endorphin release and mood improvement. Research confirms that physical activity boosts dopamine and serotonin levels, directly enhancing wellbeing[14].

Take Notice

Time at sea encourages young people to engage with the natural environment, which has a well-documented calming effect. Blue-space research points to the positive effects of the marine environment on stress reduction, self-confidence, resilience, and overall emotional wellbeing, making it particularly beneficial for young people facing mental health challenges[15].

Learn

Acquiring new practical skills, sailing, navigation, cooking, alongside interpersonal skills such as communication, teamwork, and leadership, provides young people with a meaningful sense of accomplishment and capability.

Give

Working towards a shared goal of sailing the vessel enables young people to contribute, support one another, and feel valued, factors that are central to positive mental health and social development.



Ocean Youth Trust South

For young people from socioeconomically disadvantaged backgrounds, these benefits are amplified. Enrichment activities have been shown to increase mental wellbeing through the development of stronger school belonging[16].

The benefits of sail training extend to disabled people, with growing evidence supporting sailing as a rehabilitative and therapeutic intervention across physical, developmental and psychiatric disabilities. Research shows sailing can improve quality of life, functional recovery and social wellbeing across diverse disability groups[17].

Sail training vessels require active participation from all crew members, creating a genuinely inclusive environment where contribution is not defined by ability. Across the UK fleet, some vessels have been adapted to improve accessibility for example fewer steps, increased space, additional handholds and reduced trip hazards. The fleet also includes wheelchair accessible yachts. Others make voyage-by-voyage adjustments: agreed hand signals for those with hearing impairments, high-contrast tape for visually impaired crew members, and flexible task allocation based on what each person can bring. Through inclusive design and flexible delivery, sail training builds the confidence, resilience and motivation needed to face the future and thrive.

CATZERO
KB's Story

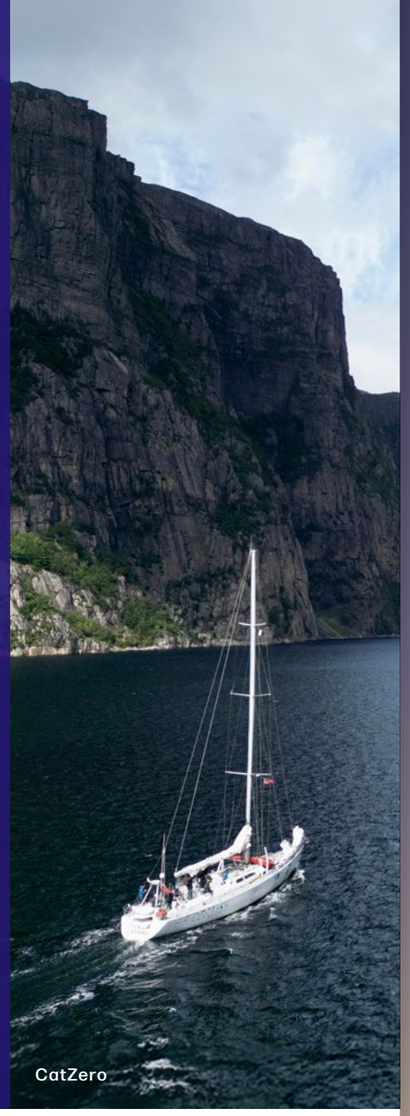
When KB joined the CatZero programme, he was living at Goole YMCA and struggling significantly with his mental health. Having previously experienced a crisis point and feeling continually isolated, he was looking for more than just employment support; he needed a community.

From day one, KB committed fully. He achieved 100% attendance and earned six qualifications, including his RYA Competent Crew certificate following an eight-day voyage aboard the CatZero yacht, an experience he loved. The sea gave him something to work towards, and the crew gave him somewhere to belong.

Relationships built on trust made the difference. Feeling safe with staff and fellow participants, KB was able to speak openly about the difficulties he was facing at his accommodation. With the team's support, he moved from a shared house where he had been experiencing bullying into a single-occupancy flat, a change he described as life-changing.

As his confidence grew, KB began attending Andy's Man Club regularly, taking ownership of his own mental health in a way that felt right for him. By the end of the programme, he had secured a part-time role as a Kitchen Porter, allowing him to work, save, and take real steps towards his longer-term goal of independent living. Nearly three years on, KB is now working full-time at B&Q and is now living in his own flat.

KB's journey reflects what becomes possible when the right environment, the right people, and the right moment come together.



CatZero

Ellen MacArthur Cancer Trust

"For me, the best part of the sailing trips with Ellen MacArthur Cancer Trust is the way they bring young people with cancer together and help form lasting bonds. During the trip this summer, a first-time sailing trip for under 18's, a pair of our teens formed a truly incredible bond. Although they had previously met each other a couple of times they became really close during the trip and for the four days we were away sailing they became nearly inseparable.

These two lads have had very different treatment journeys with cancer and although they have different interests and come from different backgrounds, they got on tremendously well. Since then, they have attended several local teen events together and recently one of them hopped on a bus and made a two-hour journey so that they could hang out on his friend's birthday. For me this shows not only the benefit of the trips themselves but also demonstrates the lasting impact that they can have for young people long after the trips have ended."

Connor, Youth Support Coordinator for Teenage Cancer Trust

CIRDAN SAILING TRUST
Voyage to Recovery

For young people experiencing psychosis, conventional therapy often falls short. Sitting in a clinical setting, focused on a structured conversation, can feel inaccessible to those already struggling with social anxiety, isolation and a loss of connection with the world around them. The Cirdan Sailing Trust provides an evidence-based alternative.

Launched in 2019, their Voyage to Recovery brings together NHS Early Intervention in Psychosis services from across the UK, taking groups of young people on extended voyages, with sail training staff supported by NHS mental health clinicians. The programme is built on the principles of Adventure Therapy: that a total change of environment, shared challenge and genuine social connection can shift patterns of avoidance and isolation that conventional treatment cannot always reach. Living and working at sea removes the usual power dynamics of clinical care. Everyone is, quite literally, in the same boat.

