

THE MISSION TO SEAFARERS

England & Wales · Charity number 1123613

Details

Other names	THE MISSION TO SEAFARERS LIMITED
Status	Registered
Legal form	Charitable company
Company number	06220240
Registered	2008-04-12
Register	View on the Charity Commission register

Contact

Address	The Missions to Seafarers 1st Floor 6 Bath Place Rivington Street London
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Activities

Objects: TO PROMOTE THE SPIRITUAL, MORAL AND PHYSICAL WELLBEING OF SEAFARERS AND THEIR FAMILIES WORLD-WIDE.

Activities: The Mission to Seafarers, a charity and part of the Anglican church, is represented in over 200 ports around the world offering emergency assistance, practical support and a friendly welcome to crews. Whether caring for victims of piracy or providing a lifeline to those stranded in foreign ports, we are there for the globe's 1.5 million merchant seafarers of all ranks, nationalities and beliefs.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Religious Activities, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** WOLDWIDE
- Australia
- Bahrain
- Belgium
- Brazil
- Cyprus
- France
- Hong Kong
- India
- Japan
- Jordan
- Kenya
- Netherlands
- New Zealand
- Northern Ireland
- Philippines
- Scotland
- Singapore
- South Africa
- South Korea
- Sri Lanka
- Ukraine
- United Arab Emirates
- United States
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£5,763,000	£6,623,000	£41,817,000	63
2023-12-31	£5,790,000	£5,837,000	£42,030,000	63
2022-12-31	£4,945,000	£5,697,000	£39,690,000	57
2021-12-31	£8,607,000	£5,057,000	£43,856,000	53
2020-12-31	£5,803,000	£5,218,000	£36,959,000	61

Trustees

Name	Role	Appointed
ANISHA STEPHANIE FRANKLIN		2024-01-31
Alexandra Jane Harwood		2023-04-27
Amanda Maria Lennon		2025-01-29
Captain Karen Marie Davis		2025-01-29
Gary Chapman		2023-01-30
Guy St John Platten		2026-04-30
Jeremy David Sutton		2025-03-17
Neale Francis Rodrigues		2024-01-31
Peter James Cottrell		2019-04-24
Rt Rev David Grant Williams		2019-10-09
The Venerable Michael Andrew Power		2023-01-30
The Very Revd Andrew Tremlett		2026-04-30
Timothy John Smith		2022-01-25

THE MISSION TO SEAFARERS

England & Wales - Charity number 1123613

Accounts



Caring for seafarers
around the world

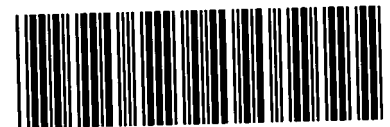
THE MISSION TO SEAFARERS

TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2024

A company limited by guarantee, registered in England and Wales no. 6220240
A charity registered in England and Wales no. 1123613

First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE
www.missiontoseafarers.org
[@flyingangelnews](https://twitter.com/flyingangelnews)

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**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024**

CONTENTS

	Page
Introduction	1
Strategic Report	3
Financial Review	12
Charity Information	18
Governance, Structure and Management	20
Statement of Trustees' Responsibilities	24
Independent Auditor's Report to the Members of The Mission to Seafarers	25
Financial Statements:	
Consolidated Statement of Financial Activities	28
Consolidated Balance Sheet	29
Company Balance Sheet	30
Consolidated Statement of Cash Flows	31
Notes to Financial Statements	32



Introduction

The work of The Mission to Seafarers began in 1856 and whilst seafaring has seen widespread changes over the years, our core focus has and continues to be the needs of seafarers and their families. Since the earliest days of mercantile trade, the long duration of sea voyages, and the separation and isolation this can impose, has remained a constant pressure on seafarers' lives. It is however only one amongst many.

In the past year the Red Sea has continued to be impacted by the threat of attack and hijacking by Houthis rebels, based in Yemen. Wider impacts have been longer voyages, as ships trading between Europe and Asia divert around Southern Africa, and increased volumes and congestion in certain ports. These factors have increased seafarers' isolation and limited the opportunity in port to rest and recover. This has been accentuated by difficulties in accessing shore leave at all. Pivotal to seafarers' wellbeing for generations, facilitation of shore leave has simply never recovered post-pandemic to previous levels. Whilst shore access is offered in some ports in a conscious campaign, in many others seafarers are simply barred from leaving the ship. This is symptomatic of concerns relating to immigration, security, or simply a desire for efficiency. In light of this situation, our ship visiting and sourcing personal items from shore, or SIM cards for contact home, is invaluable. Where shore leave is possible, our physical centres in or near ports and our transport services are making a significant contribution to seafarer wellbeing.

The abandonment of ships has been another notable and growing feature in 2024 and will only worsen as the new era of sanctions and trade restrictions fosters a "dark fleet" that operates outside traditional governance structures with obscure ownership and a threat of owners "disappearing" when discovered. When this happens, seafarers are marooned on their vessel, usually without food, water or fuel, with wages unpaid, and no access to shore for months on end. Ensuring that they have not only personal contact and support, but also the essentials to keep them alive, has been significant in our work and we expect it to be so going forwards.

Our work attends mental, physical and spiritual wellbeing. We have continued to train our staff to see and respond to emotional strain and deteriorating mental health. Through our growing SafeTALK suicide awareness training we also offer training to seafarers and those preparing for a life at sea. The need is also there for seafarers' families, to whom we offer our WeCare suite of training courses through our Family Support Networks in the Philippines, India and Myanmar.

Our Seafarer Happiness Index has progressed well in the past year. This tool tracks seafarers' own perceptions of their wellbeing. It is increasingly being watched by industry participants, and some are beginning to ask us to offer bespoke services shaped around the Index to help them track crew wellbeing. As onboard connectivity advances, our digital services are increasingly important. The Happy at Sea app offers a virtual seafarer centre, enabling seafarers to seek support wherever they are.

Delivered across the world through a complex governance structure, the industry reports to us that they value our chaplaincy and welfare provision as a trusted global network, with continuity of care and consistent standards. Trust grows through years of care and service, and I would like to thank those currently delivering the Mission work, in so many ports around the world, and in our administrative centres. Being a Christian mission, with a very diverse staff and a close connection with the Anglican Church around the world, is pivotal to our work. We are deeply embedded within the shipping industry, however there is a clear understanding we are not a branch of the industry and operate quite independently. Our spiritual underpinning contributes to the trust accorded to us by industry participants, regulators, unions, and crucially also seafarers themselves and their families.

I would like to thank our President, HRH Princess Royal, for her continuing and long standing and dedicated support for the Mission. Her enthusiasm for the activity of the Mission is evident in her appearances at our events in many parts of the world over the years. In 2024, both our Vice Presidents stood down at the end of their terms. Esben Poulsen and Grahaeme Henderson have provided invaluable connections with industry that helped us through the COVID pandemic and deserved the gratitude shown to them by all at the Mission.

In 2024, our Secretary General for thirteen years of outstanding service, The Revd Canon Andrew Wright, retired and we welcomed The Venerable Dr. Peter Rouch as his successor in what was a very smooth and amicable transition. In addition to these changes, we have sadly said goodbye to several Trustees as their terms ended and welcomed a number of new faces, listed on page 18 of this report. I'm very grateful for all the time and effort that our dedicated group of Trustees donate to the Mission, whom it is a joy to work with.

Finally, our work would not be possible without the wide range of individuals and businesses that have partnered with us in this past year, to the volunteers and staff whose energies have empowered our work, and to all those, both individuals and organisations, that have donated to the Mission, sponsored programmes and gifted grants.

A handwritten signature in black ink, appearing to read 'Tom Boardley', written in a cursive style.

Tom Boardley
Chairman, Board of Trustees

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

The Mission to Seafarers Trustees' Annual Report (incorporating the Directors' report as required by Company Law) for the financial year ending 31 December 2024

Our Object

The object of The Mission to Seafarers ("the Mission"), as stated in the Articles of Association, and for which we are established for the public benefit, is:

"To promote the spiritual, moral and physical wellbeing of seafarers and their families worldwide."

Our Common Standards

The Mission has further revised and developed a range of common standards to maintain a strong sense of unity and common purpose, to sustain and protect its reputation and to promote high quality ministry. They will be applicable to all the Mission 'Members' including all Mission to Seafarers 'Flying Angel' local stations, operations and honorary chaplaincies as follows;

Our Vision

Our vision for the world's 1.6 million seafarers of all ranks, nationalities and beliefs is to:

- operate a network of services where seafarers are valued and cared for in the ports where the need is greatest, thus improving and safeguarding their wellbeing,
- be in the right ports with the right resources offering support which is relevant, compassionate and life-enhancing, and
- meet the needs of all seafarers and their families, irrespective of faith or cultural background.

Our Mission

Our simple mission is **to care for the shipping industry's most important asset: its people.**

Throughout a long and distinguished history, the Mission has grown to become one of the largest port-based welfare operators in the world, with a presence in almost 200 ports. We provide a service 365 days a year, across 50 countries where 118 of these ports have a Flying Angel centre. International Headquarters (IHQ) in London directly supports over 70 front-line staff in addition to an army of volunteers who visit ships, offer hospitality, drive minibuses and engage in a range of other welfare activities.

Our Ethos

Our historic and integral partnership with the Anglican Church continues to be central to our ethos. It has traditionally found particular expression in how local teams should normally be licensed, recognised or affirmed by Diocesan Bishops as appropriate. In addition, it is expressed through our commitment to the Five Marks of Mission. We seek to maintain and develop close and supportive relationships with the worldwide Anglican Communion.

We are also deeply committed to effective ecumenical co-operation locally, regionally and internationally. We actively seek to sustain the best in such working, including through our longstanding and proactive engagement within the International Christian Maritime Association (ICMA).

Our ethos is one which also stresses the importance of the widest possible partnership and collaboration to the benefit of seafarers and their families.

Our Values

Pioneering: Being open to God's leading, we encourage innovative thinking and seek to be flexible and entrepreneurial in our ways of working.

Inclusive: We are unconditionally committed to the support of all seafarers and their families without discrimination.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

United: We are one global, intergenerational, multicultural family united in vision and purpose, while respecting diversity of culture and context.

Collaborative: We are co-operative in our approach to our work – in relation to individuals, the church, ecumenical partners, and organisations and institutions that work for the welfare of seafarers.

Accountable: We are accountable to God as stewards of the resources entrusted to us, to each other in recognition of our mutual inter-dependence and to those charged with governance at local station, regional and international level.

Caring: In all our dealings we strive to behave with compassion, to act with integrity and to treat everyone with respect.

Our Code of Conduct

Our membership of ICMA carries an obligation to abide by the Constitution of the Association and its Code of Conduct.

In a fragmented and divided society it is ICMA's mission to promote unity, peace and tolerance. ICMA was founded to promote and co-ordinate Christian ecumenical co-operation in maritime ministry. Chaplains and staff of all ICMA Member Societies at local, national and international level are therefore to:

- a) Show an unconditional love to the seafarer as a human being, created in the image of God, and a sincere respect for their personal values and beliefs.
- b) Serve seafarers and their dependants of all nationalities, religions, cultures, language, sex and race.
- c) Fight prejudice, intolerance and injustice of any kind.
- d) Respect the diversity of ICMA Members and Churches and develop that which unites them.
- e) Respect the loyalty of those engaged in maritime ministry to their particular ecclesiastical discipline and tradition, and refrain from proselytising seafarers.
- f) Co-operate with persons, organisations and institutions - Christian or non-Christian - that work for the welfare of seafarers.

Our Standards

The Mission to Seafarers aspires to the very highest quality of professional standards and is absolutely committed to effective and transparent safeguarding.

Our Common Identity

All Members share a common identity, which includes the use of the name "The Mission to Seafarers" and/or "Flying Angel Club", followed where applicable by the name of the relevant region/country/local station, and the use of the Flying Angel logo.

As such, Members should be sensitive to the fact that the actions of one or more Member, even within their own national or regional context, may significantly affect others across the global network.

Our Ministry

We are committed to Christian mission, informed by the "Five Marks of Mission", with a focus on a holistic, proactive, professional and engaged response to the needs of seafarers and their families.

Our port-based ministries will reflect in some measure the following services, as is appropriate within the local context. The Mission to Seafarers encourages a creative, contextual and entrepreneurial approach, providing it is in line with seafarer need and is sustainable. Areas of ministry may include:

- Ship visitation
- Centre hospitality:
 - Friendship/welcome
 - Wi-Fi facilities
 - Recreational opportunity

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

- Food and drink
- Shop
- Chapel and services
- Hospital visitation
- Prison visitation
- Transport services
- Emergency response, including post-trauma and mental health counselling/signposting
- Justice and Advocacy, supporting seafarers during times of crisis or need and advocating for those without voice
- Spiritual support as appropriate:
 - Prayer
 - Counselling
 - Services of worship on board or in centre
 - Provision of access to community places of worship
 - Distribution of Christian literature
- Programmes designed to meet the wider needs of seafarers in a rapidly changing maritime world, including global projects and local port welfare initiatives.

Our Work 2024 - Overview

Operations

Seafarers

Although it has been far from universal, the past year has seen an increasing awareness in the industry of seafarers and of their wellbeing. There are multiple reasons for this, but not least amongst them is the reality that there is an emerging lack of seafarers. Whilst at this stage not having a major impact, it has highlighted to the industry that unless the working life of seafarers is sufficiently resourced to make it attractive to new entrants, those entrants will look elsewhere. Whilst remuneration can be important, seafarers tend to report that of higher priority are digital connectivity, wider contractual terms, and shore leave. The past year has also seen steps forward in emerging technologies. Trials have been held for environmentally friendly fuels and also ship management technologies that have the capacity to offer a degree of remote ship management. Concerns have been developing about how seafarers will be trained and supported in the adoption of these technologies, or whether onboard personnel might become the “fall guy” when mistakes arise during an extended transition to a new normal in shipping.

Despite the leading-edge conversation amongst a range of responsible industries partners, this is far from the norm. The same year has witnessed an alarming rise in ship abandonments, a sustained growth of the “dark fleet”, and extensive difficulties for seafarers in accessing shore leave. Added to this the ongoing safety issues for ships transiting the Red Sea and it is clear that there is considerable progress to be made in ensuring that seafaring continues to an attractive career choice.

Ports

Our port operations across the world remain at the core of our work. During 2024 our port work across 50+ countries continued to provide very strong support to seafarers. Statistics record a continuing upward trend since the pandemic in centre footfall and ship visitation. An ongoing emphasis on sustaining relevance in ports against an ever-changing background is central to our aspirations – right ports, right models, right services. This is a key area for investment, training and modelling best practice and we have continued to adjust our port presence to improve its focus as well as to develop new centres and services.

Wider Programme

Our wider programmes continued to expand and reach more seafarers and their families. Our WeCare mental health and wellbeing resources were delivered in classrooms and at Fleet Officers' Conferences the world over and have now reached more than 85,000 seafarers and their families. Our Seafarers Happiness Index continued to set the agenda at industry conferences, highlighting the concerns of crew and sought feedback in two roundtable sessions with business leaders in Singapore and London. Our Family Support Networks in Myanmar,

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

India and the Philippines continue to grow with more than 4,900 people attending our conferences, seminars and fellowships.

Finances

As a voluntary organisation providing a critical service to the shipping industry – focused on seafarer well-being (“happy seafarers make good seafarers, happy seafarers make safe seafarers”) - our strategic focus has been on seeking corporate maritime funding from the industry. 2023 saw new breakthroughs in this area, including through the Adventure Race Japan (ARJ). However, with rising costs and fast developing work we face continuing pressure on resources. Other vehicles for corporate partnership have combined with strong legacy, trust and investment income and continued individual and church giving to ensure a successful financial year. Anticipated operational deficits in coming years are supported by the intentional and planned long-term use of reserves. Designated strategic funding has been very important. We benefit from an exceptional Development Director and team, as well as the support of some key figures within industry.

Our Work 2024 – Strategy and output

Programme

Strategic aim: we will deliver effective maritime ministry to the highest possible standard, within a framework of sound governance and accountability. Over the current strategic period we will seek to achieve:

- Significant progress towards effective, relevant, sustainable and outcome-based work across our network, ensuring that we are present in the right ports with the right models of ministry.
- Encourage alternative models of ministry, to be explored and established where appropriate.
- Implementation of a comprehensive governance structure (international, regional and local) supporting high quality and professional working, in line with common global purpose and standards.
- Meaningful progress in building a global Mission culture which shares a global ethos and vision and is responsive to a changing maritime environment, open to new thinking and supportive of appropriate entrepreneurial activity.
- Ongoing commitment to the support of well-led, well-trained and well-governed regions as the basis for delivering high quality port ministry, working towards regionally defined goals and objectives.
- Further development of an effective programme of wider projects (global and regional), that are professionally delivered, seafarer-focused and with demonstrably strong outcomes, having special emphasis on building effective family support networks, working in close liaison with regions as relevant and with engagement from the global Mission.

Ports, centres, chaplaincy and ship visitation

Key hubs

- Our strategy commits us to upgrading operations in ports where we can maximise our ability to reach out to seafarers, enabling us to operate with enhanced infrastructure and leadership, new shift patterns and multi-skilled teams. This will demand major investment and will be a process of years. A number of global ports have been identified for such enhanced working. Rotterdam is our initial target and funds were raised in 2024 with initial new appointments being made and advanced planning towards a new mobile centre, a revised structure and specialist provision for cruise ship support. Work also began in 2024 in relation to significant new investment and development in Singapore.

Port development

- In line with strategic commitment, 2024 saw major investment in the USA, with a new post created in Houston, fresh investment in Seattle and Baltimore and further supportive links with ports in Florida and Texas.
- Across the world, our £750,000 investment over three years in enhanced ship visiting capacity has benefited all our nine regions with both new and current teams benefiting.
- During 2024 our work in port development and port access progressed. The Port Development Manager, appointed in 2023, has been proactive across Europe, Africa and the Middle East. With partners, including our new global ambassador group, work began in 2024 to tackle the emerging issue

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

of port access, particularly prevalent in some regions like Latin America. Current security environments and the legacies of the pandemic have created new restrictions which can be difficult to resolve in multi-agency port environments. These pose a threat to our work and to seafarer well-being.

- Looking ahead, major port development work was undertaken in 2024 with benefits expected in 2024/5 – including in Greece (Piraeus), Georgia (Poti), Saudi Arabia, Indonesia and India.
- In one exciting development, a corporate partnership has made possible the full funding of a new operation in Acu, Brazil
- Work continues with ongoing modernisation of our centre provision. In one example of a creative approach we were delighted with developments in the strategically vital port of Colombo, Sri Lanka. Significant investment in modernising a historic and busy facility included the creation of a family centre where Sri Lankan seafarers calling at the port, perhaps with only two or three hours free, can meet privately with their families in an excellent space.

The most visible sign of The Mission to Seafarers is our network of port chaplains and welfare teams in 200 ports across 50 countries. Outputs for our UK and Grant Funded chaplaincies were;

Activity	2024	2023
Ship Visits	21,661	23,144
Seafarers centre attendees	36,645	50,238
Seafarers transported	40,802	40,741
Justice and Welfare Cases	422	514
Numbers of Seafarers met during a ship visit	151,627	162,008

Ship welfare visits are the primary means for seafarers to access our services and, during a routine visit to a vessel, we estimate that a chaplain will encounter up to seven individuals, including a seafarer at the security desk at the top of the gangway (1), an escort to the Master's Office (2), an interaction with the Master (3) and other senior officer (4), a conversation with the Cook (5) and galley staff (6), and at least one interaction in the Mess (7). This estimate does not work for all ship types (notably cruise vessels) but we believe this to be a reasonable representation of what happens during a ship visit and the number of seafarers we engage with.

Our ship visiting decreased by 6.4% after increasing post-pandemic in 2023 by 10.6% (2022 visits 21,623) with 54% of these visits taking place in our grant-funded overseas locations. Visits to our seafarers' centres decreased by 27% reflecting the difficulties in taking shore leave and better on-ship connectivity with seafarers choosing not to come ashore. Also, during 2024 the Port Talbot centre was closed due to the closure of the steelworks there.

When added to our global Mission to Seafarers families, the above statistics increase to:

Activity	2024	2023
Ship Visits	48,686	43,235
Seafarers centre attendees	148,243	149,819
Seafarers transported	154,436	130,828
Justice and Welfare Cases	897	716
Numbers of Seafarers met during a ship visit	340,802	302,645

Wider Programme

Our work in the areas of mental health and wellbeing, resilience training and working with seafarers' families continued to grow in 2024.

Our Family Support Network in the Philippines continued to work with seafarer families through volunteer committees. More support was provided to the committee through the leader of the Greater Manila Chapter, who was appointed on a trial basis in 2023.

Of the 1,001 welfare cases attended in the Philippines we estimate that 80% were seafarers (2023: 90%) and the remaining 20% (2023:10%) were families. Welfare and practical support represents some 74% (2023: 84%) of these cases, where we offer both a listening ear and heart, offering practical support and guidance. Beyond this, our assistance spans various crucial areas such as justice cases, food-aid, financial support, referrals, hospital and home visits and free transportation.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

Unfortunately the number of participants in India hasn't changed due to difficulties in sending funding there and progressing the work further and we no longer record the number of Members in our Family Network as we are reviewing the membership structure and focus instead on attendees to events.

Tuticorin Family Network		2024	2023
	Family Programme Participants	2,050	2,050
Philippines Family Network			
	Family Programme Participants	1,738	2,717
	No. of welfare cases dealt with in Manila	1,001	1,043
	No. of members in the Family Network	n/a	3,621

The Mission's Programme Manager is qualified to train a suicide awareness programme called SafeTALK. In 2024 680 people (2023: 189 people) across 46 organisations (2023:32) were trained as Suicide Alert Helpers through attending the SafeTALK (641) training programme and the ASIST (39) courses in the UK. In total, the number of people trained in Suicide Prevention since the SafeTALK programme was first introduced in 2022 is 1,049 (2023: 369), representing 109 maritime sector organisations across the EU, Philippines and Australia. That number also includes Mission volunteers, other seafarers' welfare societies and shoreside personnel. Our wellbeing resources in financial literacy and social communications have reached over 90,000 seafarers.

WeCare		2024	2023
	Number of seafarers and family members trained	641	1,526
	Seafarers with access to the courses in 2024	90,570	85,241
SafeTALK			
	Suicide Alert Helpers trained	680	189
	No. of organisations that received training	46	32

Provision

Strategic aim: we will seek to resource ministry fairly and appropriately whilst building a sustainable future, recognising that longer-term financial dependency on IHQ is not viable. Over the current strategic period we will seek to achieve:

- o a balanced budget
 - o Comprehensive and urgent progress towards financially self-sustaining regions. This process to be supported by IHQ action.
 - o Clarity, transparency and equity in allocating funding (ports and projects), guided by the strategy and underpinned by improved criteria, clear application procedures, quality reporting and overseen by a further developed Trustee Programme Committee.
 - o Development of a wider (beyond-UK) fundraising programme, including enhanced support for local and regional fundraising.
 - o Significant progress in partnering with shipping and maritime industry corporates as a key resource for support and funding, including the exploration of new approaches to funding.
- The Adventure Race Japan (ARJ) in 2023 was a highly effective way of working with industry to raise both funding and our profile across the global industry. Planning for the ARJ 2025 is well underway with many sponsors and teams are committing early during 2024. With an increase to 100 teams, we anticipate the funds raised will exceed our US\$1.3m raised in 2023.
 - Work continues in supporting long term sustainability through a drive to grow local and regional income. We are seeing strong growth in support from some areas, notably Hong Kong, while this aspiration is highly challenging in some regions and ports. The Africa region, for example, is becoming more dependent on IHQ support.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

- A further strategic focus is on developing new fundraising hubs outside the UK, particularly in Singapore and in the longer term the USA, the UAE and India. The Singapore Dinner and International Awards has grown every year, with 500 participants in 2024. It provides a further strong basis for corporate partnerships, primarily benefiting the local operation but also providing a foundation for future regional income.
- Of note, has been significant levels of continued government funding into our New Zealand work. This has not replaced IHQ funding but has enabled the work in New Zealand to grow very substantially. With partners, we are active in encouraging other governments to consider structured funding for maritime welfare organisations as part of their responsibility under the Maritime and Labour Convention.
- We continue to support regional and local fundraising, not least through training, comms and media support and the direct interventions of our Director of Development.

Partnership

Strategic aim: we will prioritise partnerships to ensure efficient, collaborative and coordinated delivery of care to seafarers. Over the current strategic period we seek to achieve:

- Leadership at global, regional and local level in promoting intentional, collaborative partnerships for the delivery of care to seafarers.
- Further progress towards working in consultation and active partnership wherever possible – with ports, maritime welfare providers, mission organisations, the maritime industry and with churches.
- Building on current strengths, demonstrable progress in increasing global and regional church engagement.

Partnership takes many forms in the life of the Mission and the highly varied circumstances in which we work requires both creativity and flexibility. The partnership with Deutsche Seemannsmission (the DSM) which began in Panama in 2023 has continued to develop with a new member of staff to commence shortly and the possibility emerging with a further collaboration with ecumenical colleagues in Stella Maris. The centre in Durban is one of our key hub locations, and an endeavor pursued in deep collaboration with a range of other agencies which, like ourselves, are part of the International Christian Maritime Association. Through collaboration within ICMA we hold observer status at the International Maritime Organisation as they take a lead on the development of the conventions and regulations that govern shipping and seafarers' working lives. A reshaping of some of our work in UK ports places us at the heart of extensive partnership with Stella Maris UK and QVSR in the provision of welfare. In Anglican province after province across the world extensive collaboration exists with the work of the Mission forming a significant aspect of local mission and with bishops and other senior clergy serving extensively in governance roles.

Our partnerships with industry continue to strengthen and not only in relation to financial support. Our Global Ambassadors are a group of approximately 50 senior people within the industry who meet regularly during the year, principally in London and Singapore, to support the identification of welfare priorities, and the shaping and resourcing of responses.

Of particular note in the past year has been the steady work undertaken by our staff in Cyprus and Jordan to support the families of the seafarers kidnapped by the Houthis in Yemen. We were more or less the only agency of any kind, let alone welfare agency, which was able to maintain this level of support and it formed an important part of partnering with the IMO as they engaged in active diplomacy to secure the release of the crew.

Possibilities

Strategic aim: we will inspire, encourage and resource our global Mission family in exploring and pioneering new opportunities, looking boldly and creatively towards the next horizon. Over the current strategic period we will seek to achieve:

- Significant progress towards a more entrepreneurial culture with a range of demonstrable outcomes.
- Clear advances in using new technology to enhance seafarer welfare, in seafarer-facing work, in fundraising and in training.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

2024 has witnessed the launch and development of a range of new initiatives and innovative approaches to our work. The crew of cruise ships are offered a very different pattern of rest and shore leave to other commercial seafarers. Although the percentage of female seafarers at <2% is quite low, currently the overwhelming majority work in the cruise sector. At the seafarers' centre in Tilbury we have been developing a bespoke cruise service from converted containers placed next to the berths, and making the support of female staff available to those visiting what have become busy spaces. Success at Tilbury means that we are now exploring a similar working model elsewhere, including at Southampton, the busiest UK cruise terminal, and exploring options elsewhere in the world. Work has progressed steadily towards the opening of new port services in Georgia (Poti) and Greece (Piraeus) and we expect both to launch in 2025. During 2024 we have also restructured our service offering in Walvis Bay, Namibia, re-opening a facility better able to serve contemporary needs. Our Seafarer Happiness Index has developed in prominence and is now an industry benchmark attracting considerable attention. The Index forms the basis of a partnership with a global retailer which is concerned about the ethics of its supply chain. We are now offering a range of training to their staff and supporting a ship visiting to offer both an audit of welfare and reassurance. Other non-shipping corporates are discussing similar initiatives with us.

In the current year we are pushing ahead with boosting seafarer usage of our virtual seafarers' centre, the Happy at Sea app. Increasingly those entering a seafaring life are digitally formed. It is not sufficient to simply offer a digital product, but to attend to the wider digital world through which people engage so that the new offering is both known and used.

2025 Objective and activities

In 2025, the fourth year of the current strategic period, we will continue with the new work that we have started including key hubs, new ports and the development of programmes to support seafarers and their families. We will continue to offer high quality and appropriate services in our established ports and centres and through our digital services.

We will commence consultations with relevant stakeholders to establish the aims and objectives for the next strategic period, learning from the progress of our current strategy to date and thinking about seafarers' needs in the future.

Programme

Ports:

We will continue with our modernisation of our port-based working, with relevance and sustainability as driving factors at regional and local level, to include:

- Support for ongoing centre modernisation, in line with changing need. Explore use of mobile centres. Although delayed by lengthy recruitment processes in Rotterdam, a successful mobile dentistry service has been piloted in our Durban seafarers' centre.
- Further development of our "key hub" programme, focused on existing and new ports where research dictates efforts should be enhanced in relation to maximising access to seafarers and building a multi-skilled team-based approach. Considerable progress has been made in both Durban and Colombo, and we will look for greater progress in Rotterdam and Singapore as key targets for development in 2024/25.
- Building on 2024 work and in liaison with local entities wherever possible we will seek to complete context -specific, new port development programme. Port based chaplaincy is highly valued by our industry partners, yet because of its cost the largest representation is maintained by ourselves. Further development of what is already an extensive offering will need clear and substantial industry support.
- Subject to funding, progress the delayed "superyacht" crew support programme, with chaplaincy in Antibes in partnership.

Wider programme:

- Further develop the WeCare brand to reach more seafarers, particularly in maritime colleges and through crewing managers/agencies.
- Develop our SafeTALK Maritime course to become the standard of suicide awareness training in the maritime sector.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STRATEGIC REPORT**

- Develop a Family Network in India, specifically in Tuticorin
- Build on existing work in monitoring and evaluation to further train our teams in the importance of “telling our story”

Training and Governance:

- Continue to develop our global governance to meet the highest professional, legal, and ethical standards promoting transparency and accountability at all levels.
- Further training for our frontline staff in individual and group crisis intervention and the provision of specialised acute emergency mental health intervention.
- Continue to develop a safety culture across the organisation with annual Health and Safety refresher training across the organisation and specialised training for key roles.
- Continue the rollout of our Learning Management System and training pathways for all roles across the Mission.
- Measure the environmental impact of our day-to-day operations, reduce our emissions in line with annual targets and offset unavoidable emissions.
- Publish our third ESG report detailing our approach to sustainable maritime welfare and our efforts to partner with stakeholders to contribute towards environmental sustainability.

Provision

- A new adventure race in Europe called ‘Maritime Mountain Race’ will be launched on a modest scale for 2026 and the anticipation is that funds raised will boost our non ARJ years.
- The Flying Angel Campaign 2024/25 will be supported by a comprehensive catalogue of projects including our core work. This will be an efficient mechanism to showcase our work and attract funds.
- We are continuing our strategy of increasing our donor base via Digital donor acquisition.
- As part of our programme to attract funds from key maritime locations, we aim to appoint a fundraiser in Singapore and in Dubai. The Singapore Dinner and International Awards has grown every year, with 500 participants in 2024. It provides a further strong basis for corporate partnerships, primarily benefiting the local operation but also providing a foundation for future regional income.
- We will embark on early steps of building income from the USA and Canada via trusts and foundations and some early corporate endeavours.
- Building on the media training given in 2024, our communications team will lead on harmonising our branding and communications globally.

Partnership

- Continue to develop and strengthen our work with the Global Ambassadors group and with our many maritime partners including HFW, the Deutsche Seemannsmission, Stella Maris, ICMA and the IMO and many other welfare agencies.

Possibilities

- Drive high take-up of the new Happy at Sea App amongst seafarers.
- Consolidate development of newly acquired port reporting app and encourage further participation by wider welfare societies.
- Further adopt new technology to improve the routes by which seafarers can access welfare.
- Explore new opportunities for welfare provision in ports, with the expectation of opening new port services in Georgia (Poti) and Greece (Piraeus).
- We have seen some environments in which a port authority or nation state wishes to enter a formal Memorandum of Understanding arrangement with us for the provision of welfare services in their port. In the coming year we will continue to explore this as the basis of support arrangements across a territory as well as in individual port locations.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
FINANCIAL REVIEW**

2024 – Income and expenditure

The Consolidated Statement of Financial Activities is shown on page 28.

