

Executive Summary

The Duke of Edinburgh's International Award Bermuda has operated for over 50 years and, for the last three years, broadly followed a three year strategic plan (the '**Strategic Plan**') initially adopted in 2014. The Strategic Plan adopted for 2014 – 2017 was a comprehensive document produced following considerable review, discussion and thought. That document itself built on previous work of the Bermuda Award Council.

As for the 2014/17 Strategic Plan, it is thought helpful to set out an introduction to the Award programme and a brief history of the Award in Bermuda to provide context.

Award Structure

*International Award Foundation (the '**Foundation**')*

The Duke of Edinburgh's International Award Foundation drives and supports the Award's global growth, so more young people can undertake the world's leading youth achievement award.

Working through a network of Award Operators in more than 140 countries and territories, it creates new ways and places for young people to participate in the Award, using innovative online tools. The Foundation leads the Award's entry into new countries, ensuring consistency around the world. It works to increase global awareness of the value of non-formal education. This in turn creates demand for the Award, which is one way that young people's development outside the classroom can be recognised consistently worldwide.

Current senior Foundation appointments:

- Chairman of the Board of Trustees: HRH The Prince Edward, Earl of Wessex KG GCVO
- Secretary General: John May
- Regional Director Americas: Maj. David Clarke CVO

For more information visit <http://www.intaward.org/>

The National Award Authority (NAA)

The Duke of Edinburgh's Award in Bermuda is Bermuda's 'National Award Authority (the '**Bermuda NAA**' or '**NAA**') and is licensed by The Duke of Edinburgh's Award Foundation (International Award Foundation (the '**IAF**') to operate The Duke of Edinburgh's Award in Bermuda.

The NAA is responsible for:

- Maintaining the licence requirements including the fundamental principles and operating principles of the Award as set out by IAF and the Code of Practice;
- Funding and resourcing of its operations;
- Promotion and building awareness of the Award;
- Developing and maintaining applicable operating policies and procedures;

- Maintaining comprehensive records;
- Protecting The Award brand and intellectual property as set out in the licence with the IAF;
- Providing the required reporting to the IAF;
- Licensing award units through licence arrangements with Award Units/operators in Bermuda;
- Developing and implementing an ongoing strategic plan;and
- Meeting certain quality assurance, Award and legislative compliance requirements.

The Bermuda NAA achieved full certification with the Bermuda National Standards Committee ('**BNSC**') in 2012 and this was renewed in 2016. The Mission of the BNSC is to improve the quality of all local non-profit organisations and charities through a process of certification which ensures these third sector entities are following best practices. The certification process replicates the US Council on Accreditation model of accreditation standards and review process. It requires annual validation and recertification every four years.

In addition the Bermuda NAA has been granted a full operational Licence from the IAF having successfully completed the licence validation process.

The Bermuda NAA has entered into sub-licences with a number of organisations/entities in Bermuda to deliver the Award to their 'communities'. It is intended that sub-licenses will be put in place with all Award Units and this should strengthen the relationship between the NAA and each Award Unit whilst clarifying respective roles and obligations.

Award Units

The sub-licence between the NAA and each Award Unit enables the Award Unit to manage the delivery of the Award in and to their particular communities.

Under these sub-licence agreements, the Award Units acknowledge their overall responsibility to deliver the Award in compliance with standard and consistently applied operating practices and protocol and to act in a way that promotes the Award, whilst ensuring that the 'Duke of Edinburg brand' is respected and protected.

History and Background of the Award in Bermuda

Youth services in Bermuda in the 1950s and 1960s largely consisted of voluntary efforts by community minded people and organisations. National co-ordination of these voluntary efforts was the responsibility of the Social Welfare Board, under the guidance of Youth Advisor, Mr. Reginald Ming. Through Mr. Ming's research, Bermudians became aware of an exciting new "challenge to youth", called The Duke of Edinburgh's Award.

In 1965, The Bermuda Chamber of Commerce, the "Jaycees", undertook to introduce the Award to Bermuda - Jaycee member, the late Mr. Alan Brown being one of the principal organisers and later, chairman. In 1967, the Programme was officially launched, with the Governor as Patron, as remains the case today. The first participants became involved either as individuals or through the Boy Scout movement, the Ranger movement or a youth ministry. Within the first year, more than fifty young people were involved across the island.

In 1969, the first Bronze and Silver Awards were presented. In 1973 Bermuda's first "homegrown" Gold Award participants received their awards at Buckingham Palace. In 1997, Lawrence Trimmingham was appointed Chairman, taking over from founding Chairman Alan Brown. In 1998, Lawrence set up the first Award Council, which now has the responsibility for overseeing the Award in Bermuda.