The results have been striking. Participants in the initial circumnavigation of the UK reported a 46% increase in satisfaction with their lives and a 69% improvement in their sense of recovery. Clinical staff accompanying the voyages describe them as among the most effective interventions they have witnessed.

The impact on individuals is perhaps best expressed in their own words. Katie, a Voyage to Recovery participant, reflected on discovering both her vulnerabilities and her strengths at sea: "The biggest thing I have got from the experience is knowing I have it in me to go out and try to find a life that makes me excited to live it." For Dylan, who joined a voyage in 2025 sailing from Peterhead to Hartlepool, the experience reignited something he thought he had lost: "The spark I once carried inside of me returned. I found a passion for sailing I didn't know existed inside of me."

What the Voyage to Recovery demonstrates is that sail training can function as a genuine clinical tool, not merely a complementary activity. For a group of young people who are among the hardest to reach in the mental health system, a voyage at sea has proven capable of doing what a consulting room cannot: restoring hope, agency and a sense of belonging.



Graham Cross

SUSTAINING ENGAGEMENT WITH EDUCATION

Young people's engagement in education in the UK has become an increasing concern since the COVID-19 pandemic, with significant rises in school absence and a marked decline in participation in mainstream schooling.

Department for Education data shows that persistent absence, defined as missing more than 10% of school sessions, almost doubled to 21.2% in the years following the pandemic[18]. Severe absence, defined as missing more than half of all school sessions, has tripled since 2018/19 and now affects 166,000 children. These figures sit alongside data from the Education Policy Institute who have reported up to 300,000 young people are now missing from education entirely, a 40% increase since 2017[19].

The causes of non-attendance are complex, involving a combination of socio-economic pressures, mental health difficulties, unmet special educational needs (SEN), and weakened connections with school communities[20]. Pupils with an Education, Health and Care Plan (EHCP) have persistent absence rates almost double the national figure (34.3% vs 18.1%[21]). Young people experiencing poverty, housing insecurity or transport barriers also show significantly higher rates of absenteeism.

In 2025, 1.9 million children in Britain were found to be living in deep material poverty[2]. Those from disadvantaged backgrounds are twice as likely to be persistently absent from school, four times more likely to be suspended and five times more likely to be permanently excluded. At age five they are already scoring an average of 19 months behind their peers on vocabulary tests. By their teenage years, they are 40% less likely to achieve a good pass in English and Maths GCSEs, compared to their more advantaged peers. The gap in progression to higher education is wider than it has ever been.

Maintaining engagement in school is one of the core challenges. The Centre for Young Lives emphasises that a sense of belonging is one of the most important drivers of school attendance, closely linked to strong peer and teacher relationships and an environment where students feel emotionally and physically safe[23].

Research indicates that 1 in 4 pupils disengage during their first year of secondary school, a crucial transition point where academic pressure, social challenges and changes in routine can intensify existing vulnerabilities[24].

At a societal level, higher absence rates are associated with increased risk of becoming NEET, long term unemployment, reliance on social services, poorer health outcomes and greater risk of involvement with the justice system, an issue explicitly highlighted in the Centre for Social Justice's report[25]. Economically, the long-term cost of under-engagement contributes to a less skilled workforce, reduced productivity and economic growth[26].

Research consistently shows that outdoor and experiential learning has a significant positive impact on engagement with education, wellbeing and attendance. The Centre for Young Lives' 2025 report 'Beyond the Classroom' demonstrates a direct correlation between participation in enrichment activities and improved school attendance[23]. Sadly, over the last decade, there has been a decline in young people's access to enrichment opportunities both through school and outside of school, with children and young people from disadvantaged backgrounds, many of whom are already at a higher risk of disengagement and absenteeism, disproportionally affected[24].

Enrichment opportunities, like opportunities for learning outside the classroom, play a vital role in building relationships and creating a sense of belonging at school, one of the strongest predictors of attendance. Young people involved in the Centre for Young Lives research frequently described enrichment as the "reason they come to school", particularly those facing poverty or social disadvantage. This is supported by wider literature: extracurricular participation has been shown to strengthen school belonging and improve mood and resilience during adolescence[16].

How sail training supports sustaining engagement with education

As an enrichment activity, sail training is a powerful form of experiential learning. It provides a structured, purposeful and immersive environment where young people succeed, often in ways they didn't think possible, working collaboratively to achieve shared goals. For disengaged pupils, the experience of being valued, trusted and capable onboard can be transformative, supporting attendance, engagement and behaviour in ways that classroom learning alone cannot always reach. Sail training is equally powerful for young people with SEN or social, emotional and mental health needs: this alternative learning environment builds self-belief and a positive identity as a learner, providing a route to success outside traditional settings. The evidence on outdoor learning is consistent – it improves behaviour, strengthens cooperation, and opens opportunities for those who may not thrive in classroom-only environments.



The sail training voyage environment creates opportunities for positive interactions with adults. For those joining a trip with their school, alongside known school staff accompanying them, the sail training staff themselves become other trusted adults and positive role models. Young people report feeling trusted and valued by the adults onboard, particularly important for those who may feel misunderstood, judged or unseen in their normal school environment. The voyage can provide young people with a "fresh start", an opportunity to change not only the way they view themselves, but also how others view them. It strengthens relationships with peers and adults. These positive relationships, peer-to-peer and pupil-adult, are crucial to improving attendance and re-engagement. Home educated young people have the opportunity to build meaningful relationships with peers and adults, outside their usual social circle.