In 2024, the net movement in funds was a loss of £213,000 (2023: gain £2,340,000). This is made up of an operating loss of £860,000 (2023: loss £47,000) and an investment gain of £658,000 (2023: gain £2,411,000). The increased operating loss was expected and had been budgeted for as part of the current strategic plan. Indeed the 2024 budgeted operating deficit was expected to be around £2m as 2024 was year three of the current strategy to intentionally spend down some designated reserves and in developing new and sustainable areas of work. The better than expected operating loss was due to delays in starting certain planned work which is now expected to get underway in 2025.

Overall income in 2024 decreased by £27,000 to £5,763,000 (2023: £5,790,000). Total donations and legacies income increased by £418,000 (up 11%) to £4,248,000 (2023: £3,830,000) mainly due to increased legacies of £1,692,000, up by £470,000 (2023: £1,222,000). Investment income increased to £1,113,000 (2023: £1,060,000) with dividends holding steady.

Donations, grants and legacy income, together with investment income make up the Mission's principal funding sources and represent 93% of total income (2023: 84%). They are a major contribution to funding the cost of the Mission's charitable activities.

Total expenditure increased by £786,000 (13%) to £6,623,000 (2023: £5,837,000). Fundraising costs increased to £1,155,000 (2023: £1,136,000) reflecting the increased cost of materials and media to promote seafarers' and their stories together with the work of the Mission. Expenditure for charitable activities increased by £767,000 (16%) to £5,468,000 (2023: £4,701,000). During 2023 various vacancies and new posts were filled, along with another two new posts in 2024, so increased salary costs reflect the full year's cost of those together with annual pay increases. However, this investment in people has increased our ship visiting and ability to provide services to seafarers. Inflation has hit costs across the board, and is especially felt in travel costs, which particularly impacts a global organisation like the Mission.

Whilst grant expenditure reduced by £51,000 (down 4%) to £1,281,000 (2023: £1,332,000), our digital welfare and support services increased to £338,000 (2023: £239,000) up by 29%. These include the Seafarers Happiness Index, the ship visitor/port reporting app and the Happy at Sea app. An analysis of expenditure is given in note 8 to the Financial Statements and Grant Expenditure is detailed in note 10. The proportion of total expenditure that the Mission considers to be of a charitable nature is 83% (2023: 80%).

The Mission's investment portfolio concluded the year with a gain of £658,000 (2023: gain of £2,411,000). However, *unrealised investment gains or losses reflect market movements during the year and are not cash surpluses or deficits*. As such they are not available to fund expenditure unless and until the underlying investment is sold but they do impact on the Mission's reserves.

The Mission participates in two pension schemes. One is a defined contribution scheme with no liabilities at the year end and the other is a multi-employer, defined benefit scheme where the Mission's ongoing liability at the year end was £nil (2023: £nil).

The net gain before investment and foreign exchange losses for the Mission's five (2023: five) subsidiaries is £5,000 (2023: £15,000). With their total reserves of £166,000 (2023: £161,000) the Trustees confirm that none is in deficit (2023: one). See notes 2 and 17.2 for further information about the subsidiaries.

Balance sheet

The Mission's group balance sheet shows that net assets have decreased by £213,000 to £41.8 million (2023: £42 million) and are made up of;

<i>Restricted reserves</i>	£773,000 (2023: £641,000) (see Note 20)
<i>General reserves</i>	£27.1 million (2023: £25 million)
<i>Designated reserves</i>	£13.9 million (2023: £16.4 million) which are not available for general purposes. (See note 21)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
FINANCIAL REVIEW**

Reserves

The Mission's policy is to maintain general reserves to reflect the long-term nature of its work. As the temporary custodians of these reserves, Trustees feel that it is essential that they leave The Mission to Seafarers in a state where it can continue for as long as seafarers need it and there are no signs of this need diminishing.

During 2024 the Trustees discussed the policy and they continue to believe that general reserves should not fall below a total of three year's expenditure. Based on the 2025 budget, that figure equates to £23.1m. Following a re-allocation of some designated reserves to unrestricted, general reserves at the year end are £27.1m, £4m above (2023: £2m above) the minimum identified. Trustees confirmed that there should be a continued, intentional and responsible utilisation of excess reserves within agreed parameters during the strategic period. This will be achieved through controlled, deficit budgets. Ultimately, the aim is to achieve a balanced budget in order to attain long-term financial sustainability but allowing for intentional strategic expenditure and/or a response to unforeseen circumstances.

In the opinion of the Trustees, a minimum of three year's expenditure continues to be required to meet future working and capital requirements having taken into account the following factors:

- The Mission seeks to operate in a proactive manner, to make commitments in terms of manpower, resources and premises for the long term and to provide a reserve of funds sufficient to support operations at locations worldwide where it operates. There are continuing indications that some of the Mission's operations overseas, which endeavour to be self-funding, are struggling to maintain essential services. The Mission to Seafarers is committed to the principle of maintaining its worldwide support of seafarers and to retaining a sufficient level of funds to give stability to its work, including the provision of emergency financing where necessary for these activities.
- In 2024 legacy income was £1,692,000 (2023: £1,222,000). Whilst the Mission has benefited from legacies in the past and hopes to do so in the future, legacy income cannot be relied upon as a continuing and certain source of incoming resources. The Trustees have, therefore, made allowance for the uncertainties that arise from legacy income.
- In line with the planned, phased reduction in reserves, The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from investment reserves. The Trustees have made allowance for the risk that future adverse movement in the market value of investments may impact on the ability to meet operating cash flow requirements and have revised their investment policy to mitigate this risk, including holding a minimum of three year's anticipated funding requirements in cash.
- Changes in law may impose costs, such as in the area of pensions, where obligations may arise to ensure that current and retired employees are not significantly disadvantaged.

The level of the unrestricted general reserves has provided some protection to the Mission and allows time to adjust to changing financial circumstances. This has limited the risk to service provision from operating deficits, such as the Mission has experienced in recent years, or an unexpected need for unbudgeted expenditure. Indeed, during the Covid-19 pandemic in 2020 and 2021 this has provided protection and security for the Mission from the impact of Covid-19 as a proportion of investments were sold to provide enough cashflow to ensure that the Mission remained a going concern whatever the performance of stock markets. The Mission's reserves also allow additional unbudgeted funds to be provided to respond to the needs of seafarers and their families such as those impacted by wars and piracy.

Going concern

The Trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis as they believe that the current level of reserves and cash holdings at the date of signing will enable the Mission to survive the impact of any future unexpected event (such as one similar to the Covid-19 pandemic) any impact from conflicts around the world, including in Ukraine and the Red Sea, and from the 'Cost of Living Crisis' which the UK has been experiencing in recent years and indeed from what is being experienced to date in 2025 with the imposition of new global tariffs by the USA. The reserves will also ensure that the Mission can continue to be able to support seafarers for the foreseeable future.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
FINANCIAL REVIEW**

Risk Management

The Board of Trustees has overall responsibility for risk management and maintains a Strategic Risk Register. This is included in the remit of the Audit and Risk Committee and continually monitored by the Senior Management Team.

The Risk Register identifies risks which:

- could have a serious impact on the viability or survival of the Mission
- estimates the likelihood of such an event occurring
- assesses the impact it would have if it occurred
- identifies what controls are already in place to reduce the impact or probability of the event occurring
- identifies what else could be done to reduce the probability or potential impact
- identifies the person(s) responsible for monitoring the risk and taking appropriate action.

The Register is reviewed annually by the Audit and Risk Committee as a minimum and regularly by the Board. Following a review of the Strategic Risk Register in July and October 2023, it was again reviewed by the Audit and Risk Committee in October 2024. Whilst no risks were altered, deleted or added, commentary on the risks, existing controls, mitigating factors and proposed actions were updated to reflect any changes since October 2023. The Strategic Risk Register includes ten risks but the principal risk that the Mission faces and the actions it takes to mitigate it is that:

- It is unable to raise sufficient funds to permit it to maintain or expand the services it offers to seafarers to meet the level of need identified.

The reserves position remains strong although there was some volatility in the market in 2024 and the lingering effects of high inflation remained. The Finance Working Group which began meeting informally during the pandemic continues to meet at least three times a year to review the Mission's financial position and advises the Board accordingly. Additionally, budgets and income forecasts are being updated regularly with an emphasis on reducing costs where possible and close financial monitoring is in place through forecasts, management accounts and oversight of the Audit and Risk committee.

Investment Policy

The Mission holds investments to help meet its current and future obligations and as a reserve against future shortfalls between income and expenditure. It is intended to hold reserves for the long term as the need to provide support and care to seafarers is not diminishing and it is expected that the Mission's activities, including long term housing commitments to retired employees and Church of England pension obligations, will continue for many years.

The overall aim of the Mission in holding investments is to produce the best financial return within an acceptable level of risk, in order to protect the long-term reserves against inflation and produce regular flows of funds to support fixed costs and operating activities both in the UK and overseas.

The investment reserves are divided into:

- reserves expected to be held for a long-term time horizon (more than 3 years) to provide a total net annual return which exceeds inflation plus 5% over a five-year period
- those held for the short to intermediate term (0 to 3 years) to preserve the capital value with a minimum level of risk. These assets should be readily available to meet anticipated cash flow requirements.

In the implementation of this policy, the Trustees follow the Charity Commission guidance for the investment of charitable funds. Additionally, the Mission does not wish to profit directly from, or provide capital to, activities that are materially inconsistent with Christian values. This is ensured as the Trustees also follow the guidelines of the Church of England's Ethical Investment Advisory Group which may prohibit or limit the investment in stocks with exposure to certain sectors, such as armament and tobacco.

The Trustees will select one or more professional investment management firms to manage its investments in line with this policy. Such appointments can be in the form of bespoke agreements to manage the Mission's portfolio on a segregated basis, or via investments in pooled vehicles. The Investment Committee will from time

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
FINANCIAL REVIEW**

to time make recommendations to the Board on the best approach to use, based on its assessment of the relative merits of each. The Investment Committee also performs the oversight of the Investment Managers and periodically reviews their performance, commercial terms and overall services and, if appropriate, makes recommendations to the Board for any change. This policy was reviewed in 2024.

Investment Portfolio

CCLA Investment Management Ltd, which is regulated by the Financial Conduct Authority, is the investment manager for the Mission's funds. The assets have been invested with CCLA in the CBF Church of England Investment Fund (Investment Fund) which is a multi-asset common fund worth over £2,152 million as at 31 December 2024 (2023: £2,083 million) and benefits from charitable status. Investment in the Investment Fund is based on the purchase of units that can be bought or sold at any time.

The prime objective of the Investment Fund is to provide a total return (ie growth in capital and income) over the long-term (defined as five years) to protect present and future beneficiaries from the effects of inflation (as measured by the UK consumer price index). It is managed in accordance with a faith-consistent investment policy, developed by the manager, to meet shareholders' desire to invest in a way that reflects Christian and Anglican teachings and is grounded in the advice produced by the Church of England's Ethical Investment Advisory Group and therefore fits with the Mission's investment policy.

Investment Performance

In 2024 the total return net performance for the Mission's investments managed by CCLA was a gain of 5.09% (2023: gain 12.57%) and the performance of the comparator* was a gain of 15.3% (2023: gain 13.28%). Gross dividend yield was 2.73% (2023: 2.73%) based upon the fund's net asset value and an annual dividend of 63.03p per share (2023: 61.79p).

(*Comparator - composite: from 01.01.21 MSCI World Index 75%, MSCI UK Monthly Property Index 5%, Markit iBoxx £ Gilts Index 15% & SONIA 5%.)

Fundraising

The Development team at the London IHQ is responsible for fundraising, communications and marketing led and overseen by the Director of Development. Third parties may be used to send out appeals, updates and information to donors, but the content and messages come directly from the Mission. The team also greatly assists the global Mission family by providing trust expertise and support, the value of which does not appear in these accounts.

2024 was another extremely busy year for the Development team. We onboarded new staff who also brought benefits in terms of expertise from other major national charities, which has helped enhance the whole team. New processes have been implemented and the events and corporate teams in particular are improving efficiency. The Adventure Race Japan takes place alternate years (2023 and 2025), so during 2024 we secured a large proportion of our sponsors amounting to just under US\$500,000. Individual giving increased to £605,740 (2023: £480,268) due to concerted efforts in increasing digital donors.

Total fundraised income at IHQ for 2024 was £3,753,000 (2023: £3,790,000) a decrease of £37,000 (1%). However, as we prepared for the second Adventure Race Japan, £435,000 of income was also received but not recognised in these 2024 accounts, as the race will take place in 2025. That income will be included in the 2025 accounts. We continued to successfully raise funds through the *Flying Angel Campaign* at £217,000 (2023: £200,000) and grants/trusts and major gifts rose to £764,000 (2023: £664,000). Legacy income also increased to £1,692,000 (2023: £1,222,000). We are very grateful to those supporters who made legacy commitments, sometimes many years ago. We also thank those who have pledged legacies during the year. This is a valuable source of income for us.

Donations are received from individuals, churches, fundraising committees, grant giving bodies, trusts and corporates, especially those in the maritime sector. Some donations are linked to specific appeals such as the regular Lent, Summer, Christmas and Sea Sunday activities or specific events and campaigns such as the *Flying Angel Campaign*. Some individuals and teams undertake various challenge events and we were pleased to see the annual Golf Day with Hayfin and the IMO Bike Ride continuing.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
FINANCIAL REVIEW**

Corporate partnerships are an important source of income and support for the Mission. Our partnership with the UKP&I Club continues into a seventh year, with support for the WeCare programmes. These programmes have continued to steadily grow within a manageable level, with a combination of online and face-to-face delivery. The SafeTALK training increased in 2024. Work with HFW continues to provide vital pro bono legal and fundraising support, for which we are so very grateful and we deeply appreciate all the companies, trusts, foundations and individuals who have continued to support us so generously to help seafarers in so much need. We have seen the growth of our Global Ambassador network rise to 50 C-suite people who meet to offer guidance and advice on industry issues and to open their networks. Our regular and individual giving for 2024 was a valuable £536,000 (2023: £480,000).

Our marketing and communications obligations continued to increase the profile of the Mission across the wider global maritime world, increasing awareness of our work and the reliance that we all have on seafarers. They have also provided training to the Mission family at various regional conferences. The communications agency Blue has played an important role in supporting us and ensuring that our responses to journalist and media opportunities are targeted and focused.

During 2025, we are continuing to shape our communications activity, to ensure the most efficient delivery of this activity across the Mission in line with the Global Strategy. We continue our annual Seafarers Awards in Singapore are also planning new fundraising events in 2026 – a new Dinner in Dubai and the new Maritime Mountain Race in Europe. The main challenge is to ensure that the team is suitably resourced to accommodate the expanding annual programme of work.

The Mission is a contributor to the Fundraising Regulator who regulates fundraising in England and Wales with the aim of protecting donors to charities and ensuring that fundraising is respectful, open, honest and accountable to the public. In accordance with The Charities (Protection and Social Investment) Act 2016 we confirm that:

- The Mission carefully monitors all of its fundraising activities to ensure that they are compliant with the recognised standards of fundraising (as set out in the Code of Fundraising Practice) and that none were undertaken by a professional fund-raiser or commercial participator on behalf of the Mission
- The Mission is bound by and complies with the Fundraising Regulator's voluntary regulation scheme
- No complaints were received about our fundraising activities (2023: none)
- All fundraising activities are overseen by the Director of Development who ensures that the Mission's fundraising activities do not include:
 - Unreasonable intrusion on a person's privacy
 - Unreasonable persistent approaches for the purpose of soliciting a donation or
 - Placing undue pressure on a person to give money or other property.

Environment, Social, Governance

Seafarers and their families are at the heart of the work of The Mission to Seafarers and there is an imperative for the Mission to safeguard the environment upon which they depend as we carry out our work. Climate change poses various threats to seafarers, including extreme weather risks, sea-level rises disrupting ports, altered currents impacting navigation, heat stress, unpredictable weather hindering safe passage and worsened mental health due to climate-related stressors. Addressing climate change is also an integral part of who we are as an Anglican Mission Agency. The fifth mark of the Mission for the Anglican Communion is 'To strive to safeguard the integrity of creation and sustain and renew the life of the earth'. Accordingly, the 2022-2026 Strategic Plan committed the Mission to making environmental responsibility a priority focus.

An ESG (Environmental, Social and Governance) strategy was drawn up in 2023 setting out our sustainability agenda for these three key areas and the sustainability themes which we consider most important to seafarers, the Mission and to our stakeholders where we are uniquely positioned to make a difference. The starting point was to establish the Mission's current baseline in the chosen sustainability areas which would serve as a basis for year-on-year comparisons to map our progress. As part of that process, Climate Stewards, a consultancy which helps organisations set up environmental sustainability strategies and audit their carbon footprint was engaged in mid-2023 to carry out a Carbon Footprint Audit for the Mission's work in 2022. An ESG Data Analyst was also employed on a part-time basis to support this work, gathering and quality assuring environmental data

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
FINANCIAL REVIEW**

from the regions which was then passed on to Climate Stewards for analysis. The ESG Data Analyst also gathered and analysed social and governance data for the Mission for 2023.

The Mission's 2023 ESG Report was completed in 2024 measuring the environmental impact of the work in IHQ and regions under IHQ's direct control - Europe, Middle East and South Asia, East Asia and Latin America and the Caribbean. It also provided insights into the Mission's Social and Governance activities for the year 2023. The carbon accounting and verification process was carried out by an independent third party, Climate Stewards, following the Greenhouse Gas Protocol.

The Mission is committed to transparency and accountability with a plan to publish ESG reports annually to demonstrate its ongoing dedication to sustainable practices. In line with this commitment, we disclose the total greenhouse gas (GHG) emissions associated with the operations of IHQ and regions under IHQ's direct control. The approximate carbon footprint for the Mission's operations in 2023 stands at 976.11 tCO₂e. This figure is the result of an assessment which encompasses both direct and indirect sources of emissions, providing a comprehensive picture of our carbon footprint. Implementation of sustainability initiatives is a key focus and work has commenced to integrate the Mission's environmental sustainability program seamlessly into daily operations and processes.

The Mission values diversity in all its forms and we are committed to building an inclusive culture where every employee feels they belong and can excel in their role. Our workforce reflects a diverse composition, with a 3:2 male-to-female ratio amongst our staff. Our Senior Management Team, with a 2:3 male-to-female ratio, embodies this commitment to diversity, and we strive to increase diversity in our frontline teams.

The Audit and Risk committee has recently taken on the crucial role of overseeing our Environmental, Social, and Governance (ESG) strategy and audit processes. The committee's expertise in financial reporting and risk oversight positions it well to manage these responsibilities, aligning our ESG practices with our broader corporate governance framework. We are committed to formalising our ESG policy in 2025, which will provide a comprehensive framework for guiding our sustainability efforts.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
CHARITY INFORMATION**

A charity registered in England and Wales, no.1123613
A company limited by Guarantee, registered in England and Wales no. 6220240

President

Her Royal Highness The Princess Royal

Vice Presidents

Esben Poulsson (to May 2024)
Grahaeme Henderson (to May 2024)

Trustees

Thomas Boardley - Chair	[*GN]
Gary Chapman	[*A]
Peter Cottrell	[*I] [GN]
Captain Karen Davis (from 29 January 2025)	
Robert Ferris OBE (to 24 July 2024)	[A] [G]
Anisha Franklin (from 31 January 2024)	[G] [I]
Alexandra Harwood	[A] [I]
Amanda Lennon (from 29 January 2025)	[R]
William MacLachlan (to 31 January 2024)	[GN] [R]
The Ven Michael Power	[R]
Neale Rodrigues (from 31 January 2024)	[*R] [A]
Timothy Smith	[*G]
Claire Sneddon (to 31 October 2024)	[G] [R]
Jeremy Sutton (from 17 March 2025)	
Sam Swire (to 29 January 2025)	[*G]
The Very Revd Andrew Tremlett (to 31 October 2024)	[*R] [GN]
The Right Revd David Williams – Vice Chair	[G] [GN]

Company Secretary

Dorothy Osarenren

Key Management Personnel

Secretary General

The Revd Canon Andrew Wright (to 31 July 2024)	[G] [GN]
The Venerable Dr. Peter Rouch (from 1 August 2024)	[G] [GN]

Chief Operating Officer

Tomilayo Toluhi	[GN]
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Director of Programme

Ben Bailey

Director of Development

Jan Webber

Director of Finance

Eileen Reilly	[I]
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Committees

*Denotes the Chair of the relevant Committee

G. Grants and Programmes Committee

GN. Governance and Nominations Committee

R. Remuneration Committee

Helen Averill (External) (to 31 March 2025)

I. Investment Committee

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
CHARITY INFORMATION**

Jim Aiken (External) (to 30 April 2024)

Paul Jeffries (External)

A. Audit and Risk Committee

Rachel Lawton (External)

Custodian Trustee

The Mission to Seafarers Trust Corporation Ltd acts as a custodian trustee on behalf of The Mission to Seafarers holding real estate property and investments.

Registered Office

First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE

External Advisers

Auditors

Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP

Bankers

HSBC Plc, 20 Eastcheap, London, United Kingdom, EC3M 1ED

Investment Advisers

CCLA, 1 Angel Lane, London, EC4R 3AB

Solicitors

Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh, United Kingdom, SO53 3LG

HFW, 8 Bishopsgate, London, EC2N 4BQ

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Mission to Seafarers; the charity

The Mission is a charity, constituted as a company limited by guarantee and not having share capital. The Mission is governed by a Board of Trustees (the Board) which forms the Board of Directors. Members of the Board are both Trustees of the charity and directors of the company, as constituted by the Mission's *Articles of Association*. The current Articles of Association are dated 5 September 2022.

The charity's Trustees and management

The Board is drawn from prominent leaders across various industries such as maritime, financial and legal who have an understanding, empathy or a wide experience of seafaring life. The Mission also invites leading members of the clergy to serve as Trustees. The procedure for the election and appointment of Trustees is set out in the *Articles of Association of The Mission to Seafarers*. Trustees and management regularly review the skills and experience of the current members of the Board to try to identify new candidates who might strengthen particular areas.

The normal period a trustee can serve is three terms of three years each. In exceptional circumstances, this can be extended for successive periods of one year but the maximum period a trustee can serve is twelve years. The Board requires a quorum of five Trustees and normally meets four times a year. It is the governing council and ultimate decision maker of the organisation.

Newly appointed Trustees are given an induction which provides them with information on the work of the organisation and highlights their responsibilities as a trustee. Some Trustees may also undergo specific training courses as required for their roles. Trustees are also required to sign a *Code of Conduct* and complete a *Register of Interests* on appointment and annually thereafter.

The Board has five permanent sub-committees:

- Audit and Risk
- Grants and Programme
- Governance and Nominations
- Investment
- Remuneration

Each of the above committees is made up of Trustees and members of the executive staff. Where appropriate, the Board may co-opt independent and professional expertise from external sources, for the benefit of a committee's work.

The day to day management of the charity is delegated to the Secretary General. Working closely with the Chair and the Board, the Secretary General has overall responsibility for the leadership of the global Mission and provides spiritual leadership, sets and sustains the strategic direction and ensures alignment with core Christian and charitable purposes. The Secretary General also leads the Senior Management Team and is directly supported by the Chief Operating Officer.

The Mission's teams based at the London IHQ and headed by the Senior Management team take a leading role in global fundraising and programme delivery and act as a support function to the whole Mission family. This includes organisational and financial governance, designing and rolling out processes to improve unity, protection of the "brand", delivering global projects and agreeing strategic objectives. In addition, IHQ teams provide training, disseminate information, conduct research, provide brand and marketing services and manage publications and digital media, including websites.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Delivery structure of direct Mission activities

- Regional network

The Mission to Seafarers' regional network is made up of nine regions:

- Europe
- East Asia
- USA
- Australia
- Africa
- Middle East and South Asia
- Latin America and the Caribbean
- Canada
- Oceania (New Zealand and South Pacific Islands)

The Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission Trustees. The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify one). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These independent regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2024 the Mission continued to provide grant-funding to all independent regions to support regional development.

Through the regional network, the Mission was able to give support and advice at around 150 ports through the independently run Mission to Seafarers' charities and organisations as part of the global Mission family. Part-time honorary chaplains appointed by the Mission also provided support for seafarers and were a point of contact for emergencies. The role of the honorary chaplain varies with the port and country in which the chaplain is located, but it is a key voluntary support system, which taps into local maritime knowledge and skills.

– Global network

The Mission to Seafarers welfare services to seafarers in the regions detailed above were provided through directly salaried, or grant-funded, port-based chaplaincy and/or ship visitor teams in the following areas, with 'memoranda of understanding' in place at all key locations:

Port/Area	Directly Employed By The Mission	Grant Funded And Directly Managed By The Mission	Grant Funded, Managed By Independent Organisations/Regions
Acu, Brazil			✓
Antwerp, Belgium			✓
Aqaba, Jordan		✓	
Bahrain Port		✓	
Baltimore, USA			✓
Bangkok, Thailand		✓	
Belfast, N Ireland	✓		
Belem, Brazil			✓
Buenos Aires, Argentina		✓	
Busan, South Korea		✓	
Cape Town, SA			✓
Costa Rica		✓	
Colombo, Sri Lanka		✓	
Dubai, United Arab Emirates	✓		
Halifax, Canada			✓
Hong Kong, China	✓		
Houston, Texas, USA			✓
Humber, UK	✓		
Indonesia			✓
Izmir, Turkey		✓	
JNPT, India		✓	
Kolkata, India			✓
Lagos, Nigeria		✓	
Limassol, Cyprus		✓	
Mombasa, Kenya			✓

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Manila, Philippines		✓	
Newfoundland, Canada			✓
Panama	✓		
Port Elizabeth, SA			✓
Port Talbot, Newport & Milford Haven, UK	✓		
Richards Bay, SA			✓
Rouen, France			✓
Said, Alexandria & Suez Ports, Egypt			✓
Scottish Ports, UK	✓		
Seattle, USA			✓
Southampton, UK	✓		
South Wales Ports, UK	✓		
St John, Canada			✓
Suape, Brazil		✓	
Tahiti, French Polynesia			✓
Tilbury, UK	✓		
Tuticorin, India		✓	
Yangon, Myanmar			✓
Yokohama & Tokyo, Japan		✓	

- Branches

In addition to, and in conjunction with chaplaincy services, charitable activities were carried out by the Mission's 14 (2023: 15) branches, the majority of which provide centre-based facilities. They are directly controlled by the Mission through local employees and the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches employ 7 (2023: 8) staff paid from IHQ and 13 (2023: 15) staff employed locally, excluding their five chaplains who are included in the table above. Their financial results are consolidated into the Financial Statements set out on pages 28 to 31 of this report and they operate in the following locations;

Aqaba, Jordan
 Belfast, UK
 Dubai, United Arab Emirates, UK
 Falmouth, UK
 Fowey, UK
 Humber Ports, UK
 Newport, UK
 Panama, Latin America
 Manila, Philippines
 Port Talbot, UK (closed September 2024)
 South Shields, UK
 South Wales ports, (Welsh Council), UK
 Tees (North), UK
 Tees (South), UK
 Bangkok, Thailand

- The Mission group

The Mission to Seafarers' group includes the following companies, which are classified as subsidiaries. Their financial results are consolidated into these accounts and they are wholly controlled by the Mission;

- The Dunkirk War Memorial Trust Ltd.
- The Flying Angel Belfast Ltd.
- The Mission to Seafarers Scotland Ltd.
- The Mission to Seafarers Trust Corporation Ltd.

The subsidiaries employ no staff (2023: none). Please see Note 2 for further information about the above subsidiaries and their 2024 results.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Remuneration

We recognise that we are accountable to our donors, supporters and beneficiaries and we are committed to ensuring maximum value in the use of resources. We also take our duty to provide a high quality and effective service very seriously. It is dependent upon our ability to attract and retain suitably qualified employees with the right knowledge, skills and experience.

The Remuneration Committee, which consists of three Trustees, has delegated responsibility from the Board to provide governance oversight on the principles and policies for setting pay and benefits within the charity. The Committee conducts an annual salary review based on forecast charity pay awards which are linked to the Retail Price Index (RPI) and the Consumer Prices Index (CPI). Inflationary awards are also annually benchmarked against the awards of partner Church of England mission agencies. Any inflationary awards or salary adjustments are subject to affordability.

Job descriptions are evaluated based on The Mission to Seafarers' Job Factor Framework, which consists of seven agreed organisation-wide criteria, to establish the grade of the role based on the job size, complexity and level of responsibility. The salaries of chaplaincy staff employed from IHQ are set with reference to the Church of England National Stipend Benchmark as a minimum, and chaplaincy roles in other sectors.

Lay staff salaries within the UK are benchmarked against annually published charity reward surveys. Locally employed chaplains and lay staff are paid a fair wage based on local levels. The Remuneration Committee has adopted a policy of paying median salaries compared to charities of a similar size and nature, to ensure competitiveness. The Committee approved a policy of paying all staff above the Real Living Wage which was implemented from 2015.

In July/August 2023 a market review was conducted to better understand where the Mission sits in the UK market with regard to compensation, benefits and working practices. The Mission invited 15 partner organisations to participate in the survey as comparators and 9 provided data for inclusion. The market review indicated that the wages and benefits provided to the Mission's employees are in line with what obtains in the sector. Accordingly, the Trustees consider that the remuneration policy of the charity is fair and transparent.

Public Benefit

The activities, achievements and plans relating to the Mission's work are detailed in pages 3 to 17 of this report and the Trustees confirm that they are carried out, in line with its charitable object and objectives, for the benefit of the public. They further confirm that the impact of our work on service users is a key criterion when deciding what activities to undertake and how best to achieve our mission. The Mission to Seafarers' Trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of The Mission to Seafarers for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102 (2019);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved and authorised for issue by the Board on 30 April 2025 and signed on its behalf by:



Thomas Boardley
Chair of the Board



Gary Chapman
Chair Audit and Risk Committee

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinion

We have audited the financial statements of The Mission to Seafarers (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise of the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2024, and of the group's incoming resources and application of resources, including its *income and expenditure, for the year then ended*;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with those Acts

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report..