Today, the Award's day-to-day operations are run by a National Director and Programme Coordinator, both full time employee positions. The Award programme is overseen by an Award Council with Chairman and Deputy Chairman comprising of representatives from the schools, business, participants, and other stakeholders.

From humble beginnings in 1967 the Award has grown to an annual participation of approximately [1,000] young people. In just the past decade, over [1,500] awards have been earned, with over [450] in the last three. Bermudian Award holders have gone on to great successes in their careers. Many of our island's leaders have at one time been involved in the Award programme and indeed several Rhodes Scholars are Gold Award holders. The fact that participation in the Award has grown to the extent it has is a true testament of both the design of the Award and the efforts of a few volunteers.

The Award principles are so sensible and compelling that if given just a few resources it can affect many people. While Bermuda has enjoyed one of the highest per capita participation levels in the world, the fact remains that many more young people in Bermuda could gain from participation, both in existing and new programmes.

Purpose of the Strategic Plan

A significant amount of work and effort was expended by many people in formulating the Bermuda NAA 2013 – 2017 Strategic Plan and the one prior to that. That Plan was comprehensive and the vast majority of the individual objectives and the six main strategic aims remain just as relevant today as in the past.

The purpose of the Bermuda NAA's current Strategic Plan is to refine key objectives where considered necessary or desirable by reference to the landscape in which the Award is operating today and that which we expect over the next three years. There are three main pillars which the Bermuda NAA uses to define individual strategic objectives (similar in a lot of respects to strategic objectives identified in previous Plans):

- **SUSTAINABILITY and GROWTH**
- **REPUTATION;**
- **CAPACITY and CAPABILITY**

Essentially, we will seek to use our Plan to materially increase the diversity and number of our Award participants and expect the following positive results:

- Broadening and strengthening the Bermuda NAA's network of like minded youth organisations where opportunities match those of the Award and cooperating is beneficial for all;
- Promoting opportunities to all stakeholders to engage with the Award in Bermuda, particularly those more at risk or within Bermuda's correctional systems, where possible;
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Sustainability and Growth

Being mindful of operational issues (including costs) and seeking to ensure the continued high quality deployment of the Award in Bermuda through existing Award Units, seek to ensure that new Award Units are established (where practicable to do so).

1. Expand and deepen the Bermuda NAA's reach and engagement with the following target groups:
 - Youth aged 14 to 24, both existing and potential Award participants;
 - Like-minded youth orientated organizations;
 - Gold Award achievers of any age and all Award achievers aged 25 and over
2. Collaborate with other like-minded youth development organisations/programmes to promote the Award through events and activities (eg: Outward Bound, Raleigh International, Youth Net, Mirrors, Beyond Rugby, Endeavour Programme, Sailing clubs, etc)
3. Ensure Award Units receive the correct degree of training/support/supervision from Bermuda NAA to ensure the Award is consistently delivered in accordance with the various Award standards.
4. Ensure appropriate financial capacity to support the Bermuda NAA's existing operations and the continued expansion of the Award in Bermuda.
5. Ensure the highest standards of operation are observed by the Bermuda NAA to ensure compliance with all laws, regulations and its IAF license; and ensure the maintenance of complete, accurate and clear records of its operations are kept.
6. Ensure effective financial controls, budgetary processes, and audited accounts are maintained. Create a reliable and flexible funding stream that allows the Award programme to achieve its aims. Ensure statutory requirements are met and licenses and certifications are maintained.

Reputation

1. Build upon and develop the Award's existing excellent reputation in Bermuda and ensure that all current and potential stakeholders understand the principles, value and impact of the Award.
2. Develop and implement a framework to encourage continued participation of Award participants into the Silver and Gold Award. Focus particularly on male participants and work to develop opportunities through sports or other activities that complement or can fit within the Award programme (football coaching/refereeing courses/sailing/Beyond Rugby/Sea Cadets etc).
3. Recognise, thank and reward stakeholders for their commitment and efforts supporting young people involved in the Award.

4. Sustain a programme that inspires others with direction and insights by making sure the Award's core Values and principles are known and followed throughout the programme. All involved in offering the Award programme should lead by example.

Capacity and Capability

1. Increase knowledge about the Award and opportunities for participation (both for Award participants and volunteers).
2. Ensure equality of opportunity for all young people to be involved in the Award through various community sources (at no charge).
3. Increase organizational capacity by investing in the learning and development of Bermuda NAA staff and volunteers.
4. Continue to improve governance, reporting both 'within' the Bermuda NAA and widely across its sponsors, donors and partners to ensure accountability, transparency and sustainability.