Graham Cross

> *"For some pupils, this voyage was the first time they'd felt truly confident, connected, and capable. It gave them the space to shine in ways we wouldn't see in the classroom."*
>
> **Teacher sailing with Ocean Youth Trust North**

SUSTAINING ENGAGEMENT WITH EDUCATION

OCEAN YOUTH TRUST SCOTLAND
CashBack for Communities

Ocean Youth Trust Scotland are proud to be a part of the CashBack for Communities initiative. This national partnership creates more positive opportunities for young people in Scotland facing the greatest challenges.

Over the last 3 years they have worked with nearly 250 young people, many who have faced Adverse Childhood Experiences. The programme focuses on improving communication and teambuilding, delivering outdoor sessions with groups before they even set foot on the boat. Through these and a 5-day voyage, young people gain Qualifications Scotland modules in communication, literacy, and numeracy.

For young people like Jenny (age 16) this has been life changing. Before taking part, Jenny was anxious and lacked confidence, she often truanted, made poor choices and was very shy beyond her friend group. After taking part Jenny's teachers noticed a huge change, she was in school every day, offering to help with odd jobs and giving compliments and kind words. Jenny said the full experience really helped her mental health, taking it from a 3 to an 8 out of 10.

Jenny told her teacher that thanks to the experience she had learned she can't change the past, but she can live more for the moment. She appreciates the little things more - like her bed! - but also that life is about relationships with people.



Ocean Youth Trust Scotland

"My confidence is soaring! It was like a family where everyone had their own role. It felt like I'd known these people my whole life."

EXCELSIOR TRUST
Kirkcaldy High School Harbouring Potential trip

Students from Kirkcaldy High School in Fife joined the Excelsior for a sail training voyage. Selected by the schools Guidance Teacher, these were among the school's most disengaged young people, struggling with attendance, low self-esteem, and limited attainment. None were on track for exams. Getting them through the door for any activity required significant support.

The voyage was not without its challenges. One student withdrew before departure, and four others chose to leave after the first 24 hours. But for the four who completed the trip, the impact was profound, and even those who left early have since described the experience as transformative.

Aaron had not engaged with mainstream school since 2020. Within weeks of returning, he was attending fifth year classes alongside his peers. His parents noticed the difference at home too: he was more communicative, more active, and sleeping better. He had learned to swim. His resilience, in his teacher's words, was "showing through in abundance."

Classmates Poppy and Amie returned with greater confidence and a renewed desire to learn. All four began exploring career pathways in the maritime sector, something unimaginable before the voyage.

Months later, the four students delivered a 40-minute presentation to over 25 family members and staff. They held the room, made eye contact, and spoke with passion about what the experience had meant to them. The teacher, who had guided these young people through years of difficulty, described it simply as "an absolute pleasure to witness."

Poppy and Amie have gone on to sail onboard Excelsior again, independently of school and have also spent time volunteering in the Excelsior boat yard.

MORVARGH SAILING PROJECT - FINDING YOUR PLACE
A Young Person's Journey onboard Helen Mary R

When one participant joined the ASPIRE Voyage, they had recently moved to Brannel School following a difficult experience at their previous school. The Year 9 transition had left them quiet and unsure of themselves, and they boarded Helen Mary R with understandable anxiety about stepping into yet another unfamiliar environment.

In the early stages of the voyage, they stayed on the edge of group activities, hesitant to take the lead. But the rhythm of life on-board, the structure of sail training, and the steady encouragement of their watch allowed confidence to build gradually. They began volunteering for small responsibilities, asking questions, and contributing more to daily life on deck. The turning point came when they led the preparation of dinner.

"I led the cooking of dinner for the whole crew by giving everyone tasks and getting everyone involved," they said afterwards. It was a moment that marked a clear shift from uncertainty to genuine leadership. They also developed practical sailing skills, reflecting: "One skill I have practiced is tacking, which will help me in the future by allowing me to work with a team more efficiently and easily." By the end of the voyage, the change was unmistakable. As one adult leader put it: "It was incredible to see one of our shy, vulnerable and fragile young people suddenly come out of their shell and act as a mentor and guide to others."



Morvargh Sailing Project

BUILDING SKILLS FOR LIFE AND WORK

Young people in the UK face a rapidly changing labour market that demands far more than academic qualifications alone. Employers consistently highlight the importance of core, essential and transferable life skills such as communication, problem solving, resilience, adaptability, proactivity, leadership, networking and money skills[27].

Research by the Open University reports that 54% of organisation leaders have seen a decline in soft skills, such as communication and teamwork among young people since the pandemic, indicating that there is a need for more investment in preparing this generation for the workplace[28]. Additional research by the Institute of Student Employers has suggested that career readiness is declining among graduates as well as school and college leavers. The areas where employers have the most concerns are self-awareness, resilience and time management[29].

Young people frequently report that they do not get the opportunity to develop these vital skills at school, they know education is important, but do not feel it is preparing them for the real world[4]. Research by the Kings Trust highlights that young people feel increasingly ill-prepared for the world of work, citing low confidence, poor wellbeing, and limited opportunities to develop essential life skills as key barriers to employment[6].

61%

ARE CONCERNED THAT THEIR LACK OF SKILLS, EXPERIENCE OF QUALIFICATIONS WILL IMPACT THEIR ABILITY TO GET A JOB THAT IS SECURE IN THE FUTURE ECONOMY

In December 2025, nearly a million young people aged 16 to 24 were classified as NEET (Not in Education, Employment or Training) representing an estimated 12.8% of their age group in the UK. More than half (547,000) of all those young people were economically inactive, meaning they had not been actively seeking work within the last four weeks[30]. The impact of unemployment on young people is taking its toll on their confidence and wellbeing, with Kings Trust research reporting that almost one in three young people feel their mental health has been impacted, and over half reporting the longer they are unemployed the worse they feel about themselves[34]. Marginalised young people face significant barriers to employment, particularly those with special educational needs and disabilities (SEND) and those with experiences in the care system . Impetus research has identified the triple jeopardy that a young person from a disadvantaged background with low qualifications and special educational needs and disabilities is nearly three times more likely to be NEET, with a rate 170% higher than average[22].