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the parent charitable company's Trustees, as a body, in accordance with the act. Our audit work has been undertaken so that we might state to the parent charitable company's members and its Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body and the parent charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Suzanne Goldsmith FCA
(Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

15 July 2025

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
AT 31 DECEMBER 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000
Income:							
Donations and legacies	3	3,306	942	4,248	3,059	771	3,830
Charitable activities (Provision of services to seafarers)	4	223	-	223	201	-	201
Other trading activities (Commercial Trading)	5	154	-	154	693	-	693
Investments	6	1,113	-	1,113	1,060	-	1,060
Other	7	25	-	25	6	-	6
Total income		4,821	942	5,763	5,019	771	5,790
Expenditure:							
Raising Funds (commercial trading and Fund raising activities)		1,155	-	1,155	1,136	-	1,136
Charitable activities (Provision of services to seafarers)		4,729	739	5,468	3,783	918	4,701
Total Expenditure	8	5,884	739	6,623	4,919	918	5,837
Net income/(expenditure) from operational activities for the year		(1,063)	203	(860)	100	(147)	(47)
Net gains/(losses) on investments	17	658	-	658	2,411	-	2,411
Net income/(expenditure) for the year		(405)	203	(202)	2,511	(147)	2,364
Transfers between funds	21	71	(71)	-	45	(45)	-
Other recognised (losses)							
Foreign Exchange (losses)/gains		(11)	-	(11)	(24)	-	(24)
Net Movement in Funds		(345)	132	(213)	2,532	(192)	2,340
Reconciliation of Funds							
Total funds brought forward		41,389	641	42,030	38,857	833	39,690
Total Funds Carried Forward	22	41,044	773	41,817	41,389	641	42,030

All activities are continuing except for the Dunkirk War Memorial Trust which ceased operations in France on 30 November 2021 (see Note 2.1). Notes 1 to 28 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 2024
 Company Number 6220240

	Notes	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023 <i>As restated</i>
		£'000	£'000	£'000	£'000
Intangible Fixed Assets	16	66	33	99	129
Fixed Assets					
Tangible assets	16	3,988	429	4,417	4,398
Investments	17	27,303	-	27,303	27,845
Total fixed assets		<u>31,357</u>	<u>462</u>	<u>31,819</u>	<u>32,372</u>
Current Assets					
Stocks		21	-	21	21
Debtors	18	1,471	-	1,471	834
Investments – short term deposits		83	-	83	51
Cash at bank and in hand		8,910	311	9,221	9,217
Total current assets		<u>10,485</u>	<u>311</u>	<u>10,796</u>	<u>10,123</u>
Liabilities					
Creditors falling due within one year	19	798	-	798	465
Net current assets		<u>9,687</u>	<u>311</u>	<u>9,998</u>	<u>9,658</u>
Net assets excluding pension liability		<u>41,044</u>	<u>773</u>	<u>41,817</u>	<u>42,030</u>
Multi-employer defined benefit deficit funding provision	15	-	-	-	-
Total net assets		<u><u>41,044</u></u>	<u><u>773</u></u>	<u><u>41,817</u></u>	<u><u>42,030</u></u>
Charity Funds					
Unrestricted general	21	27,110	-	27,110	24,971
Unrestricted designated	21	13,934	-	13,934	16,418
Restricted income funds	20	-	773	773	641
Total Charity Funds		<u>41,044</u>	<u>773</u>	<u>41,817</u>	<u>42,030</u>

Approved and authorised for issue by the Board on 30 April 2025. Signed on its behalf by:



Thomas Boardley
Chair of the Board



Gary Chapman
Chair Audit and Risk Committee

Notes 1 to 28 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
COMPANY BALANCE SHEET AT 31 DECEMBER 2024
 Company Number 6220240

	Notes	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023 <i>As restated</i>
		£'000	£'000	£'000	£'000
Intangible Fixed Assets	16	66	33	99	129
Fixed Assets					
Tangible assets	16	3,988	429	4,417	4,398
Investments	17	27,303	-	27,303	27,845
Total fixed assets		<u>31,357</u>	<u>462</u>	<u>31,819</u>	<u>32,372</u>
Current Assets					
Stocks		20	-	20	20
Debtors	18	1,467	-	1,467	987
Investments – short term deposits		83	-	83	51
Cash at bank and in hand		8,756	311	9,067	8,906
Total current assets		<u>10,326</u>	<u>311</u>	<u>10,637</u>	<u>9,964</u>
Liabilities					
Creditors falling due within one year	19	805	-	805	467
Net current assets		<u>9,521</u>	<u>311</u>	<u>9,832</u>	<u>9,497</u>
Net assets excluding pension liability		40,878	773	41,651	41,869
Multi-employer defined benefit deficit funding provision	15	-	-	-	-
Total net assets		<u>40,878</u>	<u>773</u>	<u>41,651</u>	<u>41,869</u>
Charity Funds					
Unrestricted general		27,110	-	27,110	24,971
Unrestricted designated		13,768	-	13,768	16,257
Restricted income funds	20	-	773	773	641
Total Charity Funds		<u>40,878</u>	<u>773</u>	<u>41,651</u>	<u>41,869</u>

Approved and authorised for issue by the Board on 30 April 2025. Signed on its behalf by:



Thomas Boardley
Chair of the Board



Gary Chapman
Chair Audit and Risk Committee

Notes 1 to 28 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
CONSOLIDATED STATEMENT OF CASH FLOWS AT
31 DECEMBER 2024
Company Number 6220240

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash (used in)/provided by operating activities	24	(2,145)	(1,534)
Cash flows from investing activities:			
Dividends and interest from investments		1,113	1,060
Proceeds from the sale of assets		24	5
Purchase of assets		(145)	(86)
Purchase of investments		-	-
Proceeds from sale of investments		1,200	1,107
Net cash provided by/(used in) investing activities		2,192	2,086
Change in cash and cash equivalents in the reporting period		47	552
Cash and cash equivalents at the beginning of the reporting period		9,268	8,740
Change in cash and cash equivalents due to exchange rate movements		(11)	(24)
Cash and cash equivalents at the end of the reporting period	25	9,304	9,268

Notes 1 to 28 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

1. ACCOUNTING POLICIES

The Mission to Seafarers (the Mission) a company limited by guarantee (No. 6220240) and a charity (No. 1123613) both registered in England and Wales. The registered address is First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the Financial Statements are shown below and the presentational currency of the financial statements is Sterling.

1.1 Basis of preparation

The Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: *Statement of Recommended Practice* applicable to charities preparing their accounts in accordance with the *Financial Reporting Standard* applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) - (SORP (FRS102)) and the *Companies Act 2006*.

The Mission to Seafarers meets the definition of a public benefit entity under FRS102. The Financial Statements have been prepared in sterling and rounded to the nearest thousand pounds under the historical cost convention (modified to present investments at market value) and in accordance with applicable UK accounting standards.

1.2 Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the Mission's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacy income. With regard to 2024, the most significant areas of uncertainty for the Mission are the level of donation income which needs to be raised each and every year, especially as the impact of high inflation and the cost of living crisis is ongoing. However, the Trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand plus plans to closely monitor and review budgets, there are no material uncertainties that the Mission can continue as a going concern.

1.3 Group Financial Statements

The Financial Statements consolidate the results of the charity and its wholly owned subsidiaries detailed in note 2 on a line-by-line basis and by eliminating intra-group transactions. No separate Statement of Financial Activities has been presented for the Company alone, as permitted by section 408 of the *Companies Act 2006*. A summary company 'Statement of Financial Activities' (SoFA) can be found at note 27. The Company's Balance Sheet on page 30 includes the assets and liabilities of the branches detailed on page 22.

1.4 Fund accounting

Unrestricted funds are available to spend on activities that further any of the charitable objectives of the Mission.

Designated funds are unrestricted funds which the Trustees have decided at their discretion to set aside to use for specific purposes. The aim and purpose of each designated fund is set out in note 21.

Restricted Funds represent capital grants received together with donations for specific purposes. Restricted funds may only be used to fulfil the donor's restriction which must also further the charitable activities of the Mission. Details of restricted funds are set out in note 20. Transfers to unrestricted funds represent the release for the year of these grants or donations. For capital grants, a transfer is made to unrestricted funds over the estimated useful lives of the assets to which they relate, matching depreciation charged to the unrestricted funds.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

1.5 Income

The value of all income is recorded in the Statement of Financial Activities (SoFA) as soon as the Mission is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. Where income has related expenditure, the income and expenditure are reported gross in the SoFA.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Mission is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued in debtors.

Legacies are recognised at the earlier of actual receipt or on receipt of Estate accounts which confirm the Mission's entitlement to receive the gifts, the probability of receipt and provide an accurate measure of the legacy. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the Mission.

The Mission maintains a legacy pipeline system which, in addition to accrued legacies, includes further estimated legacies of which the Mission is aware but which do not meet the above criteria and are therefore not included within these accounts. The estimated value of those legacies in the pipeline is £nil (2023: £nil).

Event income received in advance for a future fundraising event or a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds and dividends on investments are recognised when the amounts can be measured reliably which is normally upon notification of the amount paid or payable by the bank or when the dividend yield has been notified by our investment advisors.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place.

Trading income, including primary purpose sales to seafarers, is recognised at the point of sale.

1.6 Expenditure and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Operating lease costs are charged on a straight line basis over the lease term.

Irrecoverable VAT is charged to support costs which are then reallocated to the headings on the SoFA. See note 8 for a further analysis of expenditure.

Charitable expenditure comprises expenditure directly relating to the objects of The Mission to Seafarers.

It includes:

- Employment and associated costs of chaplains including recruitment and training
- Advice and training provided to the global Mission family and linked organisations worldwide
- Services to seafarers such as providing transport, communication facilities and access to centres or specific projects to address the needs of seafarers.
- The costs of educational material and information for seafarers together with the newspaper for seafarers, *the Sea*.

Support costs such as irrecoverable VAT, depreciation and governance costs (including secretarial and administrative support from the Mission's International Headquarters) are allocated to Charitable Activities and Costs of Raising Funds on the basis of head count at International Headquarters. (See note 9)

Governance costs comprise amounts related to constitutional and statutory requirements and include Staff costs, audit fees, professional fees and Trustees' expenses.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

1.7 Donated services

Donated services or facilities are recognised when the Mission has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

1.8 Volunteers

Volunteers make a valuable contribution to the charitable activities of the charity. With approximately 200 volunteers working in centres, transporting seafarers and ship visiting, they complement and enhance the work of our chaplains and staff in serving seafarers. No financial value is included in these accounts as it is impossible to measure but their priceless contribution to the Mission is further referred to throughout in the *Trustees' Annual Report and Accounts* and specifically in 'Our Mission' on page 3.

1.9 Fixed assets

Intangible fixed assets are non-monetary assets which will be amortised on a straight-line basis over the useful life of the asset.

- Happy at Sea seafarers' app: amortised over three years.
- Custom software for fundraising over six years.

Intangible and Tangible fixed assets are stated in the Balance Sheet at historical cost less amortisation/depreciation. Assets with a cost of less than £1,000 are written off in the year of purchase.

Depreciation is provided on a straight line basis over the anticipated useful life of fixed assets as follows:

- Motor vehicles: six years
- Fixtures and equipment: between five and ten years
- Short leasehold buildings: over the term of the lease
- Computer equipment: three years
- Freehold land and properties: Where the Trustees consider that the expected useful life of freehold land and buildings is in excess of 50 years and the carrying value in the Financial Statements is not more than the estimated recoverable amount, no depreciation is charged.

The Trustees have carried out and will continue to carry out annual reviews of impairment for land and property. An asset will be considered impaired if the deemed value in use or the net realisable value is lower than the carrying value. Its carrying value will be written down to the deemed impaired value. For impaired assets, evidence of increased value up to a maximum of the historic cost will be recognised in the accounts.

1.10 Revaluation of tangible fixed assets

The Mission has not adopted the revaluation model for freehold property and those assets are recognised at the lower of their historical cost or impaired value.

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value at the balance sheet date using the bid-market rate, as reported by the investment managers. The Trustees confirm that the difference in the value of investments between their valuation policy and the closing market valuation required by SORP (FRS102) is immaterial. Net gains and losses on revaluation and disposals throughout the year are shown in the SoFA.

The Mission does not acquire put options, derivatives or other complex instruments.

All gains and losses are taken to the SoFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the 1 January. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the SoFA.

The main form of financial risk faced by the Mission is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

Investments – short term cash includes cash and short term highly liquid investments with a short maturity of over three months from the date of acquisition or opening of the deposit or similar account.

1.12 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.13 Debtors

Debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

1.14 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. The 2023 figures for Investments – short term deposits (Group and Company £7,959,000) and Cash at bank and in hand (Group £1,309,000 and Company £998,000) have been restated to Investments – short term deposits (Group and Company £51,000) and Cash at bank and in hand (Group £9,217,000 and Company £8,906,000) as not all of the funds held in short term deposit accounts were subject to notice of more than three months and so are now shown in Cash at bank and in hand.

1.15 Creditors

Creditors are recognised where the Mission has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1.16 Concessionary loan

The Mission has taken advantage of section 34 of FRS (102) to recognise the loans to its trading subsidiaries as concessionary loans as the subsidiaries and the Mission form a public benefit entity group. The loans are recognised and measured at the amount paid. The carrying amount will be adjusted to reflect any repayments or any accrued interest and adjusted if necessary for any impairment. Note 18 details all concessionary loans.

1.17 Financial instruments

The Mission only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value, being the closing bid price. All other assets and liabilities are recorded at cost which is their fair value. Investments are also recorded at fair value and note 17 details all unrealised gains and losses.

1.18 Pension costs

All employees are entitled to join a pension scheme. The Mission to Seafarers makes contributions to defined benefit and defined contribution 'money purchase' schemes.

The defined benefit scheme is a Church of England multi-employer pension scheme which is only open to ordained chaplains and is non-contributory for employees. The pension contribution rate payable is set by the Church of England Pensions Board.

All other eligible staff are auto-enrolled in to the money purchase scheme which is managed by Royal London (formerly Scottish Life) but employees can choose to opt out if they wish. The plan invests the contributions made by the employee (minimum 3%) and employer (7%) in an investment fund to build up over the term of the plan. The fund is then converted into a pension upon the employee's chosen retirement age. The Mission has no liability beyond making its contributions and the deductions for the employee's contributions.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

1.19 Foreign currency translation

With the exception of investments, transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Foreign currency investment transactions are recorded at an average rate. For overseas branches and subsidiaries, income and expenditure is recorded at an average rate for the year. Monetary assets and liabilities are shown in the balance sheet at the sterling rate ruling at the balance sheet date.

Exchange gains and losses are recognised in the Statement of Financial Activities.

1.20 Taxation

The Mission to Seafarers is considered to pass the tests set out in Paragraph 1 Schedule 6 of the *Finance Act 2010* and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Mission is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the *Corporation Tax Act 2010* or Section 256 of the *Taxation of Chargeable Gains Act 1992*, to the extent that such income or gains are applied exclusively to charitable purposes.

1.21 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The Trustees make estimates and assumptions concerning the future based on their knowledge of the Mission and the environment in which it operates. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual outcome.

2. SUBSIDIARY AND CONNECTED UNDERTAKINGS

See note 17.2 for Investments in subsidiaries.

2.1 The Dunkirk War Memorial Trust Ltd Company No. 185130, Charity No. 236806

The Dunkirk War Memorial Trust Limited (DWMT) was set up in 1922 as a charity to provide premises and facilities for the use of seafarers within the port of Dunkirk, France. DWMT is effectively controlled by virtue of the directors being former Trustees or are senior employees of The Mission to Seafarers. On 30 November 2021 operations in Dunkirk were closed as they were no longer economically viable.

	2024 £'000	2023 £'000
Investment Income	-	2
Total Income	-	2
Charitable activities	-	-
Total Expenditure	-	-
Net income	-	2
Net gain/(loss) on investments	-	7
Foreign exchange (loss)/gain	-	(1)
Net Gain/(Loss) Retained in Subsidiary	-	8

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024

2.2 Flying Angel Marketing Enterprises Ltd (FAME) Company No. 00933115

The Mission to Seafarers owns the whole of the issued share capital of FAME. One trustee and a current director of the Mission sit on the board of FAME but receive no remuneration for doing so. FAME is a retailer and distributor of Christmas cards and novelties and is party to any commercial agreement that is not considered a charitable activity of The Mission to Seafarers. Any taxable profit from trading is gifted to The Mission to Seafarers.

	2024 £'000	2023 £'000
Turnover	3	3
Cost of Sales	(1)	(1)
Gross Profit	2	2
Administration	(2)	(2)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

2.3 The Flying Angel Belfast Ltd Company No. NI605252

The Flying Angel Belfast Ltd was set up to operate catering services in The Mission to Seafarers' Belfast premises. All the shares in this company are owned by The Mission to Seafarers. Any taxable profit is gifted to The Mission to Seafarers.

	2024 £'000	2023 £'000
Turnover	17	13
Cost of sales	(7)	(5)
Gross Profit	10	8
Administration	(8)	(5)
Donation to The Mission to Seafarers	(2)	(3)
Net Gain Retained in Subsidiary	-	-

2.4 The Mission to Seafarers Scotland Ltd Company No. SC389483, Charity No. SCO41938

The Mission to Seafarers Scotland Ltd was set up as a company limited by guarantee and a registered charity in Scotland to raise funds and deliver services to seafarers and their families in Scotland. The Mission to Seafarers is the sole member.

	2024 £'000	2023 £'000
Donations	101	100
Charitable activities	7	10
Other trading	2	2
Total Income	110	112
Raising Funds	(3)	(1)
Charitable activities	(102)	(98)
Total Expenditure	(105)	(99)
Net Gain Retained in Subsidiary	5	13

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

2.5 The Mission to Seafarers Trust Corporation Ltd (MTSTC) Company No. 38498

MTSTC holds real property and investments as custodian trustee on behalf of The Mission to Seafarers. It has no transactions on its own account. All the shares are owned by the Mission.

3. DONATIONS AND LEGACY INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000 Total	<i>Unrestricted Funds £'000</i>	<i>Restricted Funds £'000</i>	2023 £'000 Total
General donations	1,054	194	1,248	1,378	173	1,551
Legacies	1,641	51	1,692	1,214	8	1,222
General grants	522	697	1,219	393	590	983
Vote 4 (<i>Pension note 15</i>)	89	-	89	74	-	74
Total	3,306	942	4,248	3,059	771	3,830

4. CHARITABLE ACTIVITIES INCOME

	2024 £'000	2023 £'000
Provision of services to seafarers	223	201
Total	223	201

There was no restricted charitable activity income in 2024 or 2023.

5. TRADING ACTIVITIES INCOME

	2024 £'000	2023 £'000
Trading activities	16	24
Fundraising events	48	589
Property rental	90	80
Total	154	693

There was no restricted trading activity income in 2024 or 2023.

Rental Income represents monies received from properties held as fixed assets that are not fully occupied for The Mission to Seafarers' own activities and are let out in furtherance of our charitable activities or because they are temporarily surplus to operational requirements.

6. INVESTMENT INCOME

	2024 £'000	2023 £'000
Listed investments:		
Dividends – equities	769	786
Bank deposit interest	344	274
Total	1,113	1,060

There was no restricted investment income in 2024 or 2023. Income from unlisted investments is shown gross, including tax reclaimable.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

7. OTHER INCOME

	2024 £'000	2023 £'000
Surplus on disposal of properties	-	-
Surplus on disposal of other assets	24	5
Other	1	1
Total	25	6

There was no restricted other income in 2024 or 2023.

8. ANALYSIS OF EXPENDITURE

	Direct Costs £'000	Support £'000	Total 2024 £'000	Direct Costs £'000	Support £'000	Total 2023 £'000
Raising Funds:						
Appeals and events	744	287	1,031	757	274	1,031
Commercial trading; sale of Christmas cards and catering	12	1	13	9	2	11
Promotional materials and media	80	31	111	69	25	94
Total Raising Funds	836	319	1,155	835	301	1,136
Charitable activities:						
Port based welfare services						
Ship visiting and ministry to seafarers	1,730	399	2,129	1,448	358	1,806
Transport for seafarers and ship visiting	122	24	146	118	26	144
Branch and centre operations	652	137	789	372	67	439
Grants to support ministry around the world (see note 10)	1,024	257	1,281	1,050	282	1,332
<i>the Sea</i> publication for seafarers	10	2	12	14	4	18
Advocacy, welfare and emergency response	275	57	332	269	61	330
Digital welfare and support	270	68	338	188	51	239
Programmes for the wellbeing of seafarers and their families	370	71	441	326	67	393
Total Charitable Activities	4,453	1,015	5,468	3,785	916	4,701
TOTAL EXPENDITURE	5,289	1,334	6,623	4,620	1,217	5,837

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024

Analysis by department 2024:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2024 £'000
Staff Costs (note 11)	651	91	1,502	436	731	3,411
All other costs	56	230	1,923	400	603	3,212
Total expenditure	707	321	3,425	836	1,334	6,623

Analysis by department 2023:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2023 £'000
Staff Costs (note 11)	543	80	1,302	398	662	2,985
All other costs	57	185	1,618	437	555	2,852
Total expenditure	600	265	2,920	835	1,217	5,837

9. ANALYSIS OF SUPPORT COSTS

Support costs not directly attributable to the headings on the Statement of Financial Activities are reallocated on the basis of headcount at the Mission's International Headquarters as follows;

2024	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2024 Total £'000
Cost of Charitable activities	Headcount at IHQ	527	172	125	65	52	74	1,015
Raising funds	Headcount at IHQ	165	55	39	21	17	22	319
Support costs total		692	227	164	86	69	96	1,334

2023	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2023 Total £'000
Cost of Charitable activities	Headcount at IHQ	502	171	91	59	44	49	916
Raising funds	Headcount at IHQ	164	57	30	20	14	16	301
Support costs total		666	228	121	79	58	65	1,217

Audit fees included in governance costs for the group amount to £32,500 (2023: £38,625) and there were no other fees in respect of non-audit services (2023: none).

Depreciation costs total £156,000 (2023: £123,000). Operating lease payments total £35,740 with buildings £33,890 and other £1,850 (2023: £34,960 - buildings £33,110 and other £1,850).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

10. MINISTRY AND PROJECT GRANTS

Grant recipient	Port/Country or Region	2024 £'000	2023 £'000
The Mission to Seafarers Central Resource Committee, SA	Africa region	82	102
Bermuda Sailors Home	Bermuda	10	-
Asociacion de la Iglesia Anglicana	Buenos Aires, Argentina	14	24
The Australian Council of The Mission to Seafarers	Australia	99	78
The Mission to Seafarers Sydney	Sydney, Australia	-	3
Bahrain Anglican Church Council	Bahrain	25	52
The Mission to Seafarers Antwerp	Belgium	-	34
Igreja Episcopal Anglicana do Brasil	Acu, Brazil	24	44
Igreja Episcopal Anglicana do Brasil	Belem, Brazil	20	32
Associacao Anglicana do Nordeste	Suape, Brazil	26	23
The Mission to Seafarers Canada	Canada region	25	23
The Mission to Seafarers Canada	Halifax, Canada	15	-
The Mission to Seafarers Canada	Newfoundland, Canada	7	-
St John Seafarers Mission Inc	St John, Canada	15	15
The Episcopal Church of Costa Rica	Costa Rica	43	3
Diocese of Cyprus	Limassol, Cyprus	7	-
Province of Alexandria for the Anglican Church	Ports Said & Suez, Egypt	6	6
Assn Rouennaise Amis Des Marins	Rouen, France	7	6
The Mission to Seafarers Papeete	Tahiti, French Polynesia	52	-
The Mission to Seafarers Oceania Council	Tahiti, French Polynesia	15	-
The Diocese of Kolkata	Kolkata, India	6	-
The Mission to Seafarers Dubai	JNPT, India	2	-
Tuticorin Nazareth Diocesan Trust	Tuticorin, India	2	50
Yayasan Pelayanan Pelaut Anglican	Indonesia	26	-
The Mission to Seafarers Kobe	Yokohama, Japan	34	50
The Mission to Seafarers Mombasa	Mombasa, Kenya	21	82
The Mission to Seafarers Yangon	Yangon, Myanmar	6	6
The Mission to Seafarers Walvis Bay	Walvis Bay, Namibia	-	6
The Mission to Seafarers Rotterdam	Rotterdam, Netherlands	22	-
Stichting Zeemanshuis Flying Angel Rotterdam	Schiedam, Netherlands	-	24
The Mission to Seafarers Lagos	Nigeria	-	26
The Mission to Seafarers Central Resource Committee, SA	Nigeria	5	-
The Mission to Seafarers Oceania Council	Nelson, New Zealand	-	35
The Mission to Seafarers Oceania Council	Oceania region & Wellington, New Zealand	49	42
The Australian Council of The Mission to Seafarers	Papua New Guinea	1	-
The Mission to Seafarers Singapore	Singapore	5	-
The Mission to Seafarers Cape Town	Cape Town, South Africa	7	6
Durban Seafarers Mission	Durban, South Africa	56	-
The Mission to Seafarers Port Elizabeth	Port Elizabeth, South Africa	7	7
The Mission to Seafarers Africa Region	Richards Bay, South Africa	28	34
The Diocese of Busan	Busan, South Korea	68	67
The Mission to Seafarers Colombo	Colombo, Sri Lanka	28	32

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

The Diocese in Europe	Izmir, Turkey	10	10
Church of St John the Evangelist	Izmir, Turkey	-	1
Queen Victoria Seamans Rest	Tilbury, UK	9	13
Baltimore International Seafarers Centre	Baltimore, USA	41	40
Houston International Seafarers Centre	Houston, Texas, USA	59	15
Thomas Morrow	Houston, Texas, USA	2	-
Norwegian Seamans Church	Long Beach and LA, USA	12	21
St Olavs Church	Long Beach and LA, USA	16	-
The Mission to Seafarers Seattle	Seattle, USA	-	28
Corpus Christi International Seamans Centre	Texas, USA	-	2
Point Comfort Seafarers Centre	Texas, USA	4	3
North American Maritime Ministry Association	USA	6	5
Total		1,024	1,050

The Mission to Seafarers makes grants to maritime organisations whose work will fulfill our charitable objectives. Grants are to support direct maritime ministry, the development of maritime ministry or seafarer welfare projects. Amounts are agreed annually and the terms and amounts will be set out in a Memorandum of Understanding (MoU). Funded organisations are required to report to The Mission to Seafarers annually to ensure that the terms of the MoU have been met.

11. STAFF COSTS

Staff costs 2024:	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2024 £'000
Wages and salaries	1,411	313	481	2,205
Social security costs	133	35	54	222
Other pension costs	123	18	30	171
Other Staff costs	555	92	166	813
Total	2,222	458	731	3,411
Average head count	46	7	10	63
Full time equivalent	40	7	9	56
Staff costs 2023:	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2023 £'000
Wages and salaries	1,206	303	446	1,955
Social security costs	122	34	49	205
Other pension costs	127	20	26	173
Other Staff costs	450	61	141	652
Total	1,905	418	662	2,985
Average head count	46	7	10	63
Full time equivalent	40	7	9	56

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. No redundancy costs were made in 2024 (2023: none).

Employees with remuneration (excluding benefits in kind) in excess of £60,000:

- £60,000 to £70,000 - 1 (2023: 0)
- £70,000 to £80,000 - 4 (2023: 3)
- £80,000 to £90,000 - 1 (2023: 1)
- £90,000 to £100,000 - 1 (2023: 1)

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS

The 2024 Senior Management Team comprised the Secretary General, the Chief Operating Officer, the Director of Development, the Director of Finance and the Director of Programme.

The team's total remuneration and benefits package consisted of salary, pension contributions, health insurance and the tax thereon.

	2024	2023
	£'000	£'000
Total salary paid to Senior Management Team	473	408
Total of other benefits	38	39
Employer social security costs on salary and benefits	61	53
Total	572	500

13. TRANSACTIONS WITH TRUSTEES

No trustee (2023: none) received remuneration during the current year.

During the year £3,570 of expenses (2023: £9,907) were reimbursed directly to four trustees (2023: six trustees) and £3,112 (2023: £1,512) was paid to third parties for subsistence and travel to attend meetings or events for and on behalf of The Mission to Seafarers and for trustee training and recruitment. £922 was spent on trustee leaving gifts (2023: £684). The total amount paid was £7,604 (2023: £12,103).

14. RELATED PARTY TRANSACTIONS

During the year payments were made to six related parties (2023:3). £10,738 was paid for membership and conference fees to ICMA (2023: £10,619) where the former Secretary General Andrew Wright was a trustee, £4,000 (2023: £4,000) was paid for room hire for an event at Trinity House where trustee Neale Rodrigues was a Younger Brother, £625 (2023: £933) of membership fees were paid to The Worshipful Company of Shipwrights where trustee Alexander Harwood is a liveryman, £57,417 of grants were paid to the Durban Seafarers Mission where trustee Peter Cottrell was chair, £40,951 of grants were paid to The Mission to Seafarers Rotterdam where the Chief Operating Officer was a member of the committee and £133,466 of grants for the Africa Region were made to the Africa Regional Council where the Chief Operating Officer was a member of the Council. Pro-bono legal and governance services were provided to the Mission by HFW where former trustee William MacLachlan was a partner. The value of those services has not been confirmed by HFW. There were no other related party transactions and no outstanding balances (2023: none) due at 31 December 2024.

15. PENSIONS

15.1 Multi-employer Defined Benefit Schemes

Until 31 December 2023, The Mission to Seafarers participated in two of the Church of England's Multi-employer Defined Benefits Schemes administered by the Church of England Pensions Board. These were;

- The Church of England Funded Pensions Scheme (**CEFPS**) for the clergy
- The Church of England Defined Benefits Scheme (**CEDBS**) for lay employees of Church of England organisations.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

The assets of both schemes were held separately from those of The Mission to Seafarers. The Church of England Pensions Board has stated that it is unable to identify the Mission's share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the schemes.

The Mission to Seafarers has treated these schemes as multi-employer schemes as described in Section 28 of FRS102. This means that contributions are accounted for as if the Schemes were defined contribution schemes. Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends. The legal structure of the scheme is such that if another Responsible Body fails, The Mission to Seafarers could become responsible for paying a share of that Responsible Body's pension liabilities.

The pensions costs charged to the SoFA in the year are contributions payable towards benefits and expenses accrued in the year, plus any impact of deficit contributions.

15.2 CEFPS

A valuation of the Scheme is carried out once every three years. The most recent valuation of the CEFPS was carried out as at 31 December 2021 and the results revealed a surplus of assets of £560 million with assets of £2,720 million and a funding target of £2,160 million, assessed using the following assumptions:

- An average discount rate of 2.7% p.a.;
- RPI inflation of 3.6% p.a. (and pension increases consistent with this);
- CPIH inflation in line with RPI less 0.8% pre 2030 moving to RPI with no adjustment from 2030 onwards;
- Increase in pensionable stipends in line with CPIH;
- Mortality in accordance with 90% of the S3NA tables, with allowance for improvements in mortality rates in line with the CMI2020 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter of 7, an initial addition to mortality improvements of 0.5% pa and an allowance for 2020 data of 0% (i.e. w2020 = 0%).

Following finalisation of the 31 December 2021 valuation, deficit contributions ceased with effect from 1 January 2024, since the Scheme was fully funded.

The deficit recovery contributions under the recovery plan in force at each 31 December were as follows:

	% of pensionable stipends
31 December 2021	7.1% payable from January 2021 to December 2022
31 December 2022	Nil
31 December 2023	Nil
31 December 2024	Nil

An interim reduction to deficit contributions to 3.2% of pensionable stipends was made with effect from April 2022 and remained in place until December 2022.

For senior office holders, pensionable stipends are adjusted in the calculations by a multiple, as set out in the Scheme's rules.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. However, as there are no deficit recovery payments from 1 January 2023 onwards, the balance sheet liability as at 31 December 2023 and 31 December 2024 is nil. The movement in the balance sheet liability over 2023 and over 2024 is set out in the table below.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

Deficit liability – CEFPS

	2024 £'000	2023 £'000
Balance sheet liability at 1 January	-	-
Deficit contributions paid	-	-
Interest cost	-	-
Change to balance sheet liability*	-	-
	-	-
Balance sheet liability at 31 December	-	-
Assumptions:		
Discount rate	n/a	n/a
Price Inflation	n/a	n/a
Increase to total pensionable payroll	n/a	n/a

*comprises change in agreed deficit recovery plan and change in discount rate and inflation assumptions between year ends.

11 (2023: 11) of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £88,700, representing current contributions (2023: £74,000 representing current contributions) were paid by the Mission to the CEFPS and are included in Staff costs (note 11). This amount was reimbursed by the Archbishops Council and is included in Donations (note 3).

15.3 CEDBS (also known as the Church Workers Pension Fund)

The Mission to Seafarers ceased to participate in the Church Workers Pension Fund from 1 January 2024 as the scheme's trustees had decided to close the fund whilst it was in surplus. Previously the CEDBS had two sections known as the Defined Benefits Scheme and the Pension Builder Scheme (which had two subsections; a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014).

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provided benefits for lay staff based on final pensionable salaries.

For funding purposes, DBS was divided into sub-pools in respect of each participating employer as well as a further sub-pool, known as the Life Risk Pool. The Life Risk Pool existed to share certain risks between employers, including those relating to mortality and post-retirement investment returns. The division of the DBS into sub-pools was notional and is for the purpose of calculating ongoing contributions. This does not alter the fact that the assets of the DBS were held as a single trust fund out of which all the benefits are to be provided. From time to time, a notional premium was transferred from employers' sub-pools to the Life Risk Pool and all pensions and death benefits were paid from the Life Risk Pool.

The scheme was a multi-employer scheme as described in Section 28 of FRS 102. It was not possible to attribute DBS assets and liabilities to specific employers, since each employer, through the Life Risk Section, was exposed to actuarial risks associated with the current and former employees of other entities participating in DBS. This means that contributions were accounted for as if DBS were a defined contribution scheme.

