



The Proposed Way Ahead

The current status of CILT International

- CILT International has had an eight year period of transformation since 2012 towards the goal of being a globally recognised Institute for professions in Logistics and Transport
 - Financially revenue, cashflow and reserves have improved significantly over that period of time
 - The new CILT Brand was created in 2013. Social media and website approaches created for the Covid response in 2020, are driving a step change in brand awareness and our global capability
 - Now new country organisations are joining and wanting to join the CIT global organisation and training partner network. CILT Korea was recognised in 2020 and in 2021 we have proceeded to successfully register CILT Rwanda and CILT Sierra Leone with their local governments and have branch set ups proceeding in Turkey, Greece, Thailand, Cameroon & the Caribbean
 - Now with support from several key territories & regions, Africa and East and SE Asia, Malaysia, China, Hong Kong and Sri Lanka, WiLAT and Next Generation are establishing brand recognition and development programmes on the global stage
- Income has increased by 139% over the 8 years

Year	Total Income £k	% increase
2012	£246k	-
2016	£418k	70%
2020-21B	£587k	40%

- Education has continued to increase its contribution to International's Budget

Year	Education Income £k	% of total income
2012	£143k	58%
2016	£313k	74%
2020-21B	£450k	76%

- The number of training partners have increased over the same period of time

Year	Training Partners
2012	35
2016	63
2020	113

- Income from CILT UK has stayed the same but has proportionally decreased as other countries contributions have increased

Year	UK contribution £k	UK % of total fees
2012	£41k	80%
2016	£58k	55%
2020-21	£58k	46%

The New Strategy

We have a unique opportunity in 2021 to lead CILT to a position of much greater visibility globally in a Logistics and Transport sector that is now understood to be vital in both the Covid and post Covid worlds.

To seize that opportunity these are the strategic steps that need to be taken -

- The education work started under the Join Up has made progress & should continue under a new collaborative agreement, led by Jon Harris and Tania Barker, endorsed by Kevin Richardson and Keith Newton, with approval of both sets of Trustees
- This agreement should contain defined deliverables, timelines, project plans and contingencies and be managed through a peer to peer relationship between CILT UK and CILT International
- This education work should aim to set a new standard of working effectively together and be the enabler for a rebuilding of trust between CILT UK and CILT International
- The education work should respect the established governance of the CILT organisation through the IESC and also the regulatory controls of the UK education body
- Global education income can then be driven up through further geographical expansion, selection of new training partners, and the creation and offer of additional education products
- Sources of funding and bodies to collaborate with globally should be targeted under a focused review and the creation of a plan
- Our CILT family has expressed a willingness to contribute more financially to help the development of global products and the Secretariat
- Our CILT brand can be focused on the post Covid topics of sustainability and digitisation in 2021 to further drive awareness & relevance and enable country branches to meet membership needs locally
- New branches can be opened, and new territories explored using brand and diversity as the pathways to engagement
- The International Secretary General should be given the task and the support from the Trustees to drive the CILT body forward over the next two years with the mandate to work collaboratively and constructively with every CILT country globally. This would include developing a positive and beneficial relationship with CILT UK as one of those countries. This will be the New Strategy for the organisation developed over the remaining year of the current International President, Dato Radzak Malek and the first year of the new President, Paul Sainthouse. Paul should be supported by the early appointment of the next President Elect by December 2021
- The Secretary General is prepared to form and then deliver that new strategy over the two years providing he has full backing of the Trustees & the space to deliver the programme

The New Strategy: Deliverables & Financials for CILT International that should underpin the plans

Education

Since Jon Harris came on board full time in June 2020 the rate of increase in the number of education business partners has further increased. Geographically this has

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taken us into new markets in North and South America as well as new countries in the Middle East, Asia and Africa.

Once we have stabilisation in the post Covid world, we should project in the next financial year a 20% increase in education revenue from our existing business model = **£80k - £100k in FY 2021-22**

With the joint education work proceeding in partnership with CILT UK we can project to open up more International education opportunities with a further 10% increase in education revenue = **£40k to £50k in FY 2021-22.**

External Funding

Our partnerships developed with USAID and UK Aid in the last 2 years have brought in:

USAID = \$350k external funding of which \$100k has come into International accounts & the rest into CILT Kazakhstan

UK Aid = £80k into Next Generation projects in Tanzania

We are developing an approach to funding in CILT that will target other funding agencies and use education, training, WILAT and the Next Generation as the focus from which to bid.

If we work further on this approach, we project to bring in **a minimum of £250k funding into CILT** in the next financial year and potentially more.

New Branches

We have potential new branches in Turkey, Rwanda, Sierra Leone, Cameroon, Philippines, Thailand and Greece.

Each of these requires a continuation of the successful CILT devolved model and family ethos we have built.

The CILT Secretariat expect to deliver 3 of these branches in 2021 and a further three in 2022.

Branding and Leadership

We have continued to invest in our brand and this year has seen a concentrated drive to ensure all countries use the brand effectively and conform to the guidelines.

In 2021 as we move into the post Covid world we have begun the transition in focus from our response as an industry to Covid to our response as an industry to the key issues facing the logistics and transport world in the next decade. These are encapsulated in the 5 key focus areas identified by the President and we will be majoring our brand and leadership on **Sustainability** in the first half of 2021 and **Digitisation** in the second half. The sustainability campaign was launched on February 8th, 2021 and will need Secretariat leadership and coordinated input from Territories and Branches in the rest of the year.

The New Strategy – our Focus and Vision

As an Institute we now need to embark on the next exciting chapter by putting in place that new strategy that will allow us to be successful and grow in this new post Covid society.

Stronger Together has never been a clearer route to success than today.

The next stage is to review & enhance the current strategy by looking at how the global market is set to respond over the next 2-3 years as we emerge from Covid.

- Global economic and social forecasters believe that pre-pandemic activity will only return (globally) to previous levels in 2024/25
- This would indicate 3 years of consolidation and development of digital and remote learning and working including digital membership and support

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- The International Institute must now focus on new digital ways of engaging with members and in doing so bring alive its charter and articles in support of each element of its global community.
- Once this has been completed and the post Covid new norm recognised as stable then a return to previously planned events / secretariat travelling (and associated costs) can be considered.
- It is important we include the collaborative education work with the UK proposed above in this new strategy
- We need to find ways to create a global membership database & member networking tools in our plans

A Future (new) model of operations needs to be put in place and rolled out globally, with each country supporting this new digitally engaged, fast paced Institute of the 21st Century.

The last eight years has equipped us in CILT International to be prepared for transformational change, adapting to the needs our members and the organisation and the countries in which they live and work.

This, in turn, will enable us to make CILT relevant to the profession's needs in its next century.

Keith Newton
18th February 2021

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