> *"Best thing about the voyage was seeing the pupils succeed. Thank you to everyone involved, big thank you to the staff onboard for their ongoing support towards the pupils. Great experience. Lots of variety. A tremendous experience for our SEND pupils – social communication, resilience and teamwork."*
>
> **Youth leader sailing with the Rona Sailing Project**

Youth unemployment carries heavy social and economic costs, with the post pandemic surge in NEET numbers costing the UK economy £20bn in lost GDP[32]. Research has shown that prolonged time spent in this situation is associated with poorer adult employment outcomes, lower wages, poorer mental and physical health, and greater reliance on public services. With nearly one million young people out of work or education, the burden on the UK economy is substantial, not only through lost productivity but also through increased welfare expenditure and reduced social cohesion. Employers also face labour shortages, with many sectors citing a lack of applicants equipped with the necessary soft skills for entry-level roles[5].

HOW SAIL TRAINING BUILDS SKILLS FOR LIFE AND WORK

Sail training offers a powerful, experiential solution to the skills deficit. Unlike traditional classroom-based education, sail training immerses young people in a dynamic, challenging environment where soft skills are developed organically through experiences onboard.

Research undertaken for ASTO in 2019 demonstrated that sail training significantly improves personal and social development, including teamwork, communication, resilience, confidence and leadership capabilities. The structured, purposeful activities combined with being at sea were seen to be the drivers of that learning and growth[33].

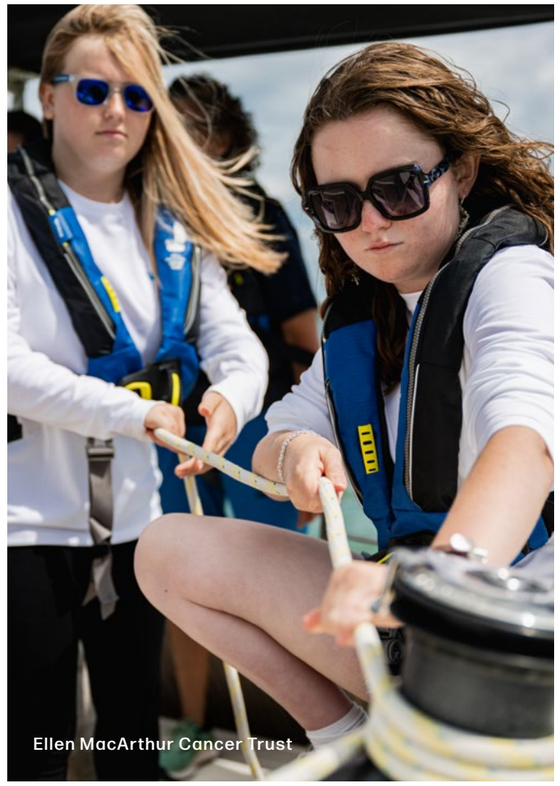
> *"The trip gave them the opportunity to get out of their comfort zone and try something new. Many of them lack confidence, and it was incredible to see them grow over the week... One young person, who struggles in a school environment due to their additional support needs, enjoyed the trip so much that they now want to explore a career involving boats, something they had never considered before! Each and every one of our young people came back with a sense of achievement and self-belief, and they are now able to take this into the future."*
>
> **Principal Teacher of Guidance sailing with Ocean Youth Trust Scotland**

Sailing a vessel requires everyone onboard to contribute towards a shared goal, they work together to set sails, steer, keep watch and maintain daily routines onboard like cooking and cleaning. These tasks are meaningful and time critical, young people get firsthand experience of interdependence, teamwork is a lived experience rather than a theoretical concept.

Effective communication onboard is vital for the safe operation of the vessel, it must be clear and timely. When undertaking manoeuvres, you must listen to instructions and confirm you understand and are ready to do what is required. When on watch, you must maintain situational awareness and communicate possible hazards to those on the helm and navigating the vessel.

There are many opportunities for individuals to take responsibility and to lead others. They get to practice decision making in real time and see the real-world impact of their choices. They learn critical thinking skills as they respond to the tasks onboard, and the importance of continuous assessment of the environment and adjustment to the conditions – reinforcing adaptability, one of the most sought-after soft skills in the modern workforce. From keeping watches at 3 a.m. to completing the ship's logbook and preparing meals for others, responsibility becomes part of everyday life onboard.

Sailing presents individuals with both physical and emotional challenges which help them discover their own capabilities. The experience is immersive and continuous. The challenges are real, whether it be the physicality required to hoist sails or climb the mast, the fatigue from being in the elements or simply living and sleeping in a new environment. They build resilience, self-reliance and emotional strength, often surprising themselves with what they achieve. Sharing these challenges with others encourages empathy and respect; it breaks down barriers, strengthens social skills and encourages inclusion, 'they're all in the same boat'.