If, following an actuarial valuation of the Life Risk Pool, there was a surplus or deficit in the pool, further transfers may be made from the Life Risk Pool to the employers' sub-pools, or vice versa. The amounts to be transferred (and their allocation between the sub-pools) will be settled by the Church of England Pensions Board having taken advice from the Actuary.

A valuation of DBS was carried out once every three years. The most recently finalised was carried out at 31 December 2019. In this valuation, the Life Risk Section was shown to be in deficit by £7.7m and £7.7m was notionally transferred from the employers' sub-pools to the Life Risk Section. This increased the Mission's contributions that would otherwise have been payable. The overall deficit in DBS was £11.3m (last valuation at 31 December 2016: £26.2m deficit). Following that valuation, The Mission to Seafarers entered into an

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

agreement with the Church Workers Pension Fund to pay a contribution rate of 32.7% of pensionable salary and expenses of £3,200 per year.

The next actuarial valuation was due at 31 December 2023 and early indications were that the fund was in surplus. Consequently, the CEDBS decided to close the scheme and secure all members pensions through a full 'buy-in' with an insurance company which would insure all the remaining benefits in the scheme whilst removing investment and mortality risks. The Mission agreed to close its section of the scheme from 1 January 2024 and the last active member was transferred out from this scheme to the CEDBS scheme.

Deficit liability – CEDBS

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The 31 December 2024 balance sheet liability is £nil (2023: £nil). The legal structure of the scheme was such that if another employer fails, The Mission to Seafarers could become responsible for paying a share of that employer's pension liabilities. The Mission currently has no active members (2023: 1) and 6 (2023: 5) deferred pensioners.

15.4 Defined Contribution Schemes

Royal London. A scheme for staff was set up in 2008 with Royal London (formerly Scottish Life). Contributions to this scheme are funded 3% by the employee and 7% by The Mission to Seafarers. There are 32 (2023: 27) members of staff in this scheme at 31 December 2024. Employer contributions to this scheme in 2024 were £82,700 (2023: £76,500) with £6 due to be paid at the year end (2023: £8,837).

16. FIXED ASSETS

16.1 Intangible fixed assets

	Group and Company £'000
Cost 1 January 2024	150
Additions	16
31 December 2024	166
Depreciation 1 January 2024	21
Provided during the year	46
31 December 2024	67
Net book value 31 December 2024	99
<i>31 December 2023</i>	<i>129</i>

16.2 Tangible fixed assets

	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Group				
Cost 1 January 2024	5,230	290	894	6,414
Additions	-	99	12	111
Disposals	-	(71)	-	(71)
Impairment adjustment	18	-	-	18
31 December 2024	5,248	318	906	6,472
Depreciation 1 January 2024	1,099	189	728	2,016
Provided during the year	23	51	35	109
Disposals	-	(71)	-	(71)
Exchange difference	-	1	-	1
31 December 2024	1,122	170	763	2,055
Net book value 31 December 2024	4,126	148	143	4,417
<i>31 December 2023</i>	<i>4,131</i>	<i>101</i>	<i>166</i>	<i>4,398</i>

One of the property values was found to be impaired (2023: none).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

16.2 Tangible fixed assets The Company	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost 1 January 2024	5,230	290	891	6,411
Additions	-	99	12	111
Disposals	-	(71)	-	(71)
Impairment adjustment	18	-	-	18
31 December 2024	5,248	318	903	6,469
Depreciation 1 January 2024	1,099	189	725	2,013
Provided during the year	23	51	35	109
Disposals	-	(71)	-	(71)
Exchange difference	-	1	-	1
31 December 2024	1,122	170	760	2,052
Net book value 31 December 2024	4,126	148	143	4,417
<i>31 December 2023</i>	<i>4,131</i>	<i>101</i>	<i>166</i>	<i>4,398</i>

Property	2024 £'000	2023 £'000
The properties held are split between categories as follows:		
Freehold	2,905	2,870
Long term leasehold	1,221	1,261
Total	4,126	4,131

Freehold and leasehold property represents the book value of staff houses, pensioners' houses, and club and office premises. Premises and club leases are long term with many at peppercorn rent. All assets are used by the charity for its charitable purposes or rented out if temporarily surplus to current operational requirements.

17. INVESTMENTS	2024		2023
17.1 Listed Investments	Group and Company £'000	Group £'000	Company £'000
Market value 1 January	27,845	26,541	26,441
Additions	-	-	-
Disposals	(1,153)	(1,110)	(1,010)
Unrealised gain/(loss) for the year	611	2,414	2,414
Market value 31 December	27,303	27,845	27,845
Historical Cost at 31 December	20,111	20,938	20,938

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

Gains and losses

The net gains/(losses) on investments shown in the Consolidated Statement of Financial Activities is a net gain of £658,000 (2023: gain £2,411,000). This includes the 2024 unrealised gain £611,000 shown above (2023: unrealised gain £2,414,000) for the shares held at the year end plus the net realised gain on shares sold during the year at £47,000 (2023: loss £3,000).

Fees

The CCLA's annual management charge in relation to the CBF Church of England Investment Fund (Investment Fund) is 0.55% (2023: 0.55%) of the value of the portfolio although this was not directly charged to the Mission but against the capital of the Investment Fund. The total ongoing charges figure which includes the annual management charge and other operational costs is 0.82% (2023: 0.83%)

Analysis of investments

	2024		2023	
	Group and Company £'000	Group £'000	Company £'000	Company £'000
Holdings in multi asset funds	27,303	27,845	27,845	27,845
Total	27,303	27,845	27,845	27,845

As part of a multi asset Investment Fund, significant individual holdings cannot be identified, however the significant class of holdings (over 5%) at 31 December were:

	2024	2023
Overseas Equities	64%	63%
UK Equities	9%	7.5%
Infrastructure and Operating assets	8.3%	9%
Fixed interest	8%	9%

17.2 Investments in subsidiaries

The Company controls the following principal active subsidiaries, the results of which have been consolidated.

Name of Company and country of incorporation	% Holding/Control	No of shares and value	Net Income 2024 £'000	Net Assets as at 31/12/24 £'000	Nature of Business
The Dunkirk War Memorial Trust Ltd, UK	83.3	12 shares held by; the Mission 8, Mission directors 2, other directors 2 £12	-	5	Provision of spiritual and practical welfare for all seafarers
Flying Angel Marketing Enterprises Ltd, UK	100	6 shares £6	-	1	Sales of promotional goods
The Flying Angel Belfast Ltd, UK	100	1 share £1	-	-	Sales of catering services and promotional goods
The Mission to Seafarers Scotland Ltd, UK	100	Company limited by guarantee, sole member	5	160	Provision of spiritual and practical welfare for all seafarers
The Mission to Seafarers Trust Corporation Ltd, UK	100	11 shares £11	-	-	Holds property as custodian trustee on behalf of the Mission

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

18. DEBTORS	2024	2023	2024	2023
	Group	Group	Company	Company
	£'000	£'000	£'000	£'000
Amounts owed by group/associated undertakings;				
Flying Angel Marketing Enterprises Ltd	-	-	3	2
The Flying Angel Belfast Ltd	-	-	24	30
The Dunkirk War Memorial Trust Ltd	-	-	-	124
Trade debtors	148	131	146	129
Prepayments and accrued income	1,196	640	1,169	639
Other debtors	127	63	125	63
Total	1,471	834	1,467	987

The prepayment and accrued income includes accrued legacies £675,000 (2023: £137,000). A proportion of legacies receivable may be received after more than 1 year, but this figure cannot be determined with any accuracy due to the inherent uncertainty in the timing of legacy income receipt.

Amounts due from FAB include a £10,000 (2023: £10,000) concessionary loan made to FAB which is secured and carries a market rate of interest and is repayable on demand. Amounts due from DWMT in 2023 included the £16,000 balance on a concessionary loan to undertake essential repairs to the centre in Dunkirk. This was repaid in 2024.

19. CURRENT LIABILITIES

	2024	2023	2024	2023
	Group	Group	Company	Company
	£'000	£'000	£'000	£'000
Trade creditors	144	122	151	122
Social security and tax	50	51	50	51
Accruals and other creditors	604	292	604	294
Total	798	465	805	467

20. RESTRICTED FUNDS

Restricted funds 2024	Opening		Expenditure	Transfer	Closing
	Balance	Income	£'000	£'000	Balance
	£'000	£'000	£'000	£'000	£'000
Acu, Brazil vehicle running costs and chaplaincy; Anglo American Shipping Pte Ltd	-	25	(24)	-	1
Belfast branch building reserve fund	359	-	-	(8)	351
Belfast cruise hub portacabin; Merchant Navy Welfare Board	-	4	(4)	-	-
Dubai, UAE Ship visitor and welfare work; ITF Seafarers' Trust	-	43	(43)	-	-
Felixstowe chaplaincy and welfare; Harwich Haven Authority and QVSR	14	18	(32)	-	-
Houston, USA port support; Cargill International SA	-	8	(8)	-	-
Philippines family projects country manager; The Sailors Home Hong Kong	-	22	(22)	-	-
Philippines Welfare Support; Mitsui OSK Lines	-	41	-	-	41
Piraeus vehicle and running costs; Stelios Foundation	-	32	-	-	32

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

Restricted funds 2024 continued	Opening Balance £'000	Income £'000	Expenditure £'000	Transfer £'000	Closing Balance £'000
Port core costs and advocacy UK; Seafarers' Charity	50	50	(50)	-	50
Port Development support; Seafarers' Charity	-	35	(35)	-	-
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	7	-	-	(7)	-
Regional Directors (Europe) and Africa support; David Pellatt	-	50	(50)	-	-
Rotterdam Centre; Tritax	-	26	(26)	-	-
SafeTALK training; EBM Charitable Trust and Seafarers' Charity	-	54	(36)	-	18
Seafarers App; Cargill International SA £30k; Seafarers' Charity £30k; DNV £26k	70	-	-	(37)	33
Ship visitor app; Seafarers' Charity	-	30	(30)	-	-
Ship visitor, Tilbury; David Pellatt, Medway to Mariners, Sir Edward Lewis Foundation, BP Marine, Pemberton-Barnes Trust	9	66	(26)	-	49
Superyachts Welfare hub; Seafarers' Charity	-	60	(30)	-	30
Tauranga centre, New Zealand Covid-19 support; TK Foundation	15	-	-	-	15
SIM cards for seafarers; Vodaphone UK	-	27	(27)	-	-
Tuticorin, India support; MSC	-	25	(8)	-	17
USA strategic development; TK Foundation	7	101	(70)	-	38
Vehicles for Ports in Bangkok, Durban and Tahiti; ITF Seafarers' Trust	32	91	(123)	-	-
Vehicles for use in UK Ports; Merchant Navy Welfare Board	65	32	-	(19)	78
Vehicle running costs Colombo, Singapore and Nigeria; Baltic Exchange Charitable Foundation	-	15	(15)	-	-
Others	13	87	(80)	-	20
Total	641	942	(739)	(71)	773

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

<i>Restricted funds 2023</i>	<i>Opening Balance £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>Transfer £'000</i>	<i>Closing Balance £'000</i>
<i>Acu, Brazil vehicles and chaplaincy; Anglo American Shipping Pte Ltd</i>	-	40	(40)	-	-
<i>Africa ports (Lagos, Mombasa, Richards Bay, Saldanha Bay & Port Elizabeth) welfare support, Seafarers' Charity</i>	22	-	(22)	-	-
<i>Belfast branch building reserve fund</i>	368	-	-	(9)	359
<i>Christmas welfare for seafarers; ICMA</i>	-	3	(3)	-	-
<i>Core funding for UK ports in the North East, Scotland, Southampton, the South West & Wales; Merchant Navy Welfare Board</i>	-	75	(75)	-	-
<i>Dubai, UAE Ship visitor and welfare work; ITF Seafarers' Trust</i>	43	-	(43)	-	-
<i>Falmouth centre improvements; Merchant Navy Welfare Fund</i>	-	7	(7)	-	-
<i>Felixstowe chaplaincy and welfare; Harwich Haven Authority</i>	14	-	-	-	14
<i>Innovations fund; AET Tankers</i>	9	-	(9)	-	-
<i>Justice & Welfare support, Samaritan Fund & Advocacy for the Middle East & South Asia region; Seafarers' Charity</i>	14	-	(14)	-	-
<i>Lagos centre repairs, Nigeria; ITF Seafarers' Trust</i>	26	-	(26)	-	-
<i>North Tees centre hot water system; Merchant Navy Welfare Fund</i>	-	5	(5)	-	-
<i>Philippines family projects country manager; The Sailors Home Hong Kong</i>	-	23	(23)	-	-
<i>Philippines family projects; Pacific Basin Shipping</i>	-	44	(44)	-	-
<i>Philippines family projects and WeCare resources; UK P&I Club</i>	-	21	(21)	-	-
<i>Port costs and advocacy UK; Seafarers' Charity</i>	100	50	(100)	-	50
<i>Port Development support; Seafarers' Charity</i>	-	30	(30)	-	-
<i>Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust</i>	15	-	-	(8)	7

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

<i>Restricted funds 2023 continued</i>	<i>Opening Balance £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>Transfer £'000</i>	<i>Closing Balance £'000</i>
<i>Project for Cornwall; legacy from the estate of the late Miss Townson Harrison</i>	-	9	-	-	9
<i>Regional Directors (Europe) and Africa support; David Pellatt</i>	-	50	(50)	-	-
<i>Rotterdam Centre; Tritax Rotterdam chaplaincy; individual donors</i>	11 -	- 1	(11) (1)	-	-
<i>Seafarers App; Cargill International SA £30k; Seafarers' Charity £30k; DNV £26k</i>	86	-	-	(16)	70
<i>Seattle and Sydney support; Hamburg Sud</i>	6	-	(6)	-	-
<i>Ship visitor, Richards Bay; Ship visitor, Tilbury; David Pellatt</i>	- -	8 25	(8) (16)	- -	- 9
<i>South Shields IT equipment; Merchant Navy Welfare Board</i>	-	2	(2)	-	-
<i>Suicide prevention training; Merchant Navy Welfare Board</i>	-	46	(46)	-	-
<i>Tauranga centre, New Zealand Covid-19 support; TK Foundation</i>	15	-	-	-	15
<i>USA strategic development; TK Foundation</i>	-	102	(95)	-	7
<i>Vehicles for ports Antwerp, Kobe, Mombasa, Nelson and Bangkok; ITF Seafarers' Trust</i>	-	179	(147)	-	32
<i>Vehicles for use in UK Ports; Merchant Navy Welfare Board</i>	45	32	-	(12)	65
<i>Vehicle running costs Colombo, Singapore and South Tees; Baltic Exchange Charitable Foundation</i>	30	15	(45)	-	-
<i>Vehicle running costs Saldanha Bay, South Africa; Anglo American Marketing Ltd</i>	7	4	(7)	-	4
<i>Others</i>	22	-	(22)	-	-
Total	833	771	(918)	(45)	641

Restricted funds (note 1.4) represent capital grants or donations received for specific purposes. For capital grants or donations the transfer to unrestricted funds represents the depreciation charge on fixed assets.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

21. UNRESTRICTED FUNDS

Unrestricted funds 2024	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Fixed assets	4,026	95	(67)	-	4,054
Branches and subsidiaries	8,436	1,029	(1,327)	(5,967)	2,171
Grants programme	-	-	-	4,140	4,140
African Region Fund	144	-	(30)	-	114
Strategy plan 2022-2026	2,097	-	(277)	-	1,820
Commitments from Adventure Race Japan/EPS	290	-	(30)	-	260
Global Health & Safety & Training Fund	425	-	(50)	-	375
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	16,418	1,124	(1,781)	(1,827)	13,934
General Funds	24,971	4,355	(4,114)	1,898	27,110
Total unrestricted funds	41,389	5,479	(5,895)	71	41,044
<hr/>					
Unrestricted funds 2023	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Fixed assets	4,050	54	(78)	-	4,026
Branches and subsidiaries	7,778	1,459	(801)	-	8,436
African Region Fund	174	-	(30)	-	144
Strategy plan 2022-2026	2,298	-	(201)	-	2,097
Commitments from Adventure Race Japan/EPS	-	295	(5)	-	290
Global Health & Safety & Training Fund	471	-	(46)	-	425
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	15,771	1,808	(1,161)	-	16,418
General Funds	23,086	5,622	(3,782)	45	24,971
Total unrestricted funds	38,857	7,430	(4,943)	45	41,389

The Fixed Asset reserves represent the cost value, net of depreciation, of the investment in fixed assets owned by The Mission to Seafarers.

The Reserves of the branches, subsidiary companies and the African region fund are held for the purpose of delivering services in the relevant geographical locations.

Any chaplain employed prior to 1983 with a minimum service of 30 years is entitled to be provided with housing for the remainder of their life. Although there are no further properties to be purchased, the Mission has an on-going commitment to retired chaplains' property costs including maintenance and council tax.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2024	Unrestricted General £'000	Unrestricted Designated £'000	Restricted £'000	Total £'000
Intangible fixed assets	-	66	33	99
Tangible fixed assets	-	3,988	429	4,417
Investments	18,744	8,559	-	27,303
Net current assets	8,366	1,321	311	9,998
Long term liability	-	-	-	-
Total	<u><u>27,110</u></u>	<u><u>13,934</u></u>	<u><u>773</u></u>	<u><u>41,817</u></u>
2023				
<i>Intangible fixed assets</i>	-	59	70	129
<i>Tangible fixed assets</i>	-	3,967	431	4,398
<i>Investments</i>	21,292	6,553	-	27,845
<i>Net current assets</i>	3,679	5,839	140	9,658
<i>Long term liability</i>	-	-	-	-
Total	<u><u>24,971</u></u>	<u><u>16,418</u></u>	<u><u>641</u></u>	<u><u>42,030</u></u>

23. FINANCIAL COMMITMENTS

At 31 December 2024 the Group and Company had commitments of £283,000 (2023: £315,000) under non-cancellable operating leases as set out below:

	Land and Buildings 2024 £'000	Land and Buildings 2023 £'000	Other leases 2024 £'000	Other leases 2023 £'000
Lease payments;				
Due not later than one year	34	33	2	2
Due between one year and five years	140	137	4	5
Due after five years	103	138	-	-
Total	<u><u>277</u></u>	<u><u>308</u></u>	<u><u>6</u></u>	<u><u>7</u></u>

24. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £'000	2023 £'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(202)	2,364
Adjustments for:		
Depreciation charges	156	123
(Gains)/loss on investments	(658)	(2,411)
Dividends and interest	(1,113)	(1,060)
Profit on sale of fixed assets	(24)	(5)
(Increase)/Decrease in stocks	-	(3)
(Increase)/Decrease in debtors	(637)	74
Increase/(Decrease) in creditors	333	(616)
Net cash (used in)/provided by operating activities	<u><u>(2,145)</u></u>	<u><u>(1,534)</u></u>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2024
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2024**

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£'000	<i>As restated</i> £'000
Cash in hand	83	51
Notice deposits (less than 3 months)	9,221	9,217
Total cash and cash equivalents	9,304	9,268

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2024 £'000	Cashflows £'000	Other non-cash changes £'000	At 31 December 2024 £'000
Cash at bank and in hand	9,268	36	-	9,304
Total	9,268	36	-	9,304

27. SUMMARY SOFA FOR THE MISSION TO SEAFARERS COMPANY NO. 622024

	2024 £'000	2023 £'000
Income	5,722	5,749
Gain/(loss) on investments	658	2,404
Expenditure	(6,587)	(5,811)
Net income/(expenditure)	(207)	2,342
(Loss)/gain on foreign exchange	(11)	(23)
Total funds brought forward	41,869	39,550
Total funds carried forward	41,651	41,869

28. POST BALANCE SHEET EVENT

There were no post balance sheet events.

THE MISSION TO SEAFARERS

England & Wales - Charity number 1123613

Accounts



THE MISSION TO SEAFARERS

**TRUSTEES' ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

**A company limited by guarantee, registered in England and Wales no. 6220240
A charity registered in England and Wales no. 1123613**

**First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE
www.missiontoseafarers.org
[@flyingangelnews](https://twitter.com/flyingangelnews)**

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023**

CONTENTS

	Page
Introduction	1
Strategic Report	2
Financial Review	11
Charity Information	17
Governance, Structure and Management	19
Statement of Trustees' Responsibilities	23
Independent Auditor's Report to the Members of The Mission to Seafarers	24
Financial Statements:	
Consolidated Statement of Financial Activities	27
Consolidated Balance Sheet	28
Company Balance Sheet	29
Consolidated Statement of Cash Flows	30
Notes to Financial Statements	31

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023**



Caring for seafarers
around the world

Introduction

The work of The Mission to Seafarers began back in 1856. Throughout the years since, the organisation and its global teams have been relentlessly focused on supporting seafarers through the many challenges they face. Some of those challenges remain unchanged, especially the remoteness of their work and the length of time away from home, family and support networks. Seafarers are particularly vulnerable to the world's crises. These often hit them first and hardest. In recent years the pandemic, the Ukraine war and, towards the end of 2023, the Red Sea crisis have had unprecedented impact on crew. These things have also imposed great pressure on our chaplains, staff and volunteers, as well as on our IHQ teams. As Chairman I am hugely proud of what we continue to achieve in such challenging and fragile times.

In 2023 we saw continuing recovery from the pandemic within shipping. However, in some ports, shore leave and ship access remain major challenges and we continue to work with our global partners to seek full resolution of these issues, ones which can severely and negatively impact on crew mental health. Our hospitality centres around the world have seen further increases in footfall in 2023, after the radical restrictions of the Covid-19 years, although numbers remain lower than pre-pandemic. We continue to prioritise the development of centres of the right model, offering the right services in a changing environment. In this context ship visitation remains of paramount importance and we continue to invest strongly in its development. The value of seeing a friendly face in a strange port cannot be over-emphasised, of hearing a different voice, of being able to share good news and bad, seek confidential advice or request more overtly spiritual support. Our teams have improved their skills in mental health first aid and post trauma support. Pastoral support has combined with practical services that have been hugely important – including personal shopping at a time when shore leave remains limited for some. It is exciting to have seen new port operations coming into being and to see others in advanced stages of planning.

Our extensive portfolio of fast-developing wider programme has been a very important feature of recent years, and continued to be in 2023, not least with the launch of our new digital App – Happy at Sea. This is described as a "virtual seafarers centre" and will enhance access to support even when seafarers are far from port. The SafeTALK suicide awareness training has also been a major feature of 2023, offering a significant tool to help seafarers look after themselves and one another. These are in addition to our WeCare suite of training courses, our Family Support Networks in the Philippines, India and Myanmar, and our Seafarer Happiness Index, increasingly a benchmark for the industry.

These are some of the highlights of what has been another year of enormous challenge and very positive outcomes. Output has remained absolutely focused on transforming the lives of seafarers and their families in these acutely difficult times. We are a Christian mission, closely linked with the Church of England and the Anglican Church worldwide. That mission is expressed holistically, inclusively and practically but it has a deep spiritual underpinning which continues to inform and guide all that we do. In closing this introduction to our Annual Report, I must acknowledge and thank our teams in London and around the world, the vast number of supporters, individual and corporate, who continue to make our work possible and my own colleague Trustees.

Tom Boardley
Chair

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

The Mission to Seafarers Trustees' Annual Report (incorporating the Directors' report as required by Company Law) for the financial year ending 31 December 2023

Our Object

The object of The Mission to Seafarers ("the Mission"), as stated in the Articles of Association, and for which we are established for the public benefit, is:

"To promote the spiritual, moral and physical wellbeing of seafarers and their families worldwide."

Our Common Standards

The Mission has further revised and developed a range of common standards to maintain a strong sense of unity and common purpose, to sustain and protect its reputation and to promote high quality ministry. They will be applicable to all the Mission 'Members' including all Mission to Seafarers 'Flying Angel' local stations, operations and honorary chaplaincies as follows;

Our Vision

Our vision for the world's 1.6 million seafarers of all ranks, nationalities and beliefs is to:

- operate a network of services where seafarers are valued and cared for in the ports where the need is greatest, thus improving and safeguarding their wellbeing,
- be in the right ports with the right resources offering support which is relevant, compassionate and life-enhancing, and
- meet the needs of all seafarers and their families, irrespective of faith or cultural background.

Our Mission

Our simple mission is **to care for the shipping industry's most important asset: its people.**

Throughout a long and distinguished history, the Mission has grown to become one of the largest port-based welfare operators in the world, with a presence in almost 200 ports. We provide a service 365 days a year, across 50 countries where 118 of these ports have a Flying Angel centre. International Headquarters (IHQ) in London directly supports over 70 front-line staff in addition to an army of volunteers who visit ships, offer hospitality, drive minibuses and engage in a range of other welfare activities.

Our Ethos

Our historic and integral partnership with the Anglican Church continues to be central to our ethos. It has traditionally found particular expression in how local teams should normally be licensed, recognised or affirmed by Diocesan Bishops as appropriate. In addition, it is expressed through our commitment to the Five Marks of Mission. We seek to maintain and develop close and supportive relationships with the worldwide Anglican Communion.

We are also deeply committed to effective ecumenical co-operation locally, regionally and internationally. We actively seek to sustain the best in such working, including through our longstanding and proactive engagement within the International Christian Maritime Association (ICMA).

Our ethos is one which also stresses the importance of the widest possible partnership and collaboration to the benefit of seafarers and their families.

Our Values

Pioneering: Being open to God's leading, we encourage innovative thinking and seek to be flexible and entrepreneurial in our ways of working.

Inclusive: We are unconditionally committed to the support of all seafarers and their families without discrimination.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

United: We are one global, intergenerational, multicultural family united in vision and purpose, while respecting diversity of culture and context.

Collaborative: We are co-operative in our approach to our work – in relation to individuals, the church, ecumenical partners, and organisations and institutions that work for the welfare of seafarers.

Accountable: We are accountable to God as stewards of the resources entrusted to us, to each other in recognition of our mutual inter-dependence and to those charged with governance at local station, regional and international level.

Caring: In all our dealings we strive to behave with compassion, to act with integrity and to treat everyone with respect.

Our Code of Conduct

Our membership of ICMA carries an obligation to abide by the Constitution of the Association and its Code of Conduct.

In a fragmented and divided society it is ICMA's mission to promote unity, peace and tolerance. ICMA was founded to promote and co-ordinate Christian ecumenical co-operation in maritime ministry. Chaplains and staff of all ICMA Member Societies at local, national and international level are therefore to:

- a) Show an unconditional love to the seafarer as a human being, created in the image of God, and a sincere respect for their personal values and beliefs.
- b) Serve seafarers and their dependants of all nationalities, religions, cultures, language, sex and race.
- c) Fight prejudice, intolerance and injustice of any kind.
- d) Respect the diversity of ICMA Members and Churches and develop that which unites them.
- e) Respect the loyalty of those engaged in maritime ministry to their particular ecclesiastical discipline and tradition, and refrain from proselytising seafarers.
- f) Co-operate with persons, organisations and institutions - Christian or non-Christian - that work for the welfare of seafarers.

Our Standards

The Mission to Seafarers aspires to the very highest quality of professional standards and is absolutely committed to effective and transparent safeguarding.

Our Common Identity

All Members share a common identity, which includes the use of the name "The Mission to Seafarers" and/or "Flying Angel Club", followed where applicable by the name of the relevant region/country/local station, and the use of the Flying Angel logo.

As such, Members should be sensitive to the fact that the actions of one or more Member, even within their own national or regional context, may significantly affect others across the global network.

Our Ministry

We are committed to Christian mission, informed by the "Five Marks of Mission", with a focus on a holistic, proactive, professional and engaged response to the needs of seafarers and their families.

Our port-based ministries will reflect in some measure the following services, as is appropriate within the local context. The Mission to Seafarers encourages a creative, contextual and entrepreneurial approach, providing it is in line with seafarer need and is sustainable. Areas of ministry may include:

- Ship visitation
- Centre hospitality:
 - Friendship/welcome
 - Wi-Fi facilities
 - Recreational opportunity

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

- Food and drink
- Shop
- Chapel and services
- Hospital visitation
- Prison visitation
- Transport services
- Emergency response, including post-trauma and mental health counselling/signposting
- Justice and Advocacy, supporting seafarers during times of crisis or need and advocating for those without voice
- Spiritual support as appropriate:
 - Prayer
 - Counselling
 - Services of worship on board or in centre
 - Provision of access to community places of worship
 - Distribution of Christian literature
- Programmes designed to meet the wider needs of seafarers in a rapidly changing maritime world, including global projects and local port welfare initiatives.

Our Work 2023 - Overview

1. Operations

Seafarers

After the very difficult years of 2020 to 2022, with the radically negative impacts on seafarers of the Covid-19 pandemic and the Ukraine war, 2023 brought some respite and a measure of normality. However challenges remained. The Ukraine war continued to impact, especially on Ukrainian and Russian seafarers, who make up 15% of the workforce. In many ports shore leave is now normalised, with both company and local regulation allowing reasonably free access. This, however, is far from universal and across many other ports we see continuing severe restriction which can seriously impact crew well-being. Late in 2023, the Red Sea attacks created turmoil and stress within the industry, with consequent impact for crew, either fearful of entering a dangerous zone or experiencing the impact of much longer transit times. It was a further reminder of the vulnerability of crew to continuing global fragilities. Our Seafarer Happiness Index reflected deteriorating happiness levels through 2023.

Ports

Our port operations across the world remain at the core of our work. During 2023 our port work across 50 countries continued to provide very strong support to seafarers. Statistics record a continuing upward trend since the pandemic in centre footfall and ship visitation. An ongoing emphasis on sustaining relevance in ports against an ever-changing background is central to our aspirations – right ports, right models, right services. This is a key area for investment, training and modelling best practice. 2023 was an exciting year in which we have seen significant new developments.

Wider Programme

In 2023 our wider programmes continued to expand and reach more seafarers and their families. Our WeCare mental health and wellbeing resources were delivered in classrooms and at Fleet Officers' Conferences the world over, and have now reached more than 85,000 seafarers and their families. Our Seafarers Happiness Index continued to set the agenda at industry conferences, highlighting the concerns of crew and sought feedback in two roundtable sessions with business leaders in Singapore and London. Our Family Support Networks in Myanmar, India and the Philippines continue to grow with more than 4,900 people attending our conferences, seminars and fellowships.

2. Finances

As a voluntary organisation providing a critical service to the shipping industry – focused on seafarer well-being (“happy seafarers make good seafarers, happy seafarers make safe seafarers”) - our strategic focus has been

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

on seeking corporate maritime funding from the industry. 2023 saw new breakthroughs in this area, including through the Adventure Race Japan (ARJ). However, with rising costs and fast developing work we face continuing pressure on resources. Other vehicles for corporate partnership have combined with strong legacy, trust and investment income and continued individual and church giving to ensure a successful financial year. Anticipated operational deficits in coming years are supported by the intentional and planned long term use of reserves. Designated strategic funding has been very important. We benefit from an exceptional Development Director and team, as well as the support of some key figures within industry.

3. General

Our Work 2023 – Strategy and output

Programme

Strategic aim: we will deliver effective maritime ministry to the highest possible standard, within a framework of sound governance and accountability. Over the next five years we will seek to achieve:

- Significant progress towards effective, relevant, sustainable and outcome-based work across our network, ensuring that we are present in the right ports with the right models of ministry.
- Encourage alternative models of ministry, to be explored and established where appropriate.
- Implementation of a comprehensive governance structure (international, regional and local) supporting high quality and professional working, in line with common global purpose and standards.
- Meaningful progress in building a global Mission culture which shares a global ethos and vision and is responsive to a changing maritime environment, open to new thinking and supportive of appropriate entrepreneurial activity.
- Ongoing commitment to the support of well-led, well-trained and well-governed regions as the basis for delivering high quality port ministry, working towards regionally defined goals and objectives.
- Further development of an effective programme of wider projects (global and regional), that are professionally delivered, seafarer-focused and with demonstrably strong outcomes, having special emphasis on building effective family support networks, working in close liaison with regions as relevant and with engagement from the global Mission.

Ports, centres, chaplaincy and ship visitation

Key hubs

- Our strategy commits us to upgrading operations in ports where we can maximise our ability to reach out to seafarers, enabling us to operate with enhanced infrastructure and leadership, new shift patterns and multi-skilled teams. This will demand major investment and will be a process of years. A number of global ports have been identified for such enhanced working. Rotterdam is our initial target and funds were raised in 2023 with initial new appointments being made and advanced planning towards a new mobile centre, a revised structure and specialist provision for cruise ship support. Work also began in 2023 in relation to significant new investment and development in Singapore.

Port development

- In line with strategic commitment, 2023 saw major investment in the USA, with new posts created in Los Angeles/Long Beach and Houston, fresh investment in Seattle and Baltimore and further supportive links with ports in Florida and Texas.
- Across the world, our £750,000 investment over three years in enhanced ship visiting capacity has benefited all our nine regions with both new and current teams benefiting.
- During 2023 we addressed some of the hurdles to port development, including project management capacity and issues in obtaining port access. Measures taken have included the appointment of a Port Development Manager, who has already been proactive across Europe, Africa and the Middle East. With partners, including our new global ambassador group, work began in 2023 to tackle the emerging issue of port access, particularly prevalent in some regions like Latin America. Current security environments and the legacies of the pandemic have created new restrictions which can be difficult to resolve in multi-agency port environments. These pose a threat to our work and to seafarer well-being.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

- Looking ahead, major port development work was undertaken in 2023 with benefits expected in 2024 – including in Greece (Piraeus), Georgia (Poti), Saudi Arabia, Yemen, Indonesia and India.
- In one exciting development, a corporate partnership has made possible the full funding of a new operation in Acu, Brazil
- Work continues with ongoing modernisation of our centre provision. In one example of a creative approach we were delighted with developments in the strategically vital port of Colombo, Sri Lanka. Significant investment in modernising a historic and busy facility included the creation of a family centre where Sri Lankan seafarers calling at the port, perhaps with only two or three hours free, can meet privately with their families in an excellent space.

The most visible sign of The Mission to Seafarers is our network of port chaplains and welfare teams in 200 ports across 50 countries. Outputs for our UK and Grant Funded chaplaincies were;

Activity	2023	2022
Ship Visits	23,144	21,623
Seafarers centre attendees	50,238	33,686
Seafarers transported	40,741	15,333
Justice and Welfare Cases	514	1,037
Numbers of Seafarers met during a ship visit	162,008	151,361

Ship welfare visits are the primary means for seafarers to access our services and, during a routine visit to a vessel, we estimate that a chaplain will encounter up to seven individuals, including a seafarer at the security desk at the top of the gangway (1), an escort to the Master's Office (2), an interaction with the Master (3) and other senior officer (4), a conversation with the Cook (5) and galley staff (6), and at least one interaction in the Mess (7). This estimate does not work for all ship types (notably cruise vessels) but we believe this to be a reasonable representation of what happens during a ship visit and the number of seafarers we engage with.

Our ship visiting increased by 10.6% from 2022, with 54% of these visits taking place in our grant-funded overseas locations. Visits to our seafarers' centres and demands from seafarers for transportation have increased considerably, demonstrating that seafarers are taking their shore leave, as they did before the pandemic.

When added to our global Mission to Seafarers family, the above statistics increase to:

Activity	2023	2022
Ship Visits	43,235	39,068
Seafarers centre attendees	149,819	69,743
Seafarers transported	130,828	51,013
Justice and Welfare Cases	716	1,358
Numbers of Seafarers met during a ship visit	302,645	273,476

Wider Programme

Our work in the areas of mental health and wellbeing, resilience training and working with seafarers' families continued to grow in 2023. Our Family Support Network in the Philippines underwent some staff changes and we appointed a leader for the Greater Manila Chapter. This is a trial appointment designed to support the volunteer committees in each community to enable them to do more with seafarer families. Despite a number of initiatives in India, we have been unable to formally start our Indian Network. Informal sessions took place from our Tuticorin Seafarers' Centre, but further work is needed on our governance model in India to enable them to receive funding from overseas.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

Tuticorin Family Network		2023	2022
	Family Programme Participants	2,050	2,050
Philippines Family Network			
	Family Programme Participants	2,717	3,549
	No. of welfare cases dealt with in Manila	1,043	1,353
	No. of members in the Family Network	3,621	3,621

Of the 1,043 welfare cases attended in the Philippines, 89.5% (933) were seafarers and the remaining 10.5% (110) were families. Welfare and practical support represents some 84% of these cases, with the remainder made up of justice cases, food-aid, financial support, hospital visits and transportation.

WeCare		2023	2022
	Number of seafarers and family members trained	1,526	2,436
	Seafarers with access to the courses in 2023	85,841	85,241
SafeTALK			
	Total Suicide Alert Helpers trained	189	180
	No. of organisations that received training	32	28

In 2022, our Programme Manager qualified to train a suicide awareness programme called SafeTALK. In 2023 145 people became Suicide Alert Helpers through attending the SafeTALK training programme and 44 people became Suicide First Aiders through the ASIST courses in the UK. In total, the number of people trained in Suicide Prevention is 189, representing 32 maritime sector organisations across the EU, Philippines and Australia. That number also includes Mission volunteers, other seafarers' welfare societies and shoreside personnel. The total number of people trained in Suicide Prevention since the SafeTALK programme was first introduced in 2022 now totals 369 and our wellbeing resources in financial literacy and social communications have reached over 85,000 seafarers.

Provision

Strategic aim: we will seek to resource ministry fairly and appropriately whilst building a sustainable future, recognising that longer-term financial dependency on IHQ is not viable. Over the next five years we will seek to achieve:

- a balanced budget
 - Comprehensive and urgent progress towards financially self-sustaining regions. This process to be supported by IHQ action.
 - Clarity, transparency and equity in allocating funding (ports and projects), guided by the strategy and underpinned by improved criteria, clear application procedures, quality reporting and overseen by a further developed Trustee Programme Committee.
 - Development of a wider (beyond-UK) fundraising programme, including enhanced support for local and regional fundraising.
 - Significant progress in partnering with shipping and maritime industry corporates as a key resource for support and funding, including the exploration of new approaches to funding.
- The ARJ attracted 64 teams from within maritime and high levels of corporate sponsorship (totally around US\$ 1.3 million with approximately US\$950,000 going to support front line work). This has demonstrated a highly effective way of working with industry and will be repeated on a two-yearly cycle. In addition to the actual funding raised, this event helped raise our profile significantly across the global industry.
 - Work continues vigorously in supporting long term sustainability through a drive to grow local and regional income. We are seeing strong growth in support from some areas, notably Hong Kong, while

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

this aspiration is highly challenging in some regions and ports. The Africa region, for example, is becoming more dependent on IHQ support.

- A further strategic focus is on developing new fundraising hubs outside the UK, particularly in Singapore and in the longer term the USA, the UAE and India. The Singapore Dinner and International Awards has grown every year, with 500 participants in 2023. It provides a further strong basis for corporate partnerships, primarily benefiting the local operation but also providing a foundation for future regional income.
- Of note, has been significant levels of continued government funding into our New Zealand work. This has not replaced IHQ funding but has enabled the work in New Zealand to grow very substantially. With partners, we are active in encouraging other governments to consider structured funding for maritime welfare organisations as part of their responsibility under the Maritime and Labour Convention.
- We continue to support regional and local fundraising, not least through training, comms and media support and the direct interventions of our Director of Development.

Partnership

Strategic aim: we will prioritise partnerships to ensure efficient, collaborative and coordinated delivery of care to seafarers. Over the next five years we seek to achieve:

- Leadership at global, regional and local level in promoting intentional, collaborative partnerships for the delivery of care to seafarers.
- Further progress towards working in consultation and active partnership wherever possible – with ports, maritime welfare providers, mission organisations, the maritime industry and with churches.
- Building on current strengths, demonstrable progress in increasing global and regional church engagement.

2023 has been a very productive year in terms of partnership. Of particular note has been the launch at the British Embassy in Panama of a highly productive partnership with the Deutsche Seemannsmission (the DSM). They are funding an additional chaplain for Panama and we will jointly fund a new third chaplain, to join in 2024. Our transport fleet there will be jointly badged and together we will be known as “The Seafarers Mission, Panama”. Other opportunities are emerging for partnerships with the DSM, including in Africa. Our joint working with the Queen Victoria Seaman’s Rest continues with a new shared chaplain appointed in Felixstowe, in addition to Tilbury. We continue to play a major role in the International Christian Maritime Association, the umbrella body for much of front-line maritime welfare. Our critical partnerships with colleague welfare organisations, with funding trusts and with the shipping corporates remain at the heart of all our aspirations. 2023 was a successful and productive year in partnership building, evidenced not least by the Adventure Race Japan.

Possibilities

Strategic aim: we will inspire, encourage and resource our global Mission family in exploring and pioneering new opportunities, looking boldly and creatively towards the next horizon. Over the next five years we will seek to achieve:

- Significant progress towards a more entrepreneurial culture with a range of demonstrable outcomes.
- Clear advances in using new technology to enhance seafarer welfare, in seafarer-facing work, in fundraising and in training.

2023 saw the launch of our new seafarer-facing app – Happy at Sea – as a further creative contribution to digital welfare. It has been a year of new port development in key places, including some where maritime welfare organisations have not operated previously. It has been a year of looking at new “centre” models, including the raising of money for a new funding pot which will enable us to trial mobile centres. More widely, of note has been the launch of our ESG work with a particular focus on the environmental impact of our work and how we can make further moves to overall net zero.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

2024 Objective and activities

In 2024 we anticipate further growth in the use of our centres and in ship visiting numbers as “shore leave” provision continues to expand post-pandemic and the impact of the pandemic on seafarers continues to ease. Very importantly we are launching a new project which will work with our ambassadors and partners to ensure shore leave provision and ship welfare access is supported and guaranteed by ports everywhere. While this will meet hurdles, we hope it will continue to support the erosion of blockages to both. 2024 will be a significant year in further port development, building on the research and development work carried out in 2023. We will launch our first trial mobile centres, the first in Rotterdam. We will also take progress the development of Key Hubs, with a focus on Rotterdam and Singapore. We will continue to support change and modernisation to ensure relevance in all our port working and to consolidate our wider programme. We will complete the work on our new global training programme. We will continue to strengthen our global governance and take forward strong fundraising plans.

Programme

Ports:

We will continue with our modernisation of our port-based working, with relevance and sustainability as driving factors at regional and local level, to include:

- Support for ongoing centre modernisation, in line with changing need. Explore use of mobile centres, with the first example due to be rolled out in Rotterdam in 2024.
- Further development of our “key hub” programme, focused on existing and new ports where research dictates efforts should be enhanced in relation to maximising access to seafarers and building a multi-skilled team-based approach. Rotterdam and Singapore are the key targets for development in 2024/25.
- Complete initial elements of the ship visiting enhancement programme, including new chaplaincy capacity in Panama, Southampton and the South Pacific Islands
- Building on 2023 work and in liaison with local entities wherever possible we will seek to complete context -specific, new port development programme – with a target to open new chaplaincies or ship visiting provision in Georgia, Greece, India, Yemen, Canada, Saudi Arabia and Indonesia.
- Subject to funding, progress the delayed “superyacht” crew support programme, with chaplaincy in Antibes in partnership.

Wider programme:

- Increase the number of WeCare trainers in the Philippines, who will be able to train more seafarers in financial literacy and communication
- Contextualise our existing suicide awareness programme to make it relevant for the maritime industry
- Develop a Family Network in India, specifically in Tuticorin
- Build on existing work in monitoring and evaluation to further train our teams in the importance of “telling our story”

Training and Governance:

- Continue to develop our global governance to meet the highest professional, legal, and ethical standards promoting transparency and accountability at all levels.
- Further training for our frontline staff in individual and group crisis intervention and the provision of specialised acute emergency mental health intervention.
- Continue to develop a safety culture across the organisation with annual Health and Safety refresher training across the organisation and specialised training for key roles.
- Measure the environmental impact of our day-to-day operations, reduce our emissions in line with annual targets and offset unavoidable emissions.
- Publish our first ESG report detailing our approach to sustainable maritime welfare and our efforts to partner with stakeholders to contribute towards environmental sustainability.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STRATEGIC REPORT**

Provision

- The Flying Angel Campaign 2024/25 will be supported by a comprehensive catalogue of projects including our core work. This will be an efficient mechanism to showcase our work and attract funds.
- Planning for the ARJ 2025 is well underway and sponsors and teams are already committing early in 2024. With an increase to 100 teams, we anticipate the funds raised will far exceed our US\$1.3m raised in 2023.
- A new adventure race in Europe called 'Maritime Mountain Race' will be launched on a modest scale and the anticipation is that funds raised will boost our non ARJ years.
- We are continuing our strategy of increasing our donor base via Digital donor acquisition.
- As part of our programme to attract funds from key maritime locations, we aim to appoint a fundraiser in Singapore and in Dubai.
- We will embark on early steps of building income from the USA via trusts and foundations and some early corporate endeavours.
- Building on the media training given in 2023, our communications team will lead on harmonising our branding and communications globally.

Partnership

- Continue to strengthen relationships with key maritime bodies, including through work on the ARJ 2024/25.
- Launch partnership project to lead on ensuring shore leave/ship access across all ports.
- Explore further new partnerships with colleague maritime welfare agencies.

Possibilities

- Drive high take-up of the new Happy at Sea App amongst seafarers.
- Consolidate development of newly acquired port reporting app and encourage further participation by wider welfare societies.
- Further adopt new technology to improve the routes by which seafarers can access welfare.
- Explore new opportunities for welfare provision in ports, as above.
- Explore further MOUs between the Mission and a Nation State to provide welfare across a territory.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
FINANCIAL REVIEW**

2023 – Income and expenditure

The Consolidated Statement of Financial Activities is shown on page 27.

In 2023, the net movement in funds was a gain of £2,340,000 (2022: loss £4,166,000). The main reason for the improvement was due to a 2023 unrealised investment gain of £2,411,000 (2022: investment loss of £3,509,000).

Overall income in 2023 increased by £845,000 to £5,790,000 (2022: £4,945,000). Total donations and legacies income increased by £253,000 to £3,830,000 (2022: £3,577,000) due to increased general grants at £983,000 (2022: £760,000) and legacies £1,222,000 (2022: £1,067,000). Other trading activities which includes fundraising events increased substantially to £693,000 (2022: £260,000) due to team registrations and sponsorship for the successful Adventure Race Japan (ARJ) event and investment income increased due to improved interest rates on cash deposits with an increase of £189,000 for dividend and interest income to £1,060,000 (2022: £871,000).

Donations, grants and legacy income, together with investment income make up the Mission's principal funding sources and represent 84% of total income (2022: 91%). They are a major contribution to funding the cost of the Mission's charitable activities.

Total expenditure increased by £140,000 to £5,837,000 (2022: £5,697,000). The costs of Raising Funds increased to £1,136,000 (2022: £917,000) with some of the increase due to the costs of staging the ARJ event. Expenditure for charitable activities decreased by £79,000 to £4,701,000 (2022: £4,780,000). However, the 2022 accounts included an estimate for the Health & Safety Executive fine (see note 28 Post Balance Sheet Event) which was confirmed at £90,000 at a sentencing hearing in February 2024. This has therefore reduced the 2023 expenditure figure by £270,000 to correct the estimate. Excluding that, 2023 charitable expenditure would be £4,971,000 (2022: £4,510,000), an increase of £461,000. With fewer Justice and Welfare cases in 2023, Advocacy, welfare and emergency response spending has decreased to £330,000 (2022: £560,000) but with the relaxing of Covid-19 restrictions more seafarers were able to leave their ships and transportation costs have risen to £144,000 (2022: £131,000). As work on the strategic plan progressed during the year, grant expenditure increased to £1,332,000 (2022: £930,000). An analysis of expenditure is given in note 8 to the Financial Statements and Grant Expenditure is detailed in note 10. The proportion of total expenditure that the Mission considers to be of a charitable nature is 80% (2022: 84%).

The Mission's investment portfolio concluded the year with a gain of £2,411,000 (2022: loss £3,509,000). However, unrealised investment gains or losses reflect market movements during the year and are not cash surpluses or deficits. They are not available to fund expenditure unless and until the investment is finally sold. Fluctuations in the stock market can impact on the Mission's reserves as can be clearly shown by the results for 2022 and 2023.

The Mission participates in various pension schemes. Some are defined contribution schemes with no liabilities at the year end and others are multi-employer, defined benefit schemes where the Mission's ongoing liability at the year end was £nil (2022: £nil).

The net gain before investment and foreign exchange losses for the Mission's four (2022: four) subsidiaries is £15,000 (2022: loss £5,000). With their total reserves of £161,000 (2022: £140,000) the Trustees confirm that none is in deficit (2022: one). See notes 2 and 17.2 for further information about the subsidiaries.

Balance sheet

The Mission's group balance sheet shows that net assets have increased by £2.3m to £42 million (2022: £39.7 million) and are made up of;

<i>Restricted reserves</i>	£641,000 (2022: £833,000) (see Note 20)
<i>General reserves</i>	£25 million (2022: £23.1 million)
<i>Designated reserves</i>	£16.4 million (2022: £15.8 million) which are not available for general purposes. (See note 21)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
FINANCIAL REVIEW**

Reserves

The Mission's policy is to maintain general reserves to reflect the long-term nature of its work. As the temporary custodians of these reserves, Trustees feel that it is essential that they leave The Mission to Seafarers in a state where it can continue for as long as seafarers need it and there are no signs of this need diminishing.

During 2023 the Trustees discussed the policy and they continue to believe that general reserves should not fall below a total of three year's expenditure. Based on the 2024 budget, that figure equates to £23m. General reserves at the year end are £25m, £2m above (2022: £4.9m above) the minimum required. Trustees confirmed that there should be a continued, intentional and responsible utilisation of excess reserves within agreed parameters during the strategic period. This will be achieved through controlled, deficit budgets. Ultimately, the aim is to achieve a balanced budget in order to attain long-term financial sustainability but allowing for intentional strategic expenditure and/or a response to unforeseen circumstances.

In the opinion of the Trustees, a minimum of three year's expenditure continues to be required to meet future working and capital requirements having taken into account the following factors:

- The Mission seeks to operate in a proactive manner, to make commitments in terms of manpower, resources and premises for the long term and to provide a reserve of funds sufficient to support operations at locations worldwide where it operates. There are continuing indications that some of the Mission's operations overseas, which endeavour to be self-funding, are struggling to maintain essential services. The Mission to Seafarers is committed to the principle of maintaining its worldwide support of seafarers and to retaining a sufficient level of funds to give stability to its work, including the provision of emergency financing where necessary for these activities.
- In 2023 legacy income was £1,222,000 (2022: £1,067,000). Whilst the Mission has benefited from legacies in the past and hopes to do so in the future, legacy income cannot be relied upon as a continuing and certain source of incoming resources. The Trustees have, therefore, made allowance for the uncertainties that arise from legacy income.
- In line with the planned, phased reduction in reserves, The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from investment reserves. The Trustees have made allowance for the risk that future adverse movement in the market value of investments may impact on the ability to meet operating cash flow requirements and have revised their investment policy to mitigate this risk, including holding a minimum of one year's expenditure in cash.
- Changes in law may impose costs, such as in the area of pensions, where obligations may arise to ensure that current and retired employees are not significantly disadvantaged.

The level of the unrestricted general reserves has provided some protection to the Mission and allows time to adjust to changing financial circumstances. This has limited the risk to service provision from operating deficits, such as the Mission has experienced in recent years, or an unexpected need for unbudgeted expenditure. Indeed, during the Covid-19 pandemic in 2020 and 2021 this has provided protection and security for the Mission from the impact of Covid-19 as a proportion of investments were sold to provide enough cashflow to ensure that the Mission remained a going concern whatever the performance of stock markets. In 2022, the Mission's reserves allowed additional unbudgeted funds to be provided to respond to the needs of seafarers and their families resulting from the war in Ukraine.

Going concern

The Trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis as they believe that the current level of reserves and cash holdings at the date of signing will enable the Mission to survive the impact of any future unexpected event (such as one similar to the Covid-19 pandemic), any impact from conflicts around the world, including in Ukraine and the Red Sea, and from the 'Cost of Living Crisis' which the UK has been experiencing in recent years. They will also ensure that the Mission can continue to be able to support seafarers for the foreseeable future.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
FINANCIAL REVIEW**

Risk Management

The Board of Trustees has overall responsibility for risk management and maintains a Strategic Risk Register. This is included in the remit of the Audit and Risk Committee and continually monitored by the Senior Management Team.

The Risk Register identifies risks which:

- could have a serious impact on the viability or survival of the Mission
- estimates the likelihood of such an event occurring
- assesses the impact it would have if it occurred
- identifies what controls are already in place to reduce the impact or probability of the event occurring
- identifies what else could be done to reduce the probability or potential impact
- identifies the person(s) responsible for monitoring the risk and taking appropriate action.

The Register is reviewed annually by the Audit and Risk Committee and by the Board as a minimum. It was reviewed by the Board in July 2023 and reviewed again extensively by the Audit and Risk Committee in October. Whilst no risks were altered or deleted, the methodology for assigning impact and likelihood ratings was amended to enhance rigour and risk identifiers were added. As a result, the rating for some of the risks changed leading to them being repositioned in the order of priority. Controls and proposed actions were also updated to reflect changes during the year. One risk relating to Section 75 pension liability was deleted from the Operational Risk Register as it had been resolved by the closure of the Church Workers Pension Fund Defined Benefits Scheme at the end of the year with no outstanding liability.

The Strategic Risk Register includes ten risks but the principal risk that the Mission faces and the actions it takes to mitigate it is that:

- It is unable to raise sufficient funds to permit it to maintain or expand the services it offers to seafarers to meet the level of need identified.

Fundraising performed exceptionally well in the two pandemic years and has now returned to more normal levels. The reserves position remains strong although there is extreme volatility in the market and inflation has soared. The Finance Working Group which began meeting informally during the pandemic continues to meet periodically to review the Mission's financial position and advises the Board accordingly. Additionally, budgets and income forecasts are being updated regularly with an emphasis on reducing costs where possible and close financial monitoring is in place through forecasts, management accounts and oversight of the Audit and Risk committee.

Investment Policy

The Mission holds investments to help meet its current and future obligations and as a reserve against future shortfalls between income and expenditure. It is intended to hold reserves for the long term as the need to provide support and care to seafarers is not diminishing and it is expected that the Mission's activities, including long term housing commitments to retired employees and Church of England pension obligations, will continue for many years.

The overall aim of the Mission in holding investments is to produce the best financial return within an acceptable level of risk, in order to protect the long-term reserves against inflation and produce regular flows of funds to support fixed costs and operating activities both in the UK and overseas.

The investment reserves are divided into:

- reserves expected to be held for a long-term time horizon (more than 3 years) to provide a total net annual return which exceeds inflation plus 5% over a five-year period
- those held for the short to intermediate term (0 to 3 years) to preserve the capital value with a minimum level of risk. These assets should be readily available to meet anticipated cash flow requirements.

In the implementation of this policy, the Trustees follow the Charity Commission guidance for the investment of charitable funds. Additionally, the Mission does not wish to profit directly from, or provide capital to, activities that are materially inconsistent with Christian values. This is ensured as the Trustees also follow the guidelines

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
FINANCIAL REVIEW**

of the Church of England's Ethical Investment Advisory Group which may prohibit or limit the investment in stocks with exposure to certain sectors, such as armament and tobacco.

The Trustees will select one or more professional investment management firms to manage its investments in line with this policy. Such appointments can be in the form of bespoke agreements to manage the Mission's portfolio on a segregated basis, or via investments in pooled vehicles. The Investment Committee will from time to time make recommendations to the Board on the best approach to use, based on its assessment of the relative merits of each. The Investment Committee also performs the oversight of the Investment Managers and periodically reviews their performance, commercial terms and overall services and, if appropriate, makes recommendations to the Board for any change. This policy was reviewed in 2023.

Investment Portfolio

CCLA, which is regulated by the Financial Conduct Authority, is the investment manager for the Mission's funds. The assets have been invested with CCLA in the CBF Church of England Investment Fund (Investment Fund) which is a multi-asset common fund worth over £2,083 million as at 31 December 2023 and benefits from charitable status. Investment in the Investment Fund is based on the purchase of units that can be bought or sold at any time.

The prime objective of the Investment Fund is to provide a total return (ie growth in capital and income) over the long-term (defined as five years) to protect present and future beneficiaries from the effects of inflation (as measured by the consumer price index). It is managed in accordance with the policies of the Church of England's National Investing Bodies; The CBF Church of England Funds, the Church Commissioners for England and the Church of England Pensions Board. CCLA supports the Church of England's Ethical Investment Advisory Group and therefore fits with the Mission's investment policy.

Investment Performance

In 2023 the total return net performance for the Mission's investments managed by CCLA was a gain of 12.57% (2022: loss 9.16%) and the performance of the comparator* was a gain of 13.28% (2022: loss 10.12%). Gross dividend yield was 2.73% (2022: 2.99%) based upon the fund's net asset value and an annual dividend of 61.79p per share (2022: 61.79p).

(*Comparator - composite: from 01.01.21 MSCI World Index 75%, MSCI UK Monthly Property Index 5%, Markit iBoxx £ Gilts Index 15% & SONIA 5%.)

Fundraising

The Development team at the London IHQ is responsible for fundraising, communications and marketing. Led and overseen by the Director of Development, all fundraising is undertaken by her team. Third parties may be used to send out appeals, updates and information to donors, but the content and messages come directly from the Mission. The team also greatly assists the global Mission family by providing trust expertise and support, the value of which does not appear in these accounts.

2023 was an extremely busy year with major highs including the success of the Adventure Race Japan and increased fundraising income from the relaunched *Flying Angel Campaign* and a substantial increase in successful trusts and grant applications. However it was also a difficult year with the loss of several long-standing members of the team.

Total fundraised income at IHQ for 2023 was £3,790,000 (2022: £3,451,000) an increase of £339,000 (10%) which is mainly due to *Flying Angel Campaign* income of almost £200,000 (2022: £7,000), grants/trusts and major gifts income £664,000 (2022: £398,000) and increased legacy income £1,041,000 (2022: £1,033,000). We are very grateful to those supporters who made legacy commitments, sometimes many years ago. We also thank those who have pledged legacies during the year. This is a valuable source of income for us.

Donations are received from individuals, churches, fundraising committees, grant giving bodies, trusts and corporates, especially those in the maritime sector. Some donations are linked to specific appeals such as the regular Lent, Summer, Christmas and Sea Sunday activities or specific events and campaigns such as the 2023 *Flying Angel Campaign*. Some individuals and teams undertake various challenge events and we were pleased to see an inaugural Golf Day with Hayfin.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
FINANCIAL REVIEW**

Corporate partnerships are an important source of income and support for the Mission. Our partnership with the UKP&I Club continues into a sixth year, with support for the WeCare programmes. These programmes have continued to steadily grow within a manageable level, with a combination of online and face-to-face delivery. The SafeTALK training increased in 2023. Work with HFW continues to provide vital pro bono and fundraising support, for which we are so very grateful and we deeply appreciate all the companies, trusts, foundations and individuals who have continued to support us so generously to help seafarers in so much need. Our regular and individual giving for 2023 was a valuable £480,000 (2022: £482,000).

Our marketing and communications obligations continued to increase the profile of the Mission across the wider global maritime world, increasing awareness of our work and the reliance that we all have on seafarers. They have also provided training to the Mission family at various regional conferences. The communications agency Blue has played an important role in supporting us and ensuring that our responses to journalist and media opportunities are targeted and focused.

During 2024, we are continuing to shape our communications activity, to ensure the most efficient delivery of this activity across the Mission in line with the Global Strategy. We are also planning several significant fundraising events in Dubai and Singapore and a new adventure race in Europe called 'Maritime Mountain Race'. The main challenge is to ensure that the team is suitably resourced to accommodate the expanding annual programme of work.

The Mission is a contributor to the Fundraising Regulator who regulates fundraising in England and Wales with the aim of protecting donors to charities and ensuring that fundraising is respectful, open, honest and accountable to the public. In accordance with The Charities (Protection and Social Investment) Act 2016 we confirm that:

- The Mission carefully monitors all of its fundraising activities to ensure that they are compliant with the recognised standards of fundraising (as set out in the Code of Fundraising Practice) and that none were undertaken by a professional fund-raiser or commercial participator on behalf of the Mission
- The Mission is bound by and complies with the Fundraising Regulator's voluntary regulation scheme
- No complaints were received about our fundraising activities (2022: none)
- All fundraising activities are overseen by the Director of Development who ensures that the Mission's fundraising activities do not include:
 - Unreasonable intrusion on a person's privacy
 - Unreasonable persistent approaches for the purpose of soliciting a donation or
 - Placing undue pressure on a person to give money or other property.

Environment, Social, Governance

Seafarers and their families are at the heart of the work of the Mission to Seafarers and there is an imperative for the Mission to safeguard the environment upon which they depend as we carry out our work. Climate change poses various threats to seafarers, including extreme weather risks, sea-level rises disrupting ports, altered currents impacting navigation, heat stress, unpredictable weather hindering safe passage and worsened mental health due to climate-related stressors. Addressing climate change is also an integral part of who we are as an Anglican Mission Agency. The fifth mark of the Mission for the Anglican Communion is 'To strive to safeguard the integrity of creation and sustain and renew the life of the earth'. Accordingly, the 2022-2026 Strategic Plan committed the Mission to making environmental responsibility a priority focus.

An ESG (Environmental, Social and Governance) strategy was drawn up in 2023 setting out our sustainability agenda for these three key areas and the sustainability themes which we consider most important to seafarers, the Mission and to our stakeholders where we are uniquely positioned to make a difference. The starting point was to establish the Mission's current baseline in the chosen sustainability areas which would serve as a basis for year-on-year comparisons to map our progress. As part of that process, Climate Stewards, a consultancy which helps organisations set up environmental sustainability strategies and audit their carbon footprint was engaged in mid-2023 to carry out a Carbon Footprint Audit for the Mission's work in 2022. An ESG Data Analyst was also employed on a part-time basis to support this work, gathering and quality assuring environmental data from the regions which was then passed on to Climate Stewards for analysis. The ESG Data Analyst also gathered and analysed social and governance data for the Mission for 2022.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
FINANCIAL REVIEW**

The Mission's 2022 ESG Report was completed in 2023 and serves as a baseline for measuring the environmental impact of the work in IHQ and regions under IHQ's direct control - Europe, Middle East and South Asia, East Asia and Latin America and the Caribbean. It also provides insights into the Mission's Social and Governance activities for the year 2022. The carbon accounting and verification process was carried out by an independent third party, Climate Stewards, following the Greenhouse Gas Protocol.

The Mission is committed to transparency and accountability with a plan to publish ESG reports annually to demonstrate its ongoing dedication to sustainable practices. In line with this commitment, we disclose the total greenhouse gas (GHG) emissions associated with the operations of IHQ and regions under IHQ's direct control. The approximate carbon footprint for the Mission's operations in 2022 stands at 795.69 tCO₂e. This figure is the result of an assessment which encompasses both direct and indirect sources of emissions, providing a comprehensive picture of our carbon footprint.