Ellen MacArthur Cancer Trust

OCEAN YOUTH TRUST SOUTH
AJ's Story

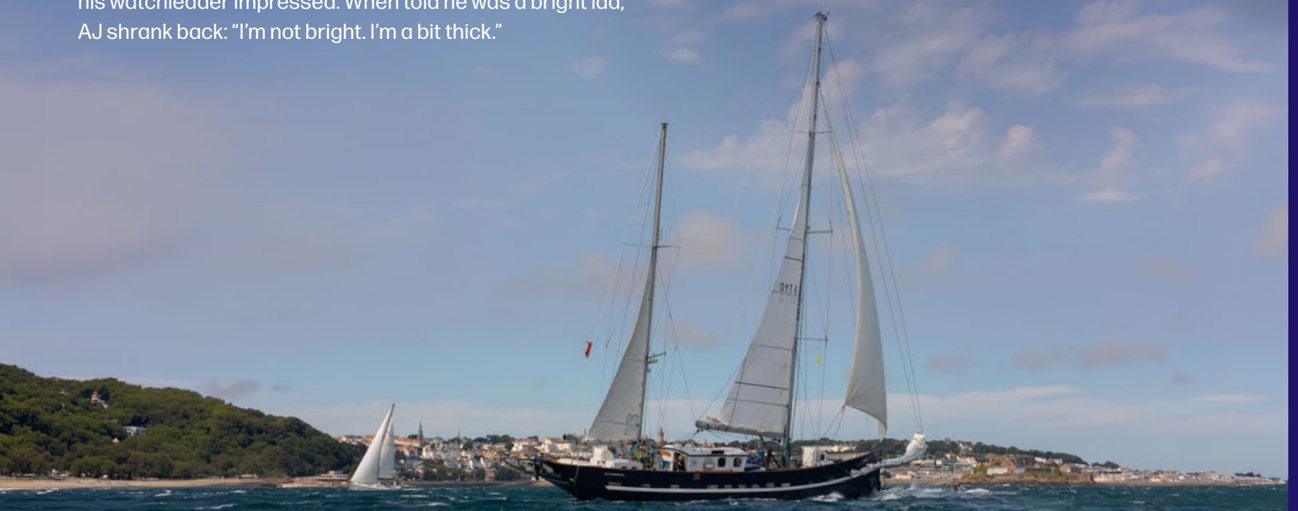
At thirteen, AJ was attending a special school for severe dyslexia. He had spent eight years in classrooms where his poor literacy was a daily reminder of what he could not do. By the time he joined his first sail training voyage, he had absorbed a belief that would take time to unpick: that he was not capable.

A residential voyage with Ocean Youth Trust South changed that. Given real responsibilities, hoisting sails, steering, navigating, keeping watch, AJ discovered something the classroom had never been able to show him. On the second morning, unprompted, he went straight to the correct ropes from the day before, demonstrating a spatial awareness and memory that left his watchleader impressed. When told he was a bright lad, AJ shrank back: "I'm not bright. I'm a bit thick."

Over five days, the evidence became impossible to ignore. He steered confidently, learned quickly, and consistently outperformed his own expectations. By the end of the voyage, he stepped ashore clutching his first ever qualification, looking, in his watchleader's words, "two feet taller."

AJ returned for voyages at fourteen and fifteen, each time building on a growing conviction: that he was practical, a fast learner, a reliable crew member, and capable of far more than school had suggested. He left at sixteen no longer afraid of his future.

Twenty years later, AJ owns his own fuel distribution business, employs a team, and donates annually to Ocean Youth Trust South so that other young people from his area can have the same experience. As AJ says, sailing was the transformative moment, the point at which he first started to believe in himself.



Ocean Youth Trust South

"I first sailed with Ocean Youth Trust South as a teenager, on a voyage organised by the MACS charity which supports young people born without eyes or with under-developed eyes, after which I was invited back for more training. Volunteering for Ocean Youth Trust South permanently lives on my CV and I spoke about it in one of my competences which got me my current role with the Civil Service, as a statistician with HMRC. I can also definitely think of things I found challenging when I first sailed and when I first started training as a bosun. I think overcoming those challenges and learning to think about obstacles differently has been the major factor in making me resilient in my day-to-day life and giving me the courage to make the most of opportunities, especially for things where a visual impairment might appear to present a major barrier."

Niamh, Volunteer Bosun

DISCOVERY SAILING PROJECT
E's Story

E first sailed with Discovery Sailing Project in 2021, aged fifteen, joining a voyage with his Explorer Scout Unit. His enthusiasm was clear from the outset, and he was invited back to train as a Watch Leader, a role he has continued to hold ever since.

His sixth form years were difficult. Studying A Levels left him disengaged and lacking confidence. Sailing with Discovery Sailing Project was, in his mother's words, something he always looked forward to, and each time he returned from a voyage she noticed a change: greater maturity, growing confidence, and a wider set of skills.

What set the experience apart was the way Discovery Sailing Project's adults treated young people. High expectations and genuine respect had a profound effect on E's self-esteem and his belief in what he could achieve. The relationships he built at sea with adult crew members working in engineering and STEM fields opened his eyes to career possibilities that his home environment had not exposed him to. Conversations held casually on deck, with people who shared his interests and understood his ambitions, shaped how he saw himself and his future.

When E came to apply for engineering apprenticeships, it was his sailing experience that gave him his strongest interview material: problem solving under pressure, teamwork, resilience, and practical knowledge of engines, pulleys, and tools. He secured a four-year craft engineering apprenticeship with an international company.

His mother is clear about what made the difference. For E, it was genuinely transformative.

The Morning Star Trust

"Before the voyage, I was quite apprehensive, not only because sailing was new to me, but also because I had a fear of large volumes of open water. The concept of spending so much time on the sea was extremely daunting, and prior to the expedition, I questioned whether I would be able to manage that fear while still contributing to the team. At the same time, I was adamant not to let this hold me back and I saw the voyage as an opportunity to put into play what I had learnt while training for and completing the Nijmegen Marches, which was, that anything is possible, as long as you put your mind to it, to conquer my fear of water.

As the expedition went on, I gradually grew more comfortable and confident on the water, learning to trust the boat, as well as my own abilities. Working with the crew to complete the expedition helped me focus on teamwork and resilience rather than my fear. By the end of voyage, my fear had been replaced with pride and a real sense of accomplishment. I have come away with this voyage with unforgettable memories, new sailing specific skills, and enhanced teamwork abilities- which is invaluable in my future career as a Physiotherapist."



Chris George

SUPPORTING THE SECTOR

Sail training in the UK took root in the 1960s. As the fleet grew, organisations emerged and began meeting to share knowledge on training, safety, and vessel manning. This led to the creation of the Association of Sea Training Organisations which was formally established as an RYA subcommittee in the early 1970s and which later became the Association of Sail Training Organisations (ASTO).