Data gathering has commenced for 2023 and it is planned that a comprehensive 2023 ESG Report will be published by mid-2024. Implementation of sustainability initiatives is a key focus and work has commenced to integrate the Mission's sustainability program seamlessly into daily operations and processes.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
CHARITY INFORMATION**

A charity registered in England and Wales, no.1123613

A company limited by Guarantee, registered in England and Wales no. 6220240

President

Her Royal Highness The Princess Royal

Vice Presidents

Esben Poulsson
Grahaeme Henderson

Trustees

Thomas Boardley - Chair	[*GN]
Rosemary Alexander (to 7 July 2023)	[*A] [I]
The Ven Christopher Burke - (Vice Chair to 30 January 2023)	[GN]
Gary Chapman (from 30 January 2023)	[*A]
Robert Ferris OBE	[A] [G]
Anisha Franklin (from 31 January 2024)	[I] [G]
Alexandra Harwood (from 27 April 2023)	[A] [I]
William MacLachlan (to 31 January 2024)	[GN] [R]
David Moorhouse CBE - (Vice Chair to 30 January 2023)	[GN]
The Ven Michael Power (from 30 January 2023)	
Neale Rodrigues MM - (Vice Chair to 30 January 2023; from 31 January 2024)	[R] [GN]
Timothy Smith	[G]
Claire Sneddon	[G] [R]
Sam Swire	[*G]
The Very Revd Andrew Tremlett	[*R] [GN]
Peter Cottrell	[*I] [GN]
The Right Revd David Williams – Vice Chair	[G] [GN]

Company Secretary

Dorothy Osarenren (from 30 January 2023)

Key Management Personnel

Secretary General

The Revd Canon Andrew Wright [G] [GN]

Chief Operating Officer

Tomilayo Toluhi [GN]

Director of Programme

Ben Bailey

Director of Development

Jan Webber

Director of Finance

Eileen Reilly [I]

Committees

***Denotes the Chair of the relevant Committee**

G. Grants and Programmes Committee

GN. Governance and Nominations Committee

R. Remuneration Committee

Helen Averill (External)

I. Investment Committee

Jim Aiken (External) (to 30 April 2024)

Paul Jeffries (External)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
CHARITY INFORMATION**

A. Audit and Risk Committee

Rachel Lawton (External)

Custodian Trustee

The Mission to Seafarers Trust Corporation Ltd acts as a custodian trustee on behalf of The Mission to Seafarers holding real estate property and investments.

Registered Office

First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE

External Advisers

Auditors

Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP

Bankers

HSBC Plc, 20 Eastcheap, London, United Kingdom, EC3M 1ED

Investment Advisers

CCLA, 1 Angel Lane, London, EC4R 3AB

Solicitors

Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh, United Kingdom, SO53 3LG

HFW, 8 Bishopsgate, London, EC2N 4BQ

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Mission to Seafarers; the charity

The Mission is a charity, constituted as a company limited by guarantee and not having share capital. The Mission is governed by a Board of Trustees (the Board) which forms the Board of Directors. Members of the Board are both Trustees of the charity and directors of the company, as constituted by the Mission's *Articles of Association*. The current Articles of Association are dated 15 September 2022.

The charity's Trustees and management

The Board is drawn from prominent leaders across various industries such as maritime, financial and legal who have an understanding, empathy or a wide experience of seafaring life. The Mission also invites leading members of the clergy to serve as Trustees. The procedure for the election and appointment of Trustees is set out in the *Articles of Association of The Mission to Seafarers*. Trustees and management regularly review the skills and experience of the current members of the Board to try to identify new candidates who might strengthen particular areas.

The normal period a trustee can serve is three terms of three years each. In exceptional circumstances, this can be extended for successive periods of one year but the maximum period a trustee can serve is twelve years. The Board requires a quorum of five Trustees and normally meets four times a year. It is the governing council and ultimate decision maker of the organisation.

Newly appointed Trustees are given an induction which provides them with information on the work of the organisation and highlights their responsibilities as a trustee. Some Trustees may also undergo specific training courses as required for their roles. Trustees are also required to sign a *Code of Conduct* and complete a *Register of Interests* on appointment and annually thereafter.

The Board has five permanent sub-committees:

- Audit and Risk
- Grants and Programme
- Governance and Nominations
- Investment
- Remuneration

Each of the above committees is made up of Trustees and members of the executive staff. Where appropriate, the Board may co-opt independent and professional expertise from external sources, for the benefit of a committee's work.

The day to day management of the charity is delegated to the Secretary General. Working closely with the Chair and the Board, the Secretary General has overall responsibility for the leadership of the global Mission and provides spiritual leadership, sets and sustains the strategic direction and ensures alignment with core Christian and charitable purposes. The Secretary General also leads the Senior Management Team and is directly supported by the Chief Operating Officer.

The Mission's teams based at the London IHQ and headed by the Senior Management team take a leading role in global fundraising and programme delivery and act as a support function to the whole Mission family. This includes organisational and financial governance, designing and rolling out processes to improve unity, protection of the "brand", delivering global projects and agreeing strategic objectives. In addition, IHQ teams provide training, disseminate information, conduct research, provide brand and marketing services and manage publications and digital media, including websites.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Delivery structure of direct Mission activities

- Regional network

The Mission to Seafarers' regional network is made up of nine regions:

- Europe
- East Asia
- USA
- Australia
- Africa
- Middle East and South Asia
- Latin America and the Caribbean
- Canada
- Oceania (New Zealand and South Pacific Islands)

The Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission Trustees. The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify one). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These independent regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2023 the Mission continued to provide grant-funding to all independent regions to support regional development.

Through the regional network, the Mission was able to give support and advice at around 150 ports through the independently run Mission to Seafarers' charities and organisations as part of the global Mission family. Part-time honorary chaplains appointed by the Mission also provided support for seafarers and were a point of contact for emergencies. The role of the honorary chaplain varies with the port and country in which the chaplain is located, but it is a key voluntary support system, which taps into local maritime knowledge and skills.

– Global network

The Mission to Seafarers welfare services to seafarers in the regions detailed above were provided through directly salaried, or grant-funded, port-based chaplaincy and/or ship visitor teams in the following areas, with 'memoranda of understanding' in place at all key locations:

Port/Area	Directly Employed By The Mission	Grant Funded And Directly Managed By The Mission	Grant Funded, Managed By Independent Organisations/Regions
Acu, Brazil			✓
Antwerp, Belgium			✓
Aqaba, Jordan		✓	
Bahrain Port		✓	
Baltimore, USA			✓
Bangkok, Thailand		✓	
Belfast, N Ireland	✓		
Belem, Brazil			✓
Buenos Aires, Argentina		✓	
Busan, South Korea		✓	
Cape Town, SA			✓
Costa Rica		✓	
Colombo, Sri Lanka		✓	
Corpus Christi, Texas, USA			✓
Dubai, United Arab Emirates	✓		
Hong Kong, China	✓		
Houston, Texas, USA			✓
Humber, UK	✓		
Israel			✓
Izmir, Turkey		✓	
JNPT, India		✓	
Lagos, Nigeria		✓	
Liberia			✓
Limassol, Cyprus		✓	
Mombasa, Kenya			✓

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Long Beach & LA, USA		✓
Nelson, New Zealand		✓
Panama	✓	
Point Comfort, Texas, USA		✓
Port Elizabeth, SA		✓
Port Talbot & Milford Haven, UK	✓	
Richards Bay, SA		✓
Rotterdam, The Netherlands	✓	
Rouen, France		✓
Said & Suez Ports, Egypt		✓
Scottish Ports, UK	✓	
Seattle, USA		✓
Southampton, UK	✓	
South Wales Ports, UK	✓	
St John, Canada		✓
Suape, Brazil		✓
Sydney, Australia		✓
Townsville, Australia		✓
Tilbury, UK		✓
Tuticorin, India		✓
Yangon, Myanmar		✓
Yokohama & Tokyo, Japan	✓	
Walvis Bay, Namibia		✓

- Branches

In addition to, and in conjunction with chaplaincy services, charitable activities were carried out by the Mission's 15 (2022: 15) branches, the majority of which provide centre-based facilities. They are directly controlled by the Mission through local employees and the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches employ 8 (2022: 10) staff paid from IHQ and 15 (2022: 16) staff employed locally, excluding their six chaplains who are included in the table above. Their financial results are consolidated into the Financial Statements set out on pages 28 to 31 of this report and they operate in the following locations;

Aqaba, Jordan
Belfast, UK
Dubai, United Arab Emirates, UK
Falmouth, UK
Fowey, UK
Humber Ports, UK
Newport, UK
Panama, Latin America
Manila, Philippines
Port Talbot, UK
South Shields, UK
South Wales ports, (Welsh Council), UK
Tees (North), UK
Tees (South), UK
Bangkok, Thailand

- The Mission group

The Mission to Seafarers' group includes the following companies, which are classified as subsidiaries. Their financial results are consolidated into these accounts and they are wholly controlled by the Mission;

- The Dunkirk War Memorial Trust Ltd.
- The Flying Angel Belfast Ltd.
- The Mission to Seafarers Scotland Ltd.
- The Mission to Seafarers Trust Corporation Ltd.

The subsidiaries employ no staff (2022: none). Please see Note 2 for further information about the above subsidiaries and their 2023 results.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Remuneration

We recognise that we are accountable to our donors, supporters and beneficiaries and we are committed to ensuring maximum value in the use of resources. We also take our duty to provide a high quality and effective service very seriously. It is dependent upon our ability to attract and retain suitably qualified employees with the right knowledge, skills and experience.

The Remuneration Committee, which consists of three Trustees and one external member, has delegated responsibility from the Board to provide governance oversight on the principles and policies for setting pay and benefits within the charity. The Committee conducts an annual salary review based on forecast charity pay awards which are linked to the Retail Price Index (RPI) and the Consumer Prices Index (CPI). Any inflationary awards or salary adjustments are subject to affordability.

Job descriptions are evaluated based on The Mission to Seafarers' Job Factor Framework, which consists of seven agreed organisation-wide criteria, to establish the grade of the role based on the job size, complexity and level of responsibility. The salaries of chaplaincy staff employed from IHQ are set with reference to the Church of England National Stipend Benchmark as a minimum, and chaplaincy roles in other sectors.

Lay staff salaries within the UK are benchmarked against annually published charity reward surveys. Locally employed chaplains and lay staff are paid a fair wage based on local levels. The Remuneration Committee has adopted a policy of paying median salaries compared to charities of a similar size and nature, to ensure competitiveness. The Committee approved a policy of paying all staff above the Real Living Wage which was implemented from 2015.

In July/August a market review was conducted to better understand where the Mission sits in the UK market with regard to compensation, benefits and working practices. The Mission invited 15 partner organisations to participate in the survey as comparators and 9 provided data for inclusion. The market review indicated that the wages and benefits provided to the Mission's employees are in line with what obtains in the sector. Accordingly, the Trustees consider that the remuneration policy of the charity is fair and transparent.

Public Benefit

The activities, achievements and plans relating to the Mission's work are detailed in pages 2 to 16 of this report and the Trustees confirm that they are carried out, in line with its charitable object and objectives, for the benefit of the public. They further confirm that the impact of our work on service users is a key criterion when deciding what activities to undertake and how best to achieve our mission. The Mission to Seafarers' Trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of The Mission to Seafarers for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102 (2019);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved and authorised for issue by the Board on 30th April 2024 and signed on its behalf by:



Thomas Boardley
Chair of the Board



Gary Chapman
Chair Audit and Risk Committee

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinion

We have audited the financial statements of The Mission to Seafarers (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with those Acts

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report..

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the parent charitable company's Trustees, as a body, in accordance with the act. Our audit work has been undertaken so that we might state to the parent charitable company's members and its Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body and the parent charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Suzanne Goldsmith FCA
(Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

17 May 2024

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
AT 31 DECEMBER 2023

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000
Income:							
Donations and legacies	3	3,059	771	3,830	3,034	543	3,577
Charitable activities (Provision of services to seafarers)	4	201	-	201	204	-	204
Other trading activities (Commercial Trading)	5	693	-	693	260	-	260
Investments	6	1,060	-	1,060	871	-	871
Other	7	6	-	6	33	-	33
Total income		5,019	771	5,790	4,402	543	4,945
Expenditure:							
Raising Funds (commercial trading and Fund raising activities)		1,136	-	1,136	917	-	917
Charitable activities (Provision of services to seafarers)		3,783	918	4,701	4,183	597	4,780
Total Expenditure	8	4,919	918	5,837	5,100	597	5,697
Net income/(expenditure) from operational activities for the year		100	(147)	(47)	(698)	(54)	(752)
Net gains/(losses) on investments	17	2,411	-	2,411	(3,509)	-	(3,509)
Net income/(expenditure) for the year		2,511	(147)	2,364	(4,207)	(54)	(4,261)
Transfers between funds	21	45	(45)	-	35	(35)	-
Other recognised (losses)							
Foreign Exchange (losses)/gains		(24)	-	(24)	95	-	95
Net Movement in Funds		2,532	(192)	2,340	(4,077)	(89)	(4,166)
Reconciliation of Funds							
Total funds brought forward		38,857	833	39,690	42,934	922	43,856
Total Funds Carried Forward	22	41,389	641	42,030	38,857	833	39,690

All activities are continuing except for the Dunkirk War Memorial Trust which ceased operations in France on 30 November 2021 (see Note 2.1). Notes 1 to 28 form part of these Financial Statements.


THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 2023
 Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000	Total 2022 £'000
Intangible Fixed Assets	16	59	70	129	109
Fixed Assets					
Tangible assets	16	3,967	431	4,398	4,455
Investments	17	27,845	-	27,845	26,541
Total fixed assets		<u>31,871</u>	<u>501</u>	<u>32,372</u>	<u>31,105</u>
Current Assets					
Stocks		21	-	21	18
Debtors	18	834	-	834	908
Investments – short term deposits		7,959	-	7,959	7,477
Cash at bank and in hand		1,169	140	1,309	1,263
Total current assets		<u>9,983</u>	<u>140</u>	<u>10,123</u>	<u>9,666</u>
Liabilities					
Creditors falling due within one year	19	465	-	465	1,081
Net current assets		<u>9,518</u>	<u>140</u>	<u>9,658</u>	<u>8,585</u>
Net assets excluding pension liability		<u>41,389</u>	<u>641</u>	<u>42,030</u>	<u>39,690</u>
Multi-employer defined benefit deficit funding provision	15	-	-	-	-
Total net assets		<u>41,389</u>	<u>641</u>	<u>42,030</u>	<u>39,690</u>
Charity Funds					
Unrestricted general	21	24,971	-	24,971	23,086
Unrestricted designated	21	16,418	-	16,418	15,771
Restricted income funds	20	-	641	641	833
Total Charity Funds		<u>41,389</u>	<u>641</u>	<u>42,030</u>	<u>39,690</u>

Approved and authorised for issue by the Board on 30th April 2024. Signed on its behalf by:



Thomas Boardley
Chair of the Board



Gary Chapman
Chair Audit and Risk Committee

Notes 1 to 28 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
COMPANY BALANCE SHEET AT 31 DECEMBER 2023
Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000	Total 2022 £'000
Intangible Fixed Assets	16	59	70	129	109
Fixed Assets					
Tangible assets	16	3,967	431	4,398	4,455
Investments	17	27,845	-	27,845	26,441
Total fixed assets		<u>31,871</u>	<u>501</u>	<u>32,372</u>	<u>31,005</u>
Current Assets					
Stocks		20	-	20	17
Debtors	18	987	-	987	1,109
Investments – short term deposits		7,959	-	7,959	7,477
Cash at bank and in hand		858	140	998	1,025
Total current assets		<u>9,824</u>	<u>140</u>	<u>9,964</u>	<u>9,628</u>
Liabilities					
Creditors falling due within one year	19	467	-	467	1,083
Net current assets		<u>9,357</u>	<u>140</u>	<u>9,497</u>	<u>8,545</u>
Net assets excluding pension liability		41,228	641	41,869	39,550
Multi-employer defined benefit deficit funding provision		-	-	-	-
Total net assets		<u>41,228</u>	<u>641</u>	<u>41,869</u>	<u>39,550</u>
Charity Funds					
Unrestricted general		24,971	-	24,971	23,086
Unrestricted designated		16,257	-	16,257	15,631
Restricted income funds	20	-	641	641	833
Total Charity Funds		<u>41,228</u>	<u>641</u>	<u>41,869</u>	<u>39,550</u>

Approved and authorised for issue by the Board on 30th April 2024. Signed on its behalf by:



Thomas Boardley
Chair of the Board



Gary Chapman
Chair Audit and Risk Committee

Notes 1 to 28 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
CONSOLIDATED STATEMENT OF CASH FLOWS AT
31 DECEMBER 2023
Company Number 6220240**

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities:			
Net cash (used in)/provided by operating activities	24	(1,534)	(933)
Cash flows from investing activities:			
Dividends and interest from investments		1,060	871
Proceeds from the sale of assets		5	25
Purchase of assets		(86)	(250)
Purchase of investments		-	(215)
Proceeds from sale of investments		1,107	12
Net cash provided by/(used in) investing activities		2,086	443
Change in cash and cash equivalents in the reporting period		552	(490)
Cash and cash equivalents at the beginning of the reporting period		8,740	9,135
Change in cash and cash equivalents due to exchange rate movements		(24)	95
Cash and cash equivalents at the end of the reporting period	25	9,268	8,740

Notes 1 to 28 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

1. ACCOUNTING POLICIES

The Mission to Seafarers (the Mission) a company limited by guarantee (No. 6220240) and a charity (No. 1123613) both registered in England and Wales. The registered address is First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the Financial Statements are shown below and the presentational currency of the financial statements is Sterling.

1.1 Basis of preparation

The Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: *Statement of Recommended Practice* applicable to charities preparing their accounts in accordance with the *Financial Reporting Standard* applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) - (SORP (FRS102)) and the *Companies Act 2006*.

The Mission to Seafarers meets the definition of a public benefit entity under FRS102. The Financial Statements have been prepared in sterling and rounded to the nearest thousand pounds under the historical cost convention (modified to present investments at market value) and in accordance with applicable UK accounting standards.

1.2 Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the Mission's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacy income. With regard to 2024, the most significant areas of uncertainty for the Mission are the level of donation income which needs to be raised each and every year, especially as the impact of high inflation and the cost of living crisis is ongoing. However, the Trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand plus plans to closely monitor and review budgets, there are no material uncertainties that the Mission can continue as a going concern.

1.3 Group Financial Statements

The Financial Statements consolidate the results of the charity and its wholly owned subsidiaries detailed in note 2 on a line-by-line basis and by eliminating intra-group transactions. No separate Statement of Financial Activities has been presented for the Company alone, as permitted by section 408 of the *Companies Act 2006*. A summary company 'Statement of Financial Activities' (SoFA) can be found at note 27. The Company's Balance Sheet on page 29 includes the assets and liabilities of the branches detailed on page 21.

1.4 Fund accounting

Unrestricted funds are available to spend on activities that further any of the charitable objectives of the Mission.

Designated funds are unrestricted funds which the Trustees have decided at their discretion to set aside to use for specific purposes. The aim and purpose of each designated fund is set out in note 21.

Restricted Funds represent capital grants received together with donations for specific purposes. Restricted funds may only be used to fulfil the donor's restriction which must also further the charitable activities of the Mission. Details of restricted funds are set out in note 20. Transfers to unrestricted funds represent the release for the year of these grants or donations. For capital grants, a transfer is made to unrestricted funds over the estimated useful lives of the assets to which they relate, matching depreciation charged to the unrestricted funds.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

1.5 Income

The value of all income is recorded in the Statement of Financial Activities (SoFA) as soon as the Mission is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. Where income has related expenditure, the income and expenditure are reported gross in the SoFA.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Mission is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued in debtors.

Legacies are recognised at the earlier of actual receipt or on receipt of Estate accounts which confirm the Mission's entitlement to receive the gifts, the probability of receipt and provide an accurate measure of the legacy. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the Mission.

The Mission maintains a legacy pipeline system which, in addition to accrued legacies, includes further estimated legacies of which the Mission is aware but which do not meet the above criteria and are therefore not included within these accounts. The estimated value of those legacies in the pipeline is £nil (2022: £1,000).

Event income received in advance for a future fundraising event or a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds and dividends on investments are recognised when the amounts can be measured reliably which is normally upon notification of the amount paid or payable by the bank or when the dividend yield has been notified by our investment advisors.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place.

Trading income, including primary purpose sales to seafarers, is recognised at the point of sale.

1.6 Expenditure and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Operating lease costs are charged on a straight line basis over the lease term.

Irrecoverable VAT is charged to support costs which are then reallocated to the headings on the SoFA. See note 8 for a further analysis of expenditure.

Charitable expenditure comprises expenditure directly relating to the objects of The Mission to Seafarers. It includes:

- Employment and associated costs of chaplains including recruitment and training
- Advice to the Mission family and linked organisations worldwide
- Services to seafarers such as providing transport, communication facilities and access to centres or specific projects to address the needs of seafarers.
- The costs of educational material and information for seafarers together with the newspaper for seafarers, *the Sea*.

Support costs such as irrecoverable VAT, depreciation and governance costs (including secretarial and administrative support from the Mission's International Headquarters) are allocated to Charitable Activities and Costs of Raising Funds on the basis of head count at International Headquarters. (See note 9)

Governance costs comprise amounts related to constitutional and statutory requirements and include Staff costs, audit fees, professional fees and Trustees' expenses.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

1.7 Donated services

Donated services or facilities are recognised when the Mission has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

1.8 Volunteers

Volunteers make a valuable contribution to the charitable activities of the charity. With approximately 200 volunteers working in centres, transporting seafarers and ship visiting, they complement and enhance the work of our chaplains and staff in serving seafarers. No financial value is included in these accounts as it is impossible to measure but their priceless contribution to the Mission is further referred to throughout in the *Trustees' Annual Report and Accounts* and specifically in 'Our Mission' on page 2.

1.9 Fixed assets

Intangible fixed assets are non-monetary assets which will be amortised on a straight-line basis over the useful life of the asset.

- Happy at Sea seafarers' app: amortised over three years.
- Custom software for fundraising

Intangible and Tangible fixed assets are stated in the Balance Sheet at historical cost less amortisation/depreciation. Assets with a cost of less than £1,000 are written off in the year of purchase.

Depreciation is provided on a straight line basis over the anticipated useful life of fixed assets as follows:

- Motor vehicles: six years
- Fixtures and equipment: between five and ten years
- Short leasehold buildings: over the term of the lease
- Computer equipment: three years
- Freehold land and properties: Where the Trustees consider that the expected useful life of freehold land and buildings is in excess of 50 years and the carrying value in the Financial Statements is not more than the estimated recoverable amount, no depreciation is charged.

The Trustees have carried out and will continue to carry out annual reviews of impairment for land and property. An asset will be considered impaired if the deemed value in use or the net realisable value is lower than the carrying value. Its carrying value will be written down to the deemed impaired value. For impaired assets, evidence of increased value up to a maximum of the historic cost will be recognised in the accounts.

1.10 Revaluation of tangible fixed assets

The Mission has not adopted the revaluation model for freehold property and those assets are recognised at the lower of their historical cost or impaired value.

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value at the balance sheet date using the bid-market rate, as reported by the investment managers. The Trustees confirm that the difference in the value of investments between their valuation policy and the closing market valuation required by SORP (FRS102) is immaterial. Net gains and losses on revaluation and disposals throughout the year are shown in the SoFA.

The Mission does not acquire put options, derivatives or other complex instruments.

All gains and losses are taken to the SoFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the 1 January. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the SoFA.

The main form of financial risk faced by the Mission is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

1.12 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.13 Debtors

Debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

1.14 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15 Creditors

Creditors are recognised where the Mission has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1.16 Concessionary loan

The Mission has taken advantage of section 34 of FRS (102) to recognise the loans to its trading subsidiaries as concessionary loans as the subsidiaries and the Mission form a public benefit entity group. The loans are recognised and measured at the amount paid. The carrying amount will be adjusted to reflect any repayments or any accrued interest and adjusted if necessary for any impairment. Note 18 details all concessionary loans.

1.17 Financial instruments

The Mission only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value, being the closing bid price. All other assets and liabilities are recorded at cost which is their fair value. Investments are also recorded at fair value and note 17 details all unrealised gains and losses.

1.18 Pension costs

All employees are entitled to join a pension scheme. The Mission to Seafarers makes contributions to defined benefit and defined contribution 'money purchase' schemes. The defined benefit schemes are two Church of England multi-employer pension schemes and, other than the deficit funding, the pension schemes are accounted for as defined contribution schemes in accordance with FRS102. They are now only open to ordained chaplains. Although it is not possible to separately identify the assets and liabilities of the schemes attributable to the Mission a recovery plan with agreed deficit recovery payments has been put in place. Details of the Mission's liability for both schemes of £nil (2022: £nil) are given in note 15.

The money purchase plan is managed by Royal London (formerly Scottish Life) and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The fund is then converted into a pension upon the employee's chosen retirement age. The Mission has no liability beyond making its contributions and the deductions for the employee's contributions.

Following the implementation of The Occupational and Personal Pension Schemes (Automatic Enrolment) Regulations 2010, The Mission commenced auto-enrolment from 1 March 2015, deferred to 1 June 2015 using NOW. However, following the April 2019 increase of the employee's minimum contribution to 5%, this scheme was closed and staff were eligible to join the Royal London scheme.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

1.19 Foreign currency translation

With the exception of investments, transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Foreign currency investment transactions are recorded at an average rate. For overseas branches and subsidiaries, income and expenditure is recorded at an average rate for the year. Monetary assets and liabilities are shown in the balance sheet at the sterling rate ruling at the balance sheet date.

Exchange gains and losses are recognised in the Statement of Financial Activities.

1.20 Taxation

The Mission to Seafarers is considered to pass the tests set out in Paragraph 1 Schedule 6 of the *Finance Act 2010* and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Mission is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the *Corporation Tax Act 2010* or Section 256 of the *Taxation of Chargeable Gains Act 1992*, to the extent that such income or gains are applied exclusively to charitable purposes.

1.21 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The Trustees make estimates and assumptions concerning the future based on their knowledge of the Mission and the environment in which it operates. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual outcome.

2. SUBSIDIARY AND CONNECTED UNDERTAKINGS

See note 17.2 for Investments in subsidiaries.

2.1 The Dunkirk War Memorial Trust Ltd Company No. 185130, Charity No. 236806

The Dunkirk War Memorial Trust Limited (DWMT) was set up in 1922 as a charity to provide premises and facilities for the use of seafarers within the port of Dunkirk, France. DWMT is effectively controlled by virtue of the directors being former Trustees or are senior employees of The Mission to Seafarers. On 30 November 2021 operations in Dunkirk were closed as they were no longer economically viable.

	2023	<i>2022</i>
	£'000	<i>As restated</i> £'000
Investment Income	2	4
Total Income	2	4
Charitable activities	-	(1)
Total Expenditure	-	(1)
Net income	2	3
Net gain/(loss) on investments	7	(13)
Foreign exchange (loss)/gain	(1)	2
Net Gain/(Loss) Retained in Subsidiary	8	(8)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

2.2 Flying Angel Marketing Enterprises Ltd (FAME) Company No. 00933115

The Mission to Seafarers owns the whole of the issued share capital of FAME. One trustee and a current director of the Mission sit on the board of FAME but receive no remuneration for doing so. FAME is a retailer and distributor of Christmas cards and novelties and is party to any commercial agreement that is not considered a charitable activity of The Mission to Seafarers. Any taxable profit from trading is gifted to The Mission to Seafarers.

	2023	<i>2022</i>
	£'000	<i>£'000</i>
Turnover	3	2
Cost of Sales	(1)	-
Gross Profit	2	2
Administration	(2)	(2)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

2.3 The Flying Angel Belfast Ltd Company No. NI605252

The Flying Angel Belfast Ltd was set up to operate catering services in The Mission to Seafarers' Belfast premises. All the shares in this company are owned by The Mission to Seafarers. Any taxable profit is gifted to The Mission to Seafarers.

	2023	<i>2022</i>
	£'000	<i>£'000</i>
Turnover	13	9
Cost of sales	(5)	(3)
Gross Profit	8	6
Administration	(5)	(6)
Donation to The Mission to Seafarers	(3)	-
Net Gain Retained in Subsidiary	-	-

2.4 The Mission to Seafarers Scotland Ltd Company No. SC389483, Charity No. SCO41938

The Mission to Seafarers Scotland Ltd was set up as a company limited by guarantee and a registered charity in Scotland to raise funds and deliver services to seafarers and their families in Scotland. The Mission to Seafarers is the sole member.

	2023	<i>2022</i>
	£'000	<i>£'000</i>
Donations	100	90
Charitable activities	10	16
Other trading	2	3
Total Income	112	109
Raising Funds	(1)	(3)
Charitable activities	(98)	(99)
Total Expenditure	(99)	(102)
Net Gain Retained in Subsidiary	13	7

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

2.5 The Mission to Seafarers Trust Corporation Ltd (MTSTC) Company No. 38498

MTSTC holds real property and investments as custodian trustee on behalf of The Mission to Seafarers. It has no transactions on its own account. All the shares are owned by the Mission.

3. DONATIONS AND LEGACY INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000 Total	<i>Unrestricted Funds £'000</i>	<i>Restricted Funds £'000</i>	<i>2022 £'000 Total</i>
General donations	1,378	173	1,551	1,560	120	1,680
Legacies	1,214	8	1,222	1,067	-	1,067
General grants	393	590	983	337	423	760
Vote 4 (<i>Pension note 15</i>)	74	-	74	70	-	70
Total	3,059	771	3,830	3,034	543	3,577

4. CHARITABLE ACTIVITIES INCOME

	2023 £'000	<i>2022 £'000</i>
Provision of services to seafarers	201	204
Total	201	204

There was no restricted charitable activity income in 2023 or 2022.

5. TRADING ACTIVITIES INCOME

	2023 £'000	<i>2022 £'000</i>
Trading activities	24	107
Fundraising events	589	102
Property rental	80	51
Total	693	260

There was no restricted trading activity income in 2023 or 2022.

Rental Income represents monies received from properties held as fixed assets that are not fully occupied for The Mission to Seafarers' own activities and are let out in furtherance of our charitable activities or because they are temporarily surplus to operational requirements.

6. INVESTMENT INCOME

	2023 £'000	<i>2022 £'000</i>
Listed investments:		
Dividends – equities	786	796
Bank deposit interest	274	75
Total	1,060	871

There was no restricted investment income in 2023 or 2022. Income from unlisted investments is shown gross, including tax reclaimable.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

7. OTHER INCOME

	2023	<i>2022</i>
	£'000	<i>£'000</i>
Surplus on disposal of properties	-	18
Surplus on disposal of other assets	5	7
Other	1	8
	<hr/>	<hr/>
Total	6	<i>33</i>
	<hr/> <hr/>	<hr/> <hr/>

There was no restricted other income in 2023 or 2022.

8. ANALYSIS OF EXPENDITURE

	Direct Costs £'000	Support £'000	Total 2023 £'000	Direct Costs £'000	Support £'000	Total 2022 £'000
Raising Funds:						
Appeals and events	757	274	1,031	556	262	818
Commercial trading; sale of Christmas cards and catering	9	2	11	7	2	9
Promotional materials and media	69	25	94	62	28	90
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Raising Funds	835	301	1,136	<i>625</i>	<i>292</i>	<i>917</i>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Charitable activities:						
Port based welfare services						
Ship visiting and ministry to seafarers	1,448	358	1,806	1,219	228	1,447
Transport for seafarers and ship visiting	118	26	144	112	19	131
Branch and centre operations	372	67	439	1,061	192	1,253
Grants to support ministry around the world (see note 10) <i>the Sea</i> publication for seafarers	1,050	282	1,332	781	149	930
	14	4	18	11	2	13
Advocacy, welfare and emergency response	269	61	330	<i>478</i>	<i>82</i>	<i>560</i>
Digital welfare and support	188	51	239	<i>107</i>	<i>20</i>	<i>127</i>
Programmes for the wellbeing of seafarers and their families	326	67	393	<i>277</i>	<i>42</i>	<i>319</i>
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Charitable Activities	3,785	916	4,701	<i>4,046</i>	<i>734</i>	<i>4,780</i>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
TOTAL EXPENDITURE	4,620	1,217	5,837	<i>4,671</i>	<i>1,026</i>	<i>5,697</i>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

Analysis by department 2023:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2023 £'000
Staff Costs (note 11)	543	80	1,302	398	662	2,985
All other costs	57	185	1,618	437	555	2,852
Total expenditure	600	265	2,920	835	1,217	5,837

Analysis by department 2022:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2022 £'000
Staff Costs (note 11)	410	61	1,148	391	565	2,575
All other costs	306	131	1,990	234	461	3,122
Total expenditure	716	192	3,138	625	1,026	5,697

9. ANALYSIS OF SUPPORT COSTS

Support costs not directly attributable to the headings on the Statement of Financial Activities are reallocated on the basis of headcount at the Mission's International Headquarters as follows;

2023	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2023 Total £'000
Cost of Charitable activities	Headcount at IHQ	502	171	91	59	44	49	916
Raising funds	Headcount at IHQ	164	57	30	20	14	16	301
Support costs total		666	228	121	79	58	65	1,217

2022	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2022 Total £'000
Cost of Charitable activities	Headcount at IHQ	357	145	91	54	28	59	734
Raising funds	Headcount at IHQ	142	59	38	22	11	20	292
Support costs total		499	204	129	76	39	79	1,026

Audit fees included in governance costs for the group amount to £38,625 (2022: £36,600) and there were no other fees in respect of non-audit services (2022: none).