For over 50 years, ASTO has championed and supported the UK sail training sector. What began as an informal gathering of like-minded people, united by a shared belief in the value and impact of sail training became an independent charity in 1978 - recognising the growing importance of the sector.



RNLI

The Hammond Innes Bursary

A real turning point for ASTO came in 1998, with the generous bequest of honorary Vice President Hammond Innes, a writer of adventure novels. His legacy fundamentally reshaped ASTO's capacity, scale and long-term sustainability, enabling the organisation to transition from being entirely volunteer run to employing a dedicated professional team.

Most significantly, it gave rise to the Hammond Innes Bursary, a programme that exists to ensure no one is prevented from experiencing the life-changing power of sail training simply because of what they can afford. In 2025, £117,289 was distributed to 31 member organisations.

This funding enables them to make sail training accessible to more participants. Many of the trips featuring in the case studies in this review have been funded in part by Hammond Innes bursary funds. Member organisations are also able to direct the funds towards the training of staff and volunteers who deliver the programmes.

"I joined the Wells-Next-The-Sea Sea Cadet unit at the age of 10 and became a Cadet Force Adult Volunteer at the age of 18. I have been working for the Marine Society and Sea Cadets since July 2025 as a First Mate onboard our 42ft yachts based out of Portsmouth.

With the help of the Hammond Innes bursary awarded to the Sea Cadets, I have been able to complete the MCA Approved Engine Course (AEC1) and I am currently completing my RYA Yachtmaster Theory.

These qualifications are opening doors to new and exciting experiences afloat, which are so valuable for my future in sail training. Having completed both qualifications, I will be able to progress to more challenging, diverse and demanding roles"

Henry, Marine Society and Sea Cadets

OFFSHORE
Nuneaton North Scouts and Explorer Scouts

When the Nuneaton North Scouts and Explorer Scouts joined Offshore for a sailing voyage along the River Orwell and into the North Sea, many of the young people had never experienced anything like it. For some, it was the first time they had been away from home.

Financial barriers mean that experiences of this kind are simply out of reach for many families in the group's catchment area. External funding, including the Hammond Innes Bursary made the voyage possible, and with it came something that no amount of classroom time can replicate: the challenge of doing something entirely new, in an environment that demands teamwork, resilience and independent thinking in equal measure.

The group of eight young people developed new skills and built on existing ones. Some had tried water-based activities like kayaking before, but sailing offered a different order of challenge, one that required communication, perseverance and trust in one another. Alongside the practical and nautical skills gained, they returned home with strengthened personal and social skills, and a measurable boost to their physical and mental wellbeing. The young people are already asking to go again.

For a group whose first voyage was also, for many, their first time away from home, that enthusiasm says a great deal about what sail training can offer young people when the financial barriers to access are removed.



LIFEBOAT FUND: SURVIVING THE COVID-19 PANDEMIC

One of ASTO's most significant achievements, certainly in the last decade, was the provision of the Lifeboat Fund during the Covid-19 pandemic. ASTO member organisations faced an existential crisis of a significant loss of income from not being able to operate, coupled with an exceptionally challenging fundraising climate; the member organisations risked having to sell their vessels and / or offices and at worst looked at closure.

ASTO was extremely concerned that there would be an irrecoverable loss of capacity in the sector. Sail training vessels are largely bespoke, designed for their unique purpose and the loss of boats, the operating charities and the potential loss of experienced and skilled personnel would have meant the sector was unable to deliver at any scale the significant benefits that sail training brings to the UK.

For this reason, the ASTO Board moved fast and by the end of March 2020 had taken the exceptional decision to designate significant emergency funding to support full member organisations. In 2020, ASTO distributed a total of £1.38 million to member organisations across two awards. These funds were a lifeline allowing our member organisations to weather the pandemic storm.

As the world has moved forward, the sail training sector remains steadfast in its purpose. It provides opportunity to experience the antithesis of the isolation and loneliness experienced during lockdowns and social distancing restrictions. It offers shared endeavour, new skills, new friendships and the experience of discovering what you are truly capable of.

"On behalf of the Cirdan Sailing Trust, I would like to thank ASTO for their generous support not only of our work here at Cirdan but for sail training in general... The financial support has been a lifeline to most ASTO members and has allowed us to survive the year and look forward to resuming operations."

Cirdan Sailing Trust, Chief Executive

ABOUT ASTO

MISSION

ASTO is the membership organisation for sail training charities in the UK. We exist to enable our member organisations to transform lives through adventure at sea.

VISION

Our vision is to nurture an environment where every sail training charity in the UK feels stronger as part of a community, has access to resources and is supported to empower their beneficiaries to:

- Build confidence and resilience
- See beyond their current horizons
- Develop skills for life

PURPOSE

Our purpose is to raise greater awareness about the value of residential adventures at sea for young people and disabled people through work across three pillars:

- Advocating for sail training and our member organisations
- Fostering collaboration throughout our network
- Promoting excellence and inclusivity across the UK's sail training community



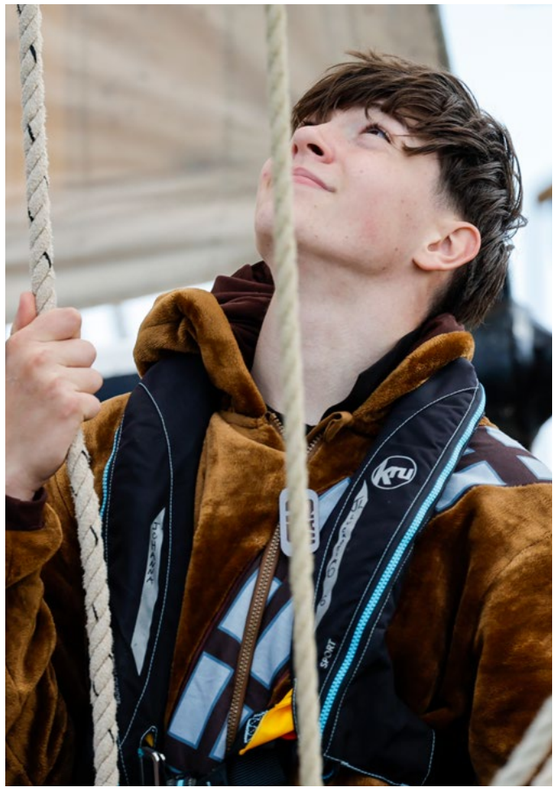
ADVOCATING FOR SAIL TRAINING AND OUR MEMBERS

ASTO provides a national communications and advocacy function on behalf of the UK sail training sector, representing our member charities. We act as a single, coordinated voice to build awareness and understanding of sail training among key audiences, including government, regulators, funders, commissioners, partner organisations and the wider youth and maritime sectors, building a consistent national narrative.