Depreciation costs total £123,000 (2022: £93,000). Operating lease payments total £34,960 with buildings £33,100 and other £1,860, (2022: £16,600 - buildings £15,700 and other £900).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

10. MINISTRY AND PROJECT GRANTS

Grant recipient	Port/Country	2023 £'000	2022 £'000
The Mission to Seafarers Central Resource Committee, SA	Africa region	102	86
Asociacion de la Iglesia Anglicana	Buenos Aires, Argentina	24	51
The Australian Council of The Mission to Seafarers	Australia	78	87
The Mission to Seafarers Sydney	Sydney, Australia	3	-
The Mission to Seafarers Townsville	Townsville, Australia	-	15
Bahrain Anglican Church Council	Bahrain	52	22
The Mission to Seafarers Antwerp	Belgium	34	-
Igreja Episcopal Anglicana do Brasil	Acu, Brazil	44	1
Igreja Episcopal Anglicana do Brasil	Belem, Brazil	32	-
Associacao Anglicana do Nordeste	Suape, Brazil	23	18
The Mission to Seafarers Canada	Canada region	23	20
The Mission to Seafarers Canada	St John, Canada	15	-
The Episcopal Church of Costa Rica	Costa Rica	3	2
The Diocese of Cyrus and The Gulf	Limassol, Cyprus	-	5
Province of Alexandria for the Anglican Church	Ports Said & Suez, Egypt	6	6
Assn Rouennaise Amis Des Marins	Rouen, France	6	6
Tuticorin Nazareth Diocesan Trust	Tuticorin, India	50	41
The Mission to Seafarers Kobe	Yokohama, Japan	50	22
The Mission to Seafarers Kobe	Tokyo, Japan	-	10
The Mission to Seafarers Mombasa	Mombasa, Kenya	82	21
The Mission to Seafarers Yangon	Yangon, Myanmar	6	5
The Mission to Seafarers Walvis Bay	Walvis Bay, Namibia	6	-
Stichting Zeemanshuis Flying Angel Rotterdam	Schiedam, Netherlands	24	11
The Mission to Seafarers Lagos	Nigeria	26	9
The Mission to Seafarers Oceania Council	Lyttelton, NZ	-	20
The Mission to Seafarers Oceania Council	Nelson, NZ	35	10
The Mission to Seafarers Oceania Council	Oceania region & Wellington, NZ	42	39
Homer Foundation Inc	Philippines	-	41
The Mission to Seafarers Cape Town	Cape Town, South Africa	6	4
The Mission to Seafarers Port Elizabeth	Port Elizabeth, South Africa	7	19
The Mission to Seafarers Africa Region	Richards Bay, South Africa	34	42
The Diocese of Busan	Busan, South Korea	67	57
The Mission to Seafarers Colombo	Colombo, Sri Lanka	32	20
The Diocese in Europe	Izmir, Turkey	10	10
Church of St John the Evangelist	Izmir, Turkey	1	4
Great Yarmouth Seafarers Centre	Great Yarmouth, UK	-	15
Queen Victoria Seamans Rest	Tilbury, UK	13	32
Bermuda Sailors Home	Bermuda, USA	-	11
Baltimore International Seafarers Centre	Baltimore, USA	40	10

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

Norwegian Seamans Church	Long Beach and LA, USA	21	-
The Mission to Seafarers Seattle	Seattle, USA	28	4
Corpus Christi International Seamans Centre	Texas. USA	2	-
Houston International Seafarers Centre	Texas, USA	15	-
Point Comfort Seafarers Centre	Texas, USA	3	-
North American Maritime Ministry Association	USA	5	5
Total		1,050	781

The Mission to Seafarers makes grants to maritime organisations whose work will fulfill our charitable objectives. Grants are to support direct maritime ministry, the development of maritime ministry or seafarer welfare projects. Amounts are agreed annually and the terms and amounts will be set out in a Memorandum of Understanding (MoU). Funded organisations are required to report to The Mission to Seafarers annually to ensure that the terms of the MoU have been met.

11. STAFF COSTS

Staff costs 2023:	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2023 £'000
Wages and salaries	1,206	303	446	1,955
Social security costs	122	34	49	205
Other pension costs	127	20	26	173
Other Staff costs	450	61	141	652
Total	1,905	418	662	2,985
Average head count	46	7	10	63
Full time equivalent	40	7	9	56
<i>Staff costs 2022:</i>	<i>Charitable Activities £'000</i>	<i>Raising Funds £'000</i>	<i>Support £'000</i>	<i>Total 2022 £'000</i>
<i>Wages and salaries</i>	1,028	293	376	1,697
<i>Social security costs</i>	118	34	38	190
<i>Other pension costs</i>	92	19	24	135
<i>Other Staff costs</i>	364	62	127	553
<i>Total</i>	<i>1,602</i>	<i>408</i>	<i>565</i>	<i>2,575</i>
<i>Average head count</i>	<i>43</i>	<i>7</i>	<i>8</i>	<i>57</i>
<i>Full time equivalent</i>	<i>37</i>	<i>7</i>	<i>7</i>	<i>51</i>

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. No redundancy costs were made in 2023 (2022: none).

Employees with remuneration (excluding benefits in kind) in excess of £60,000:

- £60,000 to £70,000 - 0 (2022: 0)
- £70,000 to £80,000 - 3 (2022: 4)
- £80,000 to £90,000 - 1 (2022: 0)
- £90,000 to £100,000 - 1 (2022: 1)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS

The 2023 Senior Management Team comprised the Secretary General, the Chief Operating Officer, the Director of Development, the Director of Finance and the Director of Programme.

The team's total remuneration and benefits package consisted of salary, pension contributions, health insurance and the tax thereon.

	2023	<i>2022</i>
	£'000	<i>£'000</i>
Total salary paid to Senior Management Team	408	<i>389</i>
Total of other benefits	39	<i>40</i>
Employer social security costs on salary and benefits	53	<i>52</i>
Total	500	<i>481</i>

13. TRANSACTIONS WITH TRUSTEES

No trustee (2022: none) received remuneration during the current year.

During the year £9,907 of expenses (2022: £1,734) were reimbursed directly to six trustees (2022: one trustee) and £1,512 (2022: £7,294) was paid to third parties for subsistence and travel to attend meetings of and on behalf of The Mission to Seafarers and for trustee training. £684 was spent on trustee leaving gifts (2022: £130). The total amount paid was £12,103 (2022: £9,158).

14. RELATED PARTY TRANSACTIONS

During the year payments were made to three related parties (2022:2). £10,619 was paid to ICMA (2022: £7,500) where the Secretary General Andrew Wright was a trustee for membership and conference fees. £4,000 (2022: £4,676) was paid to Trinity House where trustee Neale Rodrigues was a Younger Brother for room hire for an event and £933 of membership fees were paid to The Worshipful Company of Shipwrights where trustee Alexander Harwood is a liveryman. There were no other related party transactions and no outstanding balances (2022: none) due at 31 December.

15. PENSIONS

15.1 Multi-employer Defined Benefit Schemes

The Mission to Seafarers participates in two of the Church of England's Multi-employer Defined Benefits Schemes administered by the Church of England Pensions Board. These are;

- The Church of England Funded Pensions Scheme (**CEFPS**) for the clergy
- The Church of England Defined Benefits Scheme (**CEDBS**) for lay employees of Church of England organisations.

The assets of both schemes are held separately from those of The Mission to Seafarers. The Church of England Pensions Board has stated that it is unable to identify the Mission's share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the schemes.

The Mission to Seafarers has treated these schemes as multi-employer schemes as described in Section 28 of FRS102. This means that contributions are accounted for as if the Schemes were defined contribution schemes. Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends. The legal structure of the scheme is such that if another Responsible Body fails, The Mission to Seafarers could become responsible for paying a share of that Responsible Body's pension liabilities.

The pensions costs charged to the SoFA in the year are contributions payable towards benefits and expenses accrued in the year, plus any impact of deficit contributions.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

15.2 CEFPS

A valuation of the Scheme is carried out once every three years. The most recent valuation of the CEFPS was carried out as at 31 December 2021 and the results revealed a surplus of assets of £560 million with assets of £2,720 million and a funding target of £2,160 million, assessed using the following assumptions:

- An average discount rate of 2.7% p.a.;
- RPI inflation of 3.6% p.a. (and pension increases consistent with this);
- CPIH inflation in line with RPI less 0.8% pre 2030 moving to RPI with no adjustment from 2030 onwards;
- Increase in pensionable stipends in line with CPIH;
- Mortality in accordance with 90% of the S3NA tables, with allowance for improvements in mortality rates in line with the CMI2020 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter of 7, an initial addition to mortality improvements of 0.5% pa and an allowance for 2020 data of 0% (i.e. w2020 = 0%).

Following finalisation of the 31 December 2021 valuation, deficit contributions ceased with effect from 1 January 2023, since the Scheme was fully funded.

The deficit recovery contributions under the recovery plan in force at each 31 December were as follows:

	% of pensionable stipends
31 December 2021	7.1% payable from January 2021 to December 2022
31 December 2022	Nil
31 December 2023	Nil

An interim reduction to deficit contributions to 3.2% of pensionable stipends was made with effect from April 2022 and remained in place until December 2022.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. However, as there are no agreed deficit recovery payments from 1 January 2023 onwards, the balance sheet liability as at 31 December 2023 is nil. The movement in the balance sheet liability over 2022 and over 2023 is set out in the table below.

Deficit liability – CEFPS

	2023	2022
	£'000	£'000
Balance sheet liability at 1 January	-	16
Deficit contributions paid	-	(8)
Interest cost	-	-
Change to balance sheet liability*	-	(8)
Balance sheet liability at 31 December	-	-
Assumptions:		
Discount rate	n/a	n/a
Price Inflation	n/a	n/a
Increase to total pensionable payroll	n/a	n/a

*comprises change in agreed deficit recovery plan and change in discount rate and inflation assumptions between year ends.

11 (2022: 10) of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £74,000, representing current contributions (2022: £68,000

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

of current contributions and the deficit repair contributions above) were paid by the Mission to the CEFPS and are included in Staff costs (note 11). This amount was reimbursed by the Archbishops Council and is included in Donations (note 3).

15.3 CEDBS (also known as the Church Workers Pension Fund)

The Church Workers Pension Fund has two sections known as the Defined Benefits Scheme and the Pension Builder Scheme (which has two subsections; a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014).

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

For funding purposes, DBS is divided into sub-pools in respect of each participating employer as well as a further sub-pool, known as the Life Risk Pool. The Life Risk Pool exists to share certain risks between employers, including those relating to mortality and post-retirement investment returns. The division of the DBS into sub-pools is notional and is for the purpose of calculating ongoing contributions. This does not alter the fact that the assets of the DBS are held as a single trust fund out of which all the benefits are to be provided. From time to time, a notional premium is transferred from employers' sub-pools to the Life Risk Pool and all pensions and death benefits are paid from the Life Risk Pool.

The scheme is a multi-employer scheme as described in Section 28 of FRS 102. It is not possible to attribute DBS assets and liabilities to specific employers, since each employer, through the Life Risk Section, is exposed to actuarial risks associated with the current and former employees of other entities participating in DBS. This means that contributions are accounted for as if DBS were a defined contribution scheme.

If, following an actuarial valuation of the Life Risk Pool, there is a surplus or deficit in the pool, further transfers may be made from the Life Risk Pool to the employers' sub-pools, or vice versa. The amounts to be transferred (and their allocation between the sub-pools) will be settled by the Church of England Pensions Board having taken advice from the Actuary.

A valuation of DBS is carried out once every three years. The most recently finalised was carried out at 31 December 2019. In this valuation, the Life Risk Section was shown to be in deficit by £7.7m and £7.7m was notionally transferred from the employers' sub-pools to the Life Risk Section. This increased the Mission's contributions that would otherwise have been payable. The overall deficit in DBS was £11.3m (last valuation at 31 December 2016: £26.2m deficit). Following that valuation, The Mission to Seafarers entered into an agreement with the Church Workers Pension Fund to pay a contribution rate of 32.7% of pensionable salary and expenses of £3,200 per year.

The next actuarial valuation is due at 31 December 2022 and early indications are that the fund is in surplus. Consequently, the CEDBS intends to close the scheme and secure all members pensions through a full 'buy-in' with an insurance company which would insure all the remaining benefits in the scheme whilst removing investment and mortality risks. The Mission has agreed to close its section of the scheme and from 1 January 2024, the last active member transferred out from this scheme to the CEDBS scheme.

Deficit liability – CEDBS

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The 31 December 2023 balance sheet liability is £nil (2022: £nil).

The legal structure of the scheme is such that if another employer fails, The Mission to Seafarers could become responsible for paying a share of that employer's pension liabilities.

During the year The Mission to Seafarers paid pension contributions and expenses of £21,800 (2022: £14,500). The Mission currently has one (2022: 1) active member and 5 (2022: 5) deferred pensioners.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

15.4 Defined Contribution Schemes

Royal London. A scheme for staff was set up in 2008 with Royal London (formerly Scottish Life). Contributions to this scheme are funded 3% by the employee and 7% by The Mission to Seafarers. There are 27 (2022: 29) members of staff in this scheme at 31 December 2023. Employer contributions to this scheme in 2023 were £76,500 (2022: £70,000) with £8,837 due to be paid at the year end (2022: £8,902).

16. FIXED ASSETS

16.1 Intangible fixed assets

	Group	Company
	£'000	£'000
Cost 1 January 2023	109	109
Additions	41	41
Disposals	-	-
Net book value		
31 December 2023	<u>150</u>	<u>150</u>
Depreciation		
1 January 2023	-	-
Provided during the year	21	21
Disposals	-	-
	<u>21</u>	<u>21</u>
31 December 2023	<u>21</u>	<u>21</u>
Net book value 31 December 2023	<u>129</u>	<u>129</u>
<i>31 December 2022</i>	<u>109</u>	<u>109</u>

16.2 Tangible fixed assets

Group	Property	Motor	Fixtures &	Total
	£'000	Vehicles	Equipment	£'000
		£'000	£'000	
Cost				
1 January 2023	5,230	281	881	6,392
Additions	-	32	13	45
Disposals	-	(23)	-	(23)
Transfers	-	-	-	-
	<u>5,230</u>	<u>290</u>	<u>894</u>	<u>6,414</u>
31 December 2023	<u>5,230</u>	<u>290</u>	<u>894</u>	<u>6,414</u>
Depreciation				
1 January 2023	1,076	164	697	1,937
Provided during the year	23	47	31	101
Disposals	-	(23)	-	(23)
Exchange difference	-	1	-	1
	<u>1,099</u>	<u>189</u>	<u>728</u>	<u>2,016</u>
31 December 2023	<u>1,099</u>	<u>189</u>	<u>728</u>	<u>2,016</u>
Net book value 31 December 2023	<u>4,131</u>	<u>101</u>	<u>166</u>	<u>4,398</u>
<i>31 December 2022</i>	<u>4,154</u>	<u>117</u>	<u>184</u>	<u>4,455</u>

None of the property values were found to be impaired (2022: none).

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023

16.2 Tangible fixed assets				
The Company	Property	Motor	Fixtures &	Total
	£'000	Vehicles	Equipment	£'000
		£'000	£'000	
Cost				
1 January 2023	5,230	281	878	6,389
Additions	-	32	13	45
Disposals	-	(23)	-	(23)
31 December 2023	5,230	290	891	6,411
Depreciation				
1 January 2023	1,076	164	694	1,934
Provided during the year	23	47	31	101
Disposals	-	(23)	-	(23)
Exchange difference	-	1	-	1
31 December 2023	1,099	189	725	2,013
Net book value 31 December 2023	4,131	101	166	4,398
<i>31 December 2022</i>	<i>4,154</i>	<i>117</i>	<i>184</i>	<i>4,455</i>

Property

The properties held are split between categories as follows:	2023	<i>2022</i>
	£'000	<i>£'000</i>
Freehold	2,870	<i>2,877</i>
Long term leasehold	1,261	<i>1,277</i>
Total	4,131	<i>4,154</i>

Freehold and leasehold property represents the book value of staff houses, pensioners' houses, and club and office premises. Premises and club leases are long term with many at peppercorn rent. All assets are used by the charity for its charitable purposes or rented out if temporarily surplus to current operational requirements.

17. INVESTMENTS

17.1 Listed Investments

	2023		<i>2022</i>	
	Group	Company	<i>Group</i>	<i>Company</i>
	£'000	£'000	<i>£'000</i>	<i>£'000</i>
Market value 1 January	26,541	26,441	29,849	29,735
Additions	-	-	215	215
Disposals	(1,110)	(1,010)	(14)	(13)
Unrealised gain/(loss) for the year	2,414	2,414	(3,509)	(3,496)
Market value 31 December				
Listed investments	27,845	27,845	26,541	26,441
Total	27,845	27,845	<i>26,541</i>	<i>26,441</i>
Historical Cost at 31 December	20,938	20,938	21,810	21,731

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

17.1 Listed investments

Gains and losses

The net gains/(losses) on investments shown in the Consolidated Statement of Financial Activities is a net gain of £2,411,000 (2022: loss £3,509,000). This includes the 2023 unrealised gain £2,414,000 shown above (2022: unrealised loss £3,509,000) for the shares held at the year end less the net realised loss on shares sold during the year at £3,000 (2022: none).

Fees

The CCLA's annual management charge in relation to the CBF Church of England Investment Fund (Investment Fund) is 0.55% (2022: 0.55%) of the value of the portfolio although this was not directly charged to the Mission but against the capital of the Investment Fund. The total ongoing charges figure which includes the annual management charge and other operational costs is 0.83% (2022: 0.77%)

Analysis of investments

	2023		2022	
	Group £'000	Company £'000	<i>Group £'000</i>	<i>Company £'000</i>
Holdings in multi asset funds	27,845	27,845	<i>26,541</i>	<i>26,441</i>
Fixed interest securities	-	-	-	-
Total	27,845	27,845	<i>26,541</i>	<i>26,441</i>

As part of a multi asset Investment Fund, significant individual holdings cannot be identified, however the significant class of holdings (over 5%) at 31 December were:

	2023	2022
Overseas Equities	63%	58%
Fixed interest	9%	5%
Infrastructure and Operating assets	9%	8%
UK Equities	7.5%	10.5%

17.2 Investments in subsidiaries

The Company controls the following principal active subsidiaries, the results of which have been consolidated.

Name of Company and country of incorporation	% Holding/ Control	No of shares and value	Net Income 2023 £'000	Net Assets as at 31/12/23 £'000	Nature of Business
The Dunkirk War Memorial Trust Ltd, UK	83.3	12 shares held by; the Mission 8, Mission directors 2, other directors 2 £12	8	5	Provision of spiritual and practical welfare for all seafarers
Flying Angel Marketing Enterprises Ltd, UK	100	6 shares £6	-	1	Sales of promotional goods
The Flying Angel Belfast Ltd, UK	100	1 share £1	-	-	Sales of catering services and promotional goods
The Mission to Seafarers Scotland Ltd, UK	100	Company limited by guarantee, sole member	13	155	Provision of spiritual and practical welfare for all seafarers
The Mission to Seafarers Trust Corporation Ltd, UK	100	11 shares £11	-	-	Holds property as custodian trustee on behalf of the Mission

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

18. DEBTORS

	2023	<i>2022</i>	2023	<i>2022</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Amounts owed by group/associated undertakings;				
Flying Angel Marketing Enterprises Ltd	-	-	2	2
The Flying Angel Belfast Ltd	-	-	30	22
The Dunkirk War Memorial Trust Ltd	-	-	124	183
The Mission to Seafarers Scotland Ltd	-	-	-	-
Trade debtors	131	<i>187</i>	129	<i>184</i>
Prepayments and accrued income	640	<i>669</i>	639	<i>667</i>
Other debtors	63	<i>52</i>	63	<i>51</i>
Total	<u>834</u>	<i><u>908</u></i>	<u>987</u>	<i><u>1,109</u></i>

The prepayment and accrued income includes accrued legacies £137,000 (2022: £243,000). A proportion of legacies receivable may be received after more than 1 year, but this figure cannot be determined with any accuracy due to the inherent uncertainty in the timing of legacy income receipt.

Amounts due from FAB include a £10,000 (2022: £10,000) concessionary loan made to FAB which is secured and carries a market rate of interest and is repayable on demand.

Amounts due from DWMT in 2022 included the £16,000 balance on a concessionary loan to undertake essential repairs to the centre in Dunkirk. This was repaid in 2023.

19. CURRENT LIABILITIES

	2023	<i>2022</i>	2023	<i>2022</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade creditors	122	<i>107</i>	122	<i>106</i>
Social security and tax	51	<i>38</i>	51	<i>38</i>
Accruals and other creditors	292	<i>936</i>	294	<i>939</i>
Total	<u>465</u>	<i><u>1,081</u></i>	<u>467</u>	<i><u>1,083</u></i>

20. RESTRICTED FUNDS

Restricted funds 2023	Opening	Income	Expenditure	Transfer	Closing
	Balance	£'000	£'000	£'000	Balance
	£'000	£'000	£'000	£'000	£'000
Acu, Brazil vehicles and chaplaincy; Anglo American Shipping Pte Ltd	-	40	(40)	-	-
Africa ports (Lagos, Mombasa, Richards Bay, Saldanha Bay & Port Elizabeth) welfare support, The Seafarers Charity	22	-	(22)	-	-
Belfast branch building reserve fund	368	-	-	(9)	359
Christmas welfare for seafarers; ICMA,	-	3	(3)	-	-
Core funding for UK ports in the North East, Scotland, Southampton, the South West & Wales; Merchant Navy Welfare Board	-	75	(75)	-	-
Dubai,UAE Ship visitor and welfare work; International Transport Workers' Federation	43	-	(43)	-	-
Falmouth centre improvements; Merchant Navy Welfare Fund	-	7	(7)	-	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

Restricted funds 2023 (continued)					
Felixstowe chaplaincy and welfare; Harwich Haven Authority	14	-	-		14
Innovations fund; AET Tankers	9	-	(9)	-	-
Justice & Welfare support, Samaritan Fund & Advocacy for the Middle East & South Asia region; The Seafarers Charity	14	-	(14)	-	-
Lagos centre repairs, Nigeria; International Transport Workers' Federation	26	-	(26)	-	-
North Tees centre hot water system; Merchant Navy Welfare Fund	-	5	(5)	-	-
Philippines family projects country manager; The Sailors Home Hong Kong	-	23	(23)	-	-
Philippines family projects; Pacific Basin Shipping	-	44	(44)	-	-
Philippines family projects and WeCare resources; UK P&I Club	-	21	(21)	-	-
Port costs and advocacy UK; The Seafarers Charity	100	50	(100)	-	50
Port Development support; The Seafarers Charity	-	30	(30)	-	-
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	15	-	-	(8)	7
Project for Cornwall; legacy from the estate of the late Miss Townson Harrison	-	9	-	-	9
Regional Directors (Europe) and Africa support; David Pellatt	-	50	(50)	-	-
Rotterdam Centre; Tritax	11	-	(11)	-	-
Rotterdam chaplaincy; individual donors	-	1	(1)	-	-
Seafarers App; Cargill International SA £30k; The Seafarers Charity £30k; DNV GL £26k	86	-	-	(16)	70
Seattle and Sydney support; Hamburg Sud	6	-	(6)	-	-
Ship visitor, Richards Bay;	-	8	(8)	-	-
Ship visitor, Tilbury; David Pellatt	-	25	(16)	-	9
South Shields IT equipment; Merchant Navy Welfare Board	-	2	(2)	-	-
Suicide prevention training; Merchant Navy Welfare Board	-	46	(46)	-	-
Tauranga centre, New Zealand Covid-19 support; TK Foundation	15	-	-	-	15
USA strategic development; Orange County Community Foundation	-	102	(95)	-	7
Vehicles for ports Antwerp, Kobe, Mombasa, Nelson and Bangkok; International Transport Workers' Federation	-	179	(147)	-	32
Vehicles for use in UK Ports; Merchant Navy Welfare Board	45	32	-	(12)	65
Vehicle running costs Colombo, Singapore and South Tees; The Baltic Exchange Charitable Foundation	30	15	(45)	-	-
Vehicle running costs Saldanha Bay, South Africa; Anglo American Marketing Ltd	7	4	(7)	-	4
Others	22	-	(22)	-	-
Total	833	771	(918)	(45)	641

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

<i>Restricted funds 2022</i>	<i>Opening Balance £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>Transfer £'000</i>	<i>Closing Balance £'000</i>
<i>Africa ports (Lagos, Mombasa, Richards Bay, Saldanha Bay & Port Elizabeth) welfare support, The Seafarers Charity</i>	-	32	(10)	-	22
<i>Belfast branch building reserve fund</i>	376	-	-	(8)	368
<i>Cadetship project; TK Foundation</i>	10	-	(10)	-	-
<i>Chat to a Chaplain support, The Seafarers Charity</i>	-	23	(23)	-	-
<i>Christmas welfare for seafarers; International Transport Workers' Federation £7k; ICMA, Mission to Seafarers Rotterdam</i>	1	7	(8)	-	-
<i>Christmas welfare for Ukrainian seafarers; Baltic Exchange Caledonian Society £14k;</i>	-	14	(14)	-	-
<i>Dubai, UAE Ship visitor and welfare work; International Transport Workers' Federation</i>	-	47	(4)	-	43
<i>Restricted funds 2023 (continued)</i>					
<i>Felixstowe chaplaincy and welfare; Harwich Haven Authority</i>	-	25	(11)	-	14
<i>Flying Angel Campaign i.in response to the Covid-19 pandemic; Clearwater Foundation and many others</i>	47	-	(47)	-	-
<i>ii.technical Solutions; TK Foundation, The Marine Society, Seafarers UK, Norden Shipping, Tindall Riley, Wallem Group, Baltic Charitable fund, Trinity House, Ship Owners, Vickers and many others</i>	116	(26)	(90)	-	-
<i>Great Yarmouth centre; Shell</i>	-	15	(15)	-	-
<i>Innovations fund; AET Tankers</i>	9	-	-	-	9
<i>Justice & Welfare support, Samaritan Fund & Advocacy for the Middle East & South Asia region; The Seafarers Charity</i>	8	55	(49)	-	14
<i>Lagos centre repairs, Nigeria; International Transport Workers' Federation</i>	35	-	(9)	-	26
<i>North Tees centre; Merchant Navy Welfare Fund</i>	-	5	(5)	-	-
<i>Philippines family projects country manager; The Sailors Home Hong Kong</i>	-	23	(23)	-	-
<i>Philippines family projects; Pacific Basin Shipping</i>	17	-	(17)	-	-
<i>Philippines family projects and WeCare resources; UK P&I Club</i>	16	-	(16)	-	-
<i>Philippines family projects Family Day; Singapore Shipowners</i>	-	7	(7)	-	-
<i>Port costs and advocacy UK; The Seafarers Charity</i>	90	100	(90)	-	100
<i>Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust</i>	23	-	-	(8)	15
<i>Rotterdam Centre; Tritax</i>	-	22	(11)	-	11
<i>Rotterdam chaplaincy; individual donors</i>	-	6	(6)	-	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

<i>Restricted funds 2023 (cont)</i>					
<i>Seafarers App; Cargill International SA £30k; The Seafarers Charity £30k; DNV GL £26k (capitalised)</i>	60	26	-	-	86
<i>Seafarers Happiness Index; Standard Club £14k, Baltic Exchange Charitable Foundation £5k and Idwal £14k</i>	-	33	(33)	-	-
<i>Seattle and Sydney support; Hamburg Sud</i>	-	6	-	-	6
<i>Ship visitor, Richards Bay; David Pellatt</i>	-	8	(8)	-	-
<i>Suicide prevention training & resources; Trinity House £20k, EBM £10k</i>	28	-	(28)	-	-
<i>Tilbury Ship visitor; David Pellatt</i>	-	22	(22)	-	-
<i>Tauranga centre, New Zealand Covid-19 support; TK Foundation</i>	15	-	-	-	15
<i>Vehicles for use in UK Ports; Merchant Navy Welfare Board</i>	27	37	-	(20)	44
<i>Vehicle running costs Colombo, Singapore and South Tees; The Baltic Exchange Charitable Foundation</i>	15	15	-	-	30
<i>Vehicle running costs Saldanha Bay, South Africa; Anglo American Marketing Ltd</i>	3	4	-	-	7
<i>WeCare programme and e-learning resource; UK P&I club £23k and Kadmos £9k</i>	-	32	(32)	-	-
<i>Others</i>	26	2	(6)	-	22
Total	922	543	(597)	(35)	833

Restricted funds (note 1.4) represent capital grants or donations received for specific purposes. For capital grants or donations the transfer to unrestricted funds represents the depreciation charge on fixed assets.

21. UNRESTRICTED FUNDS

Unrestricted funds 2023	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Fixed assets	4,050	54	(78)	-	4,026
Branches and subsidiaries	7,778	1,459	(801)	-	8,436
African Region Fund	174	-	(30)	-	144
Strategy plan 2022-2026	2,298	-	(201)	-	2,097
Commitments from Adventure Race Japan/EPS	-	295	(5)	-	290
Global Health & Safety & Training Fund	471	-	(46)	-	425
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	15,771	1,808	(1,161)	-	16,418
General Funds	23,086	5,622	(3,782)	45	24,971
Total unrestricted funds	38,857	7,430	(4,943)	45	41,389

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023

<i>Unrestricted funds 2022</i>	<i>Opening Balance</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfer/ Disposals</i>	<i>Closing Balance</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<i>Designated funds</i>					
<i>Fixed assets</i>	3,919	189	(58)	-	4,050
<i>Branches and subsidiaries</i>	8,565	1,107	(1,894)	-	7,778
<i>African Region Fund</i>	204	-	(30)	-	174
<i>Strategy plan 2022-2026</i>	2,000	-	(84)	382	2,298
<i>Covid-19 Emergency Support Fund</i>	407	-	(25)	(382)	-
<i>Global Health & Safety & Training Fund</i>	500	-	(29)	-	471
<i>Commitments to Retired Chaplains</i>	1,000	-	-	-	1,000
Total designated funds	16,595	1,296	(2,120)	-	15,771
General Funds	26,339	3,201	(6,489)	35	23,086
Total unrestricted funds	42,934	4,497	(8,609)	35	38,857

The Fixed Asset reserves represent the cost value, net of depreciation, of the investment in fixed assets owned by The Mission to Seafarers.

The Reserves of the branches, subsidiary companies and the African region fund are held for the purpose of delivering services in the relevant geographical locations.

Any chaplain employed prior to 1983 with a minimum service of 30 years is entitled to be provided with housing for the remainder of their life. Although there are no further properties to be purchased, the Mission has an on-going commitment to retired chaplains' property costs including maintenance and council tax.