Our role is to ensure that the value, impact and relevance of sail training is better understood, and that the sector is visible within national conversations that affect youth development, outdoor learning, wellbeing and maritime participation.

A core part of ASTO's work is to represent the interests of member organisations in consultations and policy discussions that influence their ability to operate safely and effectively. We engage with key stakeholders including the Maritime and Coastguard Agency (MCA) and contribute to the development of legislation and regulatory frameworks that govern vessel operations.

Following the launch of a public consultation on the Sport or Pleasure Vessel Code, ASTO provided a detailed response and supported member organisations to prepare their own, ensuring the voice of the sail training community was heard during a key decision-making process and helping to shape a code of practice that continues to support the safe delivery of sail training experiences.





Ellen MacArthur Cancer Trust

ASTO also supports member organisations by identifying opportunities and risks emerging beyond the immediate sector, and by coordinating shared responses where a collective approach is required. This includes sharing information, facilitating access to relevant expertise, and strengthening connections with organisations and networks that individual charities may not have the reach or resources to engage with directly. Our Chief Executive sits on a working group strengthening links between youth work and outdoor learning, helping to ensure that sail training is considered and included in representations and funding programmes.

In parallel, ASTO is developing a broader communications approach, encompassing public relations, social media and external affairs. The aim is to strengthen the profile of sail training nationally, support a clearer understanding of its role within youth and outdoor learning provision, and build a consistent narrative around the outcomes it delivers. By improving visibility and recognition, ASTO is committed to ensuring sail training remains accessible and well-funded, while increasing the number of young people and disabled people of all ages who benefit from sail training experiences across the UK.

FOSTERING COLLABORATION THROUGH OUR NETWORK OF MEMBER ORGANISATIONS

ASTO fosters a collaborative environment among its member organisations and external partners to amplify impact and share knowledge and best practice. On a day-to-day basis members are connected through an instant messaging group facilitated by ASTO. Each year ASTO provides opportunities for the sail training sector to come together, in person, both ashore and afloat.

ASTO UK Sail Training Conference

Each January, more than 150 delegates from across the UK come together for the ASTO UK Sail Training Conference, the UK sail training sector's flagship event. Sea-going and shore-based staff, volunteers, trustees, and sector supporters gather for a packed day of inspiration, learning, and connection.

The conference delivers a dynamic programme spanning the issues that matter most to the sector, from legislation and fundraising to mental health, leadership, and best practice, brought to life by expert speakers and practitioners in their respective fields who broaden our perspectives and inspire innovation. But the conference is more than just a programme of sessions. It is a moment for thesector to come together, to share experiences, forge new connections, and leave re-energised and ready for the year ahead.

> *"A really excellent session. I made so many notes which I very much look forward to sharing with my team"*
>
> **2026 Conference Attendee**

Members describe the conference as a must in their calendars. The conference continues to deliver on every level, keeping the UK sail training community informed, motivated, and stronger together.



Small Ships Races

Our annual Cowes Small Ships Race brings our member organisations together on the water. With members showcasing what they do best, taking young people and disabled people out for a fun weekend on the water, with a little friendly competition thrown in for good measure. This event is extremely popular with member organisations, with around 17 boats and over 200 people taking part each year.

As well as the annual small ships race based in Cowes, ASTO also organise a longer passage race every few years giving participants an opportunity to spend an extended period of time together with young people from other member organisations. 2024 saw Guernsey welcome a host of sail training vessels, skippers, volunteer staff and young sailors for the start of the ASTO Guernsey to Poole Small Ships Race, in partnership with and inspired by the RNLI's 200th Anniversary highlighting the message of inspiring future generations. After a cross-channel passage that was challenging and tested crew resilience and creativity because there was so little wind, there was an opportunity for the young people to explore the different types of career and volunteering opportunities the RNLI can offer.

> *"My favourite part was the evenings, being able to watch the stars whilst up on night watch, as well as all the new friends I have met whilst onboard, unforgettable experience"*
>
> **Small Ships Race Participant**

Jobs Board

ASTO provides a free centralised jobs board for member organisations, offering a dedicated space to advertise vacancies across the sail training sector, supported by a companion Facebook page that extends reach to a wider audience. The service has seen consistent and growing use connecting candidates who share a commitment to sail training and its values with over 125 opportunities in the past 3 years.

Tall Ships Races

ASTO is a founding member of Sail Training International, who run the Tall Ships Races. In 2025 Aberdeen was a host port, with ASTO staff and member organisations supporting the event both in the run up and with a physical presence in the port during the stopover.

As part of a collaborative working group with Ocean Youth Trust Scotland, The Swan Trust and the Marine Society and Sea Cadets, ASTO worked with Aberdeen City Council and the Port of Aberdeen to ensure the young people they sponsored to take part were representative of the whole community. Connections were fostered between local sail training organisations and those responsible for commissioning youth work and employability initiatives within Aberdeen creating a lasting legacy of the event.



Although our members are all independent entities, they often work together to extend their reach and enhance opportunities for their beneficiaries.

MORVARGH SAILING PROJECT

For ten years, Morvargh Sailing Project has served as the Fowey Regatta committee boat, working closely with the town's two yacht clubs to create opportunities for young people to access their first experience of cruiser racing. From this foundation, the Fowey Regatta Sail Training Class was born; a simple idea to make racing more inclusive, collaborative, and genuinely enjoyable for young people.

In its first year, a single vessel from the Morning Star Trust joined us, and we raced together in a spirit that prioritised connection as much as competition. Crews spent time on each other's boats, shared laughs, and built friendships that extended beyond the race itself. It became clear that this approach captured something important: removing barriers, building confidence, and allowing young people to engage with sailing in a way that felt welcoming rather than intimidating. The following year saw all three Morning Star vessels take part, building momentum and deepening the sense of shared purpose.

The organisations work closely together each year to refine the event, shaping it around the needs of young people and the realities of the sea. When conditions allow, we race; when they do not, the focus shifts seamlessly to shared experiences ashore, with games, challenges, and time together that remain just as valuable.

In 2026, seven boats are expected to sail in the regatta, including the Discovery Sailing Project, the Marine Society and Sea Cadets and the Morning Star Trust. Supported by local clubs, ASTO, and Sail Training International, the class now stands as a strong example of the collaborative nature of the UK sail training fleet.

Morvargh Sailing Project

PROMOTING EXCELLENCE AND INCLUSIVITY ACROSS THE UK'S SAIL TRAINING COMMUNITY

ASTO promotes excellences and inclusivity across the UK's sail training community, upholding the highest standards of safety and professionalism. Our Hammond Innes Bursary drives inclusivity by supporting our member organisations to make sure an individual's financial circumstances are not a barrier to stepping onboard.

The Trinity House ASTO Career Development Bursary

The Trinity House Maritime Charity is committed to providing education, support and welfare to mariners of all ages. Administered by ASTO, they generously provide career development bursaries to employed, freelance and volunteer staff who work on sail training vessels operated by ASTO member organisations. This is a benefit of membership for ASTO member organisations and helps to ensure that sea staff and volunteers are well qualified to provide safe and challenging trips.

Over the last 10 years Trinity House has supported the ongoing professional development of more than 150 sea staff and volunteers, distributing over £214,000 of funding.

Safeguarding

ASTO support member organisations to get DBS (Disclosure and Barring Service) criminal record checks for their staff and volunteers through the Royal Yachting Association umbrella service for DBS checks. Each year we support our members to process applications for over 250 individuals.

We provide our members with access to appropriate safeguarding training for their staff and volunteers. This ensures they meet all statutory and regulatory requirements, as well as demonstrating the importance of following best practice. Last year 156 individuals undertook this training.

Awards

Each year at its annual conference, ASTO recognises the member organisations, skippers and volunteers who best embody the values of the sector. Awards celebrate excellence in seamanship and safety, in collaboration with the Maritime and Coastguard Agency, as well as outstanding shore-based support, environmental leadership, and the power of volunteers to change young lives. A further award acknowledges the organisations telling the story of sail training's impact most compellingly, reflecting ASTO's commitment to making the case for the value of the work of the sector.



WHAT HAPPENS NEXT IS UP TO ALL OF US

The evidence in this review is clear. Sail training changes lives. It builds the resilience, confidence and skills that young people need to navigate an increasingly pressured world, and it reaches those who need it most: young people facing mental health challenges, those disengaged from education, disabled people who have too often been excluded from the kind of transformative experiences that others take for granted.

But the scale of unmet need is significant. Nearly one million young people are currently NEET. One in five experience mental health difficulties. Youth services have been decimated. The demand for what sail training offers has never been greater, and the sector's capacity to meet it is constrained by resources, awareness and access.

Every day in sail training, you meet remarkable young people, many of them navigating real challenges in their own lives. Some rise to every challenge in ways that are genuinely inspiring. Others simply need a stepping stone, a moment of belief, and a chance to find their footing in an increasingly complex world. Sail training can provide that moment. It is why this work matters, why ASTO will continue to champion it and the incredible work of our 30 member organisations and why we are all ready to do more.

We are actively seeking partners, commissioners and funders who share our belief that adventure, challenge and community at sea can play a meaningful role in addressing some of the UK's most pressing social challenges.

If you work in policy or government, we stand ready to make the case, provide evidence, and support the design of programmes that put sail training to work at scale.

If you commission services for young people or disabled people, we would welcome a conversation about how sail training can complement and strengthen your provision.

If you fund youth programmes, enrichment, mental health or employability work, we would be glad to explore what a partnership with the sector could achieve.

To find out more or to start a conversation, please contact the team at info@asto.org.uk



Mark Todd
Chair of Trustees

Graham Cross

ASTO
PROMOTING UK SAIL TRAINING

OUR MEMBER ORGANISATIONS

Boleh Trust
Cat Zero
Cirdan Sailing Trust
Combined Cadet Force
Dauntsey's School
Disabled Sailors Association
Discovery Sailing Project
East Coast Sail Trust
Ellen MacArthur Cancer Trust
Excelsior Trust
Gordonstoun School
Gwennili Trust
Island Trust
Marine Society and Sea Cadets
Maybe Sailing 'Youth Initiative'
Morning Star Trust
Morvargh Sailing Project
Ocean Youth Trust North
Ocean Youth Trust Scotland
Ocean Youth Trust South
Offshore
Pioneer Sailing Trust
Rona Sailing Project
Sail Training Shetland
Sail Training Trust
Sailing Tectona CIC
Sea Change Sailing Trust
Swan Trust
Tall Ships Youth Trust
UKSA

Honorary Members
RYA Sailability
Sail Training International

Royal Patron: HRH The Duchess of Edinburgh GCVO, GCStJ, CD
President: His Excellency Vice Admiral Sir Jerry Kyd KBE
Vice President: Hon Nusrat Ghani MP

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