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2023	Unrestricted General	Unrestricted Designated	Restricted	Total
	£'000	£'000	£'000	£'000
Intangible fixed assets	-	59	70	129
Tangible fixed assets	-	3,967	431	4,398
Investments	21,292	6,553	-	27,845
Net current assets	3,679	5,839	140	9,658
Long term liability	-	-	-	-
Total	24,971	16,418	641	42,030
2022				
<i>Intangible fixed assets</i>	-	23	86	109
<i>Tangible fixed assets</i>	-	4,027	428	4,455
<i>Investments</i>	20,456	6,085	-	26,541
<i>Net current assets</i>	2,630	5,636	319	8,585
<i>Long term liability</i>	-	-	-	-
Total	23,086	15,771	833	39,690

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023

23. FINANCIAL COMMITMENTS

At 31 December 2023 the Group and Company had commitments (2022: £343,000) under non-cancellable operating leases as set out below:

Lease payments;	Land and Buildings 2023 £'000	<i>Land and Buildings</i> <i>2022</i> <i>£'000</i>	Other leases 2023 £'000	<i>Other leases</i> <i>2022</i> <i>£'000</i>
Due not later than one year	33	33	2	2
Due between one year and five years	137	137	5	7
Due after five years	138	173	-	-
	<u>308</u>	<u>343</u>	<u>7</u>	<u>9</u>

24. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £'000	<i>2022</i> <i>£'000</i>
Net (expenditure)/income for the reporting period <i>(as per the statement of financial activities)</i>	2,364	(4,261)
Adjustments for:		
Depreciation charges	123	93
(Gains)/loss on investments	(2,411)	3,509
Dividends and interest	(1,060)	(871)
Profit on sale of fixed assets	(5)	(25)
Increase in stocks	(3)	(4)
Decrease/(Increase) in debtors	74	(78)
(Decrease)/Increase in creditors	(616)	704
Net cash (used in)/provided by operating activities	<u>(1,534)</u>	<u>(933)</u>

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £'000	<i>2022</i> <i>£'000</i>
Cash in hand	1,309	1,263
Notice deposits (less than 3 months)	7,959	7,477
Total cash and cash equivalents	<u>9,268</u>	<u>8,740</u>

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2023 £'000	Cashflows £'000	Other non-cash changes £'000	At 31 December 2023 £'000
Cash at bank and in hand	8,740	528	-	9,268
Total	<u>8,740</u>	<u>528</u>	<u>-</u>	<u>9,268</u>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2023
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2023**

27. SUMMARY SOFA FOR THE MISSION TO SEAFARERS COMPANY NO. 622024

	2023	2022
	£'000	£'000
Income	5,749	4,892
Gain/(loss) on investments	2,404	(3,496)
Expenditure	(5,811)	(5,652)
	<hr/>	<hr/>
Net income/(expenditure)	2,342	(4,256)
	<hr/>	<hr/>
(Loss)/gain on foreign exchange	(23)	93
Total funds brought forward	39,550	43,713
	<hr/>	<hr/>
Total funds carried forward	41,869	39,550
	<hr/> <hr/>	<hr/> <hr/>

28. POST BALANCE SHEET EVENT

Following an accident on 13 October 2020, The Mission to Seafarers pleaded guilty on 20 June 2023 to a breach of Section 33(1)(a) of the Health and Safety at Work etc. Act 1974. The Mission to Seafarers was sentenced to a £90,000 fine on 29 February 2024 and this creditor amount is included in Note 19, Accruals and other creditors.

THE MISSION TO SEAFARERS

England & Wales - Charity number 1123613

Accounts



THE MISSION TO SEAFARERS

TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2022

**A company limited by guarantee, registered in England and Wales no. 6220240
A charity registered in England and Wales no. 1123613**

**First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE
www.missiontoseafarers.org
[@flyingangelnews](https://twitter.com/flyingangelnews)**

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022**

CONTENTS

	Page
Introduction	1
Strategic Report	3
Financial Review	11
Charity Information	17
Governance, Structure and Management	19
Statement of Trustees' Responsibilities	23
Independent Auditor's Report to the Members of The Mission to Seafarers	24
Financial Statements:	
Consolidated Statement of Financial Activities	27
Consolidated Balance Sheet	28
Company Balance Sheet	29
Consolidated Statement of Cash Flows	30
Notes to Financial Statements	31

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022**



Introduction

Our Annual Reports of the last two years have reflected the massive disruption and difficulty that faced our beneficiaries, seafarers and their families, as a result of the COVID-19 pandemic. These brought enhanced urgency to our work and extraordinary challenges in delivering it. Those impacts and challenges continued right through 2022, with the Shore Leave issue particularly prevalent, and often detrimental to seafarer well-being. Alongside its impact on crews, the pandemic had a major effect on our work, especially on our network of over 120 Seafarer Centres, although many are now seeing usage once again. Then in March 2022, seafarers, and their families, were hit by a second devastating crisis – the Ukraine war. With Ukrainians and Russians making up 15% of the crew workforce, with families in Ukraine under intense stress and with many other seafarers caught up in the conflict, there were huge demands on our teams for pastoral and practical intervention.

Our work in 2022 has taken place against the background of these two crises, both of which have hit seafarers with particular ferocity, as well as in the context of the usual intense challenges they experience. In ports, the emphasis throughout 2022 remained on our proactive visitation of ships. Face-to-face welfare support remains essential, and the core of our output. The value of seeing a friendly face in a strange port cannot be over-emphasised, of hearing a different voice, of being able to share good news and bad, seek confidential advice or request more overtly spiritual support. Our teams have brought their skills in mental health first aid and post trauma support. Pastoral support has combined with practical services that have been hugely important. These have included the extraordinary amounts of personal shopping carried out for seafarers who could not disembark in port, a reality reflected strongly in our statistics. In addition, the facilitation of communication has taken on a new significance in the absence of shore leave, and in relation to the need for Ukrainians to maintain connectivity with their homes.

Our extensive portfolio of fast-developing wider programme has been a very important feature of recent years, and continued to be in 2022. This features significantly in this report.

2022 has also seen the implementation of the recommendations of a major External Governance Review, the move of our IHQ team to a new head office building together with much changed patterns of working, an expansion of our IHQ team and a reordering of our Senior Management Team. There has also been significant changes in leadership at Regional level following promotions and retirements. We have continued our governance improvement journey, with a particular emphasis in 2022 on Health and Safety. I also note the ongoing success of our Development Team on whose fundraising we remain utterly dependent.

These are some of the highlights of what has been another year of enormous challenge and very positive outcomes. Output has remained absolutely focused on transforming the lives of seafarers and their families in these acutely difficult times. We are a Christian mission, closely linked with the Church of England and the Anglican Church worldwide. That mission is expressed holistically, inclusively and practically but it has a deep spiritual underpinning which continues to inform and guide all that we do. In closing this introduction to our Annual Report, I must acknowledge and thank our teams in London and around the world, the vast number of supporters, individual and corporate, who continue to make our work possible, and my own colleague Trustees.



Tom Boardley

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

The Mission to Seafarers Trustees' Annual Report (incorporating the Directors' report as required by Company Law) for the financial year ending 31 December 2022

Our Object

The object of The Mission to Seafarers ("the Mission"), as stated in the Articles of Association, and for which we are established for the public benefit, is:

"To promote the spiritual, moral and physical wellbeing of seafarers and their families worldwide."

Our Common Standards

The Mission has further revised and developed a range of common standards to maintain a strong sense of unity and common purpose, to sustain and protect its reputation and to promote high quality ministry. They will be applicable to all the Mission 'Members' including all Mission to Seafarers 'Flying Angel' local stations, operations and honorary chaplaincies as follows;

Our Vision

Our vision for the world's 1.6 million seafarers of all ranks, nationalities and beliefs is to:

- operate a network of services where seafarers are valued and cared for in the ports where the need is greatest, thus improving and safeguarding their wellbeing,
- be in the right ports with the right resources offering support which is relevant, compassionate and life-enhancing, and
- meet the needs of all seafarers and their families, irrespective of faith or cultural background.

Our Mission

Our simple mission is **to care for the shipping industry's most important asset: its people.**

Throughout a long and distinguished history, the Mission has grown to become one of the largest port-based welfare operators in the world, with a presence in almost 200 ports. We provide a service 365 days a year, across 50 countries where 118 of these ports have a Flying Angel centre. International Headquarters (IHQ) in London directly supports over 70 front-line staff in addition to an army of volunteers who visit ships, offer hospitality, drive minibuses and engage in a range of other welfare activities.

Our Ethos

Our historic and integral partnership with the Anglican Church continues to be central to our ethos. It has traditionally found particular expression in how local teams should normally be licensed, recognised or affirmed by Diocesan Bishops as appropriate. In addition, it is expressed through our commitment to the Five Marks of Mission. We seek to maintain and develop close and supportive relationships with the worldwide Anglican Communion.

We are also deeply committed to effective ecumenical co-operation locally, regionally and internationally. We actively seek to sustain the best in such working, including through our longstanding and proactive engagement within the International Christian Maritime Association (ICMA).

Our ethos is one which also stresses the importance of the widest possible partnership and collaboration to the benefit of seafarers and their families.

Our Values

Pioneering: Being open to God's leading, we encourage innovative thinking and seek to be flexible and entrepreneurial in our ways of working.

Inclusive: We are unconditionally committed to the support of all seafarers and their families without discrimination.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

United: We are one global, intergenerational, multicultural family united in vision and purpose, while respecting diversity of culture and context.

Collaborative: We are co-operative in our approach to our work – in relation to individuals, the church, ecumenical partners, and organisations and institutions that work for the welfare of seafarers.

Accountable: We are accountable to God as stewards of the resources entrusted to us, to each other in recognition of our mutual inter-dependence and to those charged with governance at local station, regional and international level.

Caring: In all our dealings we strive to behave with compassion, to act with integrity and to treat everyone with respect.

Our Code of Conduct

Our membership of ICMA carries an obligation to abide by the Constitution of the Association and its Code of Conduct.

In a fragmented and divided society it is ICMA's mission to promote unity, peace and tolerance. ICMA was founded to promote and co-ordinate Christian ecumenical co-operation in maritime ministry. Chaplains and staff of all ICMA Member Societies at local, national and international level are therefore to:

- a) Show an unconditional love to the seafarer as a human being, created in the image of God, and a sincere respect for their personal values and beliefs.
- b) Serve seafarers and their dependants of all nationalities, religions, cultures, language, sex and race.
- c) Fight prejudice, intolerance and injustice of any kind.
- d) Respect the diversity of ICMA Members and Churches and develop that which unites them.
- e) Respect the loyalty of those engaged in maritime ministry to their particular ecclesiastical discipline and tradition, and refrain from proselytising seafarers.
- f) Co-operate with persons, organisations and institutions - Christian or non-Christian - that work for the welfare of seafarers.

Our Standards

The Mission to Seafarers aspires to the very highest quality of professional standards and is absolutely committed to effective and transparent safeguarding.

Our Common Identity

All Members share a common identity, which includes the use of the name "The Mission to Seafarers" and/or "Flying Angel Club", followed where applicable by the name of the relevant region/country/local station, and the use of the Flying Angel logo.

As such, Members should be sensitive to the fact that the actions of one or more Member, even within their own national or regional context, may significantly affect others across the global network.

Our Ministry

We are committed to Christian mission, informed by the "Five Marks of Mission", with a focus on a holistic, proactive, professional and engaged response to the needs of seafarers and their families.

Our port-based ministries will reflect in some measure the following services, as is appropriate within the local context. The Mission to Seafarers encourages a creative, contextual and entrepreneurial approach, providing it is in line with seafarer need and is sustainable. Areas of ministry may include:

- Ship visitation
- Centre hospitality:
 - Friendship/welcome
 - Wi-Fi facilities
 - Recreational opportunity

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

- Food and drink
- Shop
- Chapel and services
- Hospital visitation
- Prison visitation
- Transport services
- Emergency response, including post-trauma and mental health counselling/signposting
- Justice and Advocacy, supporting seafarers during times of crisis or need and advocating for those without voice
- Spiritual support as appropriate:
 - Prayer
 - Counselling
 - Services of worship on board or in centre
 - Provision of access to community places of worship
 - Distribution of Christian literature
- Programmes designed to meet the wider needs of seafarers in a rapidly changing maritime world, including global projects and local port welfare initiatives.

Our Work 2022 - Overview

1. Seafarers

The acute pandemic-related challenges of 2020 and 2021 continued throughout 2022. These focused particularly on the issue of shore leave, which remained very limited throughout the year, but with emerging evidence of a gradual relaxation globally. The lingering impacts of COVID-19 combined with the outbreak of war in Ukraine had huge implications for Ukrainian and Russian seafarers, as well as for those who found themselves trapped in Ukrainian ports or even under direct attack (one such ship and its traumatised crew was visited by our Chaplain in Turkey). Clearly Ukrainian crew face acute dilemmas and great anxiety for their families, with decisions to be made about returning home or not. Many of these families were based in badly-hit areas. Large numbers became refugees and some suffered injury, death and the loss of homes. These double crises added to all the usual challenges faced by seafarers and their families and posed enormous challenges for seafarer well-being and consequently our need to respond rapidly and relevantly.

2. Our Operations

Ports

Many of the ways in which we normally deliver our work continued to be under severe pressure through 2022. In 2021 our global network of hospitality centres, together with our transport fleets, faced reduced crew footfall of 93%. In 2022, as statistics demonstrate, we began to see something of a recovery, but from historically very low levels. We are in a period of significant uncertainty. Seafarers, the maritime industry and maritime welfare have been through an unprecedented three-year disruption – in addition to wider drivers of change. We are in an emerging new world and are yet to see the full impact of all this on future patterns of seafarer behaviour, on company and local regulation and on port security. We believe that seafarer centres will continue to have an important place in seafarer support but they will need to be the right models in the right places. While we are delighted to see a gradual reopening of centres, we recognise that further modernisation and development will be required. 2022 has seen the start of significant planning in line with strategy – particularly around modular and mobile centres. We intend to be in a strong position to lead change once we have greater clarity.

Throughout 2022, our focus has been on sustaining and growing proactive ship visitation. This is the best way of ensuring vital face-to-face contact with crew. While we fully recognise the value of digital welfare initiatives and are adopting a hybrid approach ourselves, we continue to believe that personal interventions will always have an irreplaceable role. Significant new investment in paid ship visiting across all our nine regions was made available from 2022 (see below). We continue to be committed to highly professional and well trained teams, not least in the areas of mental health first aid and post trauma support. Again, fresh investment was made available in 2022 for supporting training initiatives through the strategic period.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

Volunteering has taken a big hit through COVID-19, with many of our older volunteers not returning after a three year gap. As we begin to reopen centres and expand ship visiting, careful attention is being paid to recruitment and support.

Wider Programme

Our wider programmes have continued to expand and develop. Our WeCare educational resources in communication and financial literacy reached more than 85,000 seafarers in 2022 and we began to develop a formal Family Support Network in South India, based on our successful model in the Philippines. Since the start of the pandemic, our Seafarers Happiness Index has been the industry's barometer of what crew are thinking and this continued into 2022 with four published reports and a new sponsorship partnership with Idwal and NorthStandard. Work on our new seafarer wellbeing app was completed but technical approvals have delayed the launch until 2023.

3. Finances

After two extraordinary years in fundraising, with exceptional corporate donations and legacies, 2022 has been more of a "normal" year. Corporate donations from within the maritime industry remain our prime focus and the likeliest avenue to continued long term sustainability, together with the major maritime grant funders who remain vital to our continuing work. However, events, legacies and individual and church giving all remain very important and valued income streams. Most streams showed returns on or beyond target. We benefit from an exceptional Development team and the support of some key figures within industry. Of note, has been significant levels of government funding into our New Zealand work. There is optimism that Australia will follow. We are active in encouraging these and other governments to consider structured funding for maritime welfare organisations as part of their responsibility under the Maritime and Labour Convention. Trustees have done detailed work on our reserves and we are working to a careful financial parameter plan which will deliberately reduce our reserve levels over time, maximising spending on front-line work while protecting long term sustainability. Our strategy also commits us to further building of local and regional sustainability wherever possible, diversifying our fundraising and making it less UK dependent. As we emerge from the pandemic there will be renewed focus on this.

4. General

Our new global strategy was launched at the start of the year and progress is reflected in this report. While its core themes are clear and relevant, there are considerable uncertainties about the exact nature of seafarer need and behaviour in the emerging post pandemic environment and there will need to be considerable flexibility in the timing and nature of its full rollout.

An External Governance Review (EGR) reported in 2022. While its outcomes were affirmatory and encouraging, it usefully highlighted a number of areas for consideration, including the need for some adjustment in trustee length of service, for a further review of our Reserves policy, to increase the size of our head office team, to adjust our Senior Management Team structure and to take further measures in regard to Safeguarding. Necessary actions have followed through the year.

Also in 2022 the Mission's new head office opened in Shoreditch with staff returning and working on a very different basis to pre-COVID-19. We expanded all our IHQ teams in line with the recommendations of the EGR and in response to growing demand across all areas, including programme and compliance.

Our Work 2022 – Strategy and output

Programme

Strategic aim: we will deliver effective maritime ministry to the highest possible standard, within a framework of sound governance and accountability. Over the next five years we will seek to achieve:

- Significant progress towards effective, relevant, sustainable and outcome-based work across our network, ensuring that we are present in the right ports with the right models of ministry.
- Encourage alternative models of ministry, to be explored and established where appropriate.
- Implementation of a comprehensive governance structure (international, regional and local) supporting high quality and professional working, in line with common global purpose and standards.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

- Meaningful progress in building a global Mission culture which shares a global ethos and vision and is responsive to a changing maritime environment, open to new thinking and supportive of appropriate entrepreneurial activity.
- Ongoing commitment to the support of well-led, well-trained and well-governed regions as the basis for delivering high quality port ministry, working towards regionally defined goals and objectives.
- Further development of an effective programme of wider projects (global and regional), that are professionally delivered, seafarer-focused and with demonstrably strong outcomes, having special emphasis on building effective family support networks, working in close liaison with regions as relevant and with engagement from the global Mission.

Ports chaplaincy and ship visiting

The most visible sign of The Mission to Seafarers is our network of port chaplains and welfare teams in 200 ports across 50 countries. Outputs for our UK and Grant Funded chaplaincies were;

Activity	2022	2021
Ship Visits	21,623	21,056
Seafarers centre attendees	33,686	15,412
Seafarers transported	15,533	6,434
Justice and Welfare Cases	1,037	951
Numbers of Seafarers met during a ship visit	151,361	105,280

It should be noted that in 2022 some locations around the world remained in strict lockdown and port access continued to be an issue, particularly for those chaplaincy projects which we fund in developing countries. Officially, the Mission's teams did not enter vessels until May 2022 when a decision was taken by the Regional Directors to amend the COVID-19 Protocols. When ship visiting did return to include indoor activity, social distancing, masks and sensible precautions were maintained.

With the rise of in-vessel visiting, we have increased the number of ship visit interactions for 2022 to seven, on the basis that a ship visitor will encounter a seafarer at the security desk at the top of the gangway (1), an escort to the Master's Office (2), an interaction with the Master (3) and other senior officer (4), a conversation with the Cook (5) and galley staff (6), and at least one interaction in the Mess (7). This estimate does not work for all ship types (notably cruise vessels) but we believe this to be a reasonable representation of what happens during a ship visit.

When added to our global Mission to Seafarers family, the above statistics rise to:

Activity	2022	2021
Ship Visits	39,068	34,629
Seafarers centre attendees	69,743	23,629
Seafarers transported	51,013	12,131
Justice and Welfare Cases	1,358	1,383
Numbers of Seafarers met during a ship visit	273,476	173,155

During 2022 a £750,000 three-year project was launched to expand ship visitation across all nine regions

- Europe: additional ship visitors for Southampton, UK and Izmir, Turkey (delivered 2022)
- East Asia: additional capacity added in Thailand, Myanmar and Japan (delivered 2022)
- Latin America: Panama (additional capacity planned 2022 for delivery 2023)
- Africa: additional funding for Richards Bay, Port Elizabeth, Cape Town (delivered 2022)
- Middle East/South Asia: Funding made available for additional work India (delivery 2023)
- Oceania: additional funding for South Pacific Islands (research 2022, delivery 2023)
- USA: Major expansion project (comprehensive research 2022, delivery 2023)
- Canada: ship visiting expansion funding for St John (delivered 2022), Halifax (delivery 2023)
- Australia: ship visiting expansion funding (2022 for delivery 2023)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

Ongoing COVID-19 relief and management support was provided to local stations including financial support where needed and practical help by providing PPE and sanitising stations.

Wider Programme

Our wider programme of mental health resources, resilience training and working with seafarers' families continued to grow in 2022. The Philippine Family Network continued to be in high demand. Building on our pandemic feeding programme in South India, we have taken steps to formalise a Family Support Network in Tuticorin, India. An initial assessment of need has been completed, and we have provided funding for a homework club, along with sewing lessons. In 2023, we will recruit an in-country co-ordinator who will help to develop the work in line with local need.

Tuticorin Family Network;		
	Family Programme Participants	2,050
Philippines Family Network		
	Family Programme Participants	3,549
	No. of welfare cases dealt with in Manila	1,353
	No. of members in the Family Network	3,621

New partnerships were formed with Kadmos, BSM and OTG to reach more seafarers with access to our WeCare courses in communication and financial literacy.

In 2022, our Programme Manager qualified to train a suicide awareness programme called SafeTALK. In 2022 we trained 180 "suicide alert helpers" from 28 organisations, including Mission to Seafarers volunteers, other seafarers' welfare societies and shoreside personnel. In 2023, our intention is to make this course more seafarer friendly with the aim of training seafarers directly.

WeCare		
	Number of seafarers and family members trained in 2022	2,436
	Seafarers with access to the courses in 2022	85,241
SafeTALK		
	No. of Suicide Alert Helpers trained	180
	No. of organisations that received training	28

Provision

Strategic aim: we will seek to resource ministry fairly and appropriately, while building a sustainable future, recognising that longer-term financial dependency on IHQ is not viable. Over the next five years we will seek to achieve:

- A significant reduction in operating deficits
- Comprehensive and urgent progress towards financially self-sustaining regions. This process to be supported by IHQ action.
- Clarity, transparency and equity in allocating funding (ports and projects), guided by the strategy and underpinned by improved criteria, clear application procedures, quality reporting and overseen by a further developed Trustee Programme Committee.
- Development of a wider (beyond-UK) fundraising programme, including enhanced support for local and regional fundraising.
- Significant progress in partnering with shipping and maritime industry corporates as a key resource for support and funding, including the exploration of new approaches to funding.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

This was a more challenging year financially, compared to the immediate previous years. Our reserves took a major hit with a £3.5m unrealised investment loss and, as expected, income levels were lower in comparison to the two previous exceptional years. However, our undergirding fundraising trends remained highly positive, with strong income across most streams, including corporate, legacy, individual donations and events. Community and church fundraising has begun to recover post-COVID-19. Two new positions were added to the Development team in line with strategy, one in data and one in communications, which has assisted the whole team. The communications team continued to target new audiences, contributing to enhanced individual and corporate donations. We aimed to increase the numbers of new digital donors by 100% in 2022 compared to 761 new digital donors in 2021 and achieved 526 (69%). We will continue to aim for a 100% increase in subsequent years.

We continued to prioritise building our corporate funding from within the shipping industry. Our chief vehicle for this was the Sustaining Crew Welfare Fund, building on the major successes of 2021. An outstanding fundraising event from Eastern Pacific Shipping raised over Sing\$1.5m, contributing to a very wide variety of Mission projects globally. Work continued to develop fundraising more intentionally beyond the UK, expanding on existing corporate audiences in Asia (with very extensive work on the major 2023 Adventure Race Japan during 2022 and significant sponsorship funds already received during the year.)

Planning also began in relation to future development in the USA.

The fifth year of our major annual Singapore Dinner and International Awards continued to grow. Our Trustees continue to look strategically at all aspects of our financial performance. Following our External Governance Review, the Board revisited and reaffirmed the parameters which guide our financial planning and our approach to sensibly reducing reserves. We continued to support our Regions in their fundraising. This included delivering a comprehensive media and fundraising training to all Regional Directors. The setting up of a media representational group is in its fledgling stage.

Partnership

Strategic aim: we will prioritise partnerships to ensure efficient, collaborative and coordinated delivery of care to seafarers. Over the next five years we seek to achieve:

- Leadership at global, regional and local level in promoting intentional, collaborative partnerships for the delivery of care to seafarers.
- Further progress towards working in consultation and active partnership wherever possible – with ports, maritime welfare providers, mission organisations, the maritime industry and with churches.
- Building on current strengths, demonstrable progress in increasing global and regional church engagement.

In 2022 we continued to be significant funders and supporters of ICMA (the International Christian Maritime Association) and our Secretary General completed 4 years as their chairman (a role fully funded by Mission to Seafarers' Trustees). We also continued to build local, regional and national working relationships with key welfare colleague societies. We agreed a formal partnership with the Deutsche Seemannsmission (DSM) to co-operate in Panama (including with a new shared joint-post), we informally agreed with DSM for some shared work in Africa from 2023, we established a new joint chaplaincy role in Tilbury/London Gateway, UK, with Queen Victoria Seaman's Rest and concluded work with Stella Maris and Sailor's Society to re-establish three UK Ecumenical Centres under new Queen Victoria Seaman's Rest leadership.

Possibilities

Strategic aim: we will inspire, encourage and resource our global Mission family in exploring and pioneering new opportunities, looking boldly and creatively towards the next horizon. Over the next five years we will seek to achieve:

- Significant progress towards a more entrepreneurial culture with a range of demonstrable outcomes.
- Clear advances in using new technology to enhance seafarer welfare, in seafarer-facing work, in fundraising and in training.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

Significant work was carried out in 2022 in developing our new seafarer welfare app, which will go live in early 2023. Our £750,000 commitment to grow ship visitation across all regions opened up a significant range of new possibilities, many of which (as above) were realised in 2022. Of particular importance was the launch of a comprehensive plan to grow our work in the USA, in line with welfare need.

2023 Objective and activities

In 2023 we anticipate substantial growth in the use of our centres as “shore leave” provision increases and the impact of the pandemic on seafarers continues to ease. However, as stated above there will be some continued effect through both regulation and seafarer behaviour, especially in some of the countries in which we work. Flexibility will be necessary, together with an emphasis on exploring new models, both of Mission infrastructure and changed patterns of working. We will continue to prioritise proactive ship visitation. The lingering impacts of COVID-19, ongoing conflict in Ukraine, wider international tensions and global financial and political uncertainties will combine with an industry undergoing change, not least through increasing automation, to ensure unpredictable levels of potential change and disruption. Seafarers are often hit first and hardest.

Programme

Ports:

We will continue with our modernisation of our port-based working, with relevance and sustainability a driving factor at regional and local level, to include:

- Support for ongoing centre modernisation, in line with changing need. Explore use of mobile centres, with first example due to be rolled out in Rotterdam in 2023.
- Further development of our “key hub” programme, focused on existing and new ports where research dictates efforts should be enhanced in relation to maximising access to seafarers and building a multi-skilled team-based approach. Rotterdam to be the initial focus in 2023.
- Building on 2022 work, complete the regional ship visitation enhancement programme – ports identified in 2022 across all nine regions.
- Middle East and South Asia Region (MESA) to be a special focus for “greatest need” port development. One new MESA operation to be established in 2023, with a further two to follow. Lebanon, Saudi Arabia and Yemen will be a focus for development research.
- Revisit delayed “superyacht” crew support programme.
- Continue to support detailed strategic plans across all Regions.

Wider programme:

- Increase the number of WeCare trainers in the Philippines, able to train more seafarers in financial literacy and communication
- Contextualise our existing suicide awareness programme to make it relevant for the maritime industry
- Develop a Family Network in India, specifically in Tuticorin
- Build on existing work in monitoring and evaluation to further train our teams in the importance of “telling our story”

Training and Governance:

- Continue to develop our global governance to meet the highest professional, legal, and ethical standards promoting transparency and accountability at all levels.
- Further training for our frontline staff in individual and group crisis intervention and the provision of specialised acute emergency mental health intervention.
- Building on 2022 work, continue to develop a safety culture across the organisation with annual Health and Safety refresher training across the organisation and specialised training for key roles.
- Measure the environmental impact of our day-to-day operations, reduce our emissions in line with annual targets and offset unavoidable emissions.
- Publish our first ESG report detailing our approach to sustainable maritime welfare and our efforts to partner with stakeholders to contribute towards environmental sustainability.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STRATEGIC REPORT**

Provision

- The Flying Angel Campaign 2023 will be launched as a vehicle for corporate fundraising, with an aim of raising US\$ 700,000.
- The Adventure Race Japan will be held in May, with the aim of raising over US\$750,000 net (as well as introducing us to an extensive range of new partners).
- We will continue to build on our digital donor acquisition programme.
- As part of our programme to devolve fundraising beyond the UK we plan to appoint a new fundraiser in the UAE, and will be taking early steps in building fundraising capacity in the USA, in line with our expansion of port work there.
- Building on media training given in 2022, our communications team aim to increase global coverage by enhanced collaboration with the regions.

Partnership

- Continue to strengthen relationships with key maritime bodies.
- Launch new partnership with Deutsche Seemannsmission in Panama, supplementing our existing work.
- Explore further shared operational partnerships with colleague societies.
- Proactively seek out new partnership opportunities at all levels, including within maritime and in relationship to our colleague Church of England "Partner in World Mission" agencies.

Possibilities

- Develop our new seafarer welfare app to become a market leader in its field.
- Further adopt new technology to improve the routes by which seafarers can access welfare.
- Explore new opportunities for welfare provision in Poti, Georgia.
- Explore further MOUs between the Mission and a Nation State to provide welfare across a territory.
- Explore expansion of our service provision across the United States.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
FINANCIAL REVIEW**

2022 – Income and expenditure

The Consolidated Statement of Financial Activities is shown on page 27.

In 2022, the net movement in funds was a deficit of £4,166,000 (2021: gain £6,897,000). The main reason was due to a 2022 unrealised investment loss of £3,509,000 (2021: gain £3,383,000) and in 2021 we were very thankful to receive an exceptional legacy of almost £3m, which was not repeated in 2022.

Overall, 2022 was a difficult year for both the UK and wider economies and total income is down at £4,945,000 (2021: £8,607,000 – but, without the exceptional legacy 2021, income was £5,807,000). Income from trading with seafarers has fallen to £204,000 (2021: £327,000) but much of this is because we were able to distribute £232,000 of donated SIM cards to seafarers free of charge, which is included in both income and expenditure as a Gift in Kind. Overall general donations are up slightly at £1,680,000 (2021 £1,470,000) due to the continued support of donors, more local activity being undertaken as the threat of COVID-19 has receded and successful appeals. There was no major fundraising campaign in 2022 to follow on from the 2020 and 2021 successful *Flying Angel Campaign* and the *Sustaining Crew Welfare* initiative and general grants are down at £760,000 (2021: £959,000).

Donations, grants and legacy income, together with investment income make up the Mission's principal funding sources and represent 90% of total income (2021: 92%). They are a major contribution to funding the cost of the Mission's charitable activities.

Total operating expenditure increased by £640,000 (12.7%) to £5,697,000 (2021: £5,057,000) as, post COVID-19, there were a number of staff movements and new appointments hence staff costs have increased. Also work began on the first year of the new strategy with research and the launch of the new global Ship Visitors programme. Expenditure for charitable activities increased by £525,000 (12%) to £4,780,000 (2021: £4,255,000) and the costs of Raising Funds increased by £115,000 (14%) to £917,000 (2021: £802,000) as events and activities were able to resume post COVID-19. An analysis of expenditure is given in note 8 to the Financial Statements. The proportion of total expenditure that the Mission considers to be of a charitable nature is 84% (2021: 84%).

The Mission's investment portfolio concluded the year with a loss of £3,509,000 (2021: gain £3,383,000). However, unrealised investment gains or losses reflect market movements during the year and are not cash surpluses or deficits. They are not available to fund expenditure unless and until the investment is finally sold. Fluctuations in the stock market can impact on the Mission's reserves as can be clearly shown by the result for 2022. Investment income improved by 22% to £871,000 (2021: £712,000) as interest rate rises have contributed to higher returns.

The Mission participates in various pension schemes. Some are defined contribution schemes with no liabilities at the year end and others are multi-employer, defined benefit schemes where the Mission's ongoing liability at the year end was £nil (2021: £16,000).

The net loss before investment and foreign exchange gains for the Mission's four (2021: four) subsidiaries is £5,000 (2021: loss £20,000). With their total reserves of £140,000 (2021: £143,000) the Trustees confirm that one is in deficit (2021: none) with the Dunkirk War Memorial Trust, which was not operational in 2022, suffering investment losses of £13,000 (2021: gain £14,300). See notes 2 and 17.2 for further information about the subsidiaries.

Balance sheet

The Mission's group balance sheet shows that net assets have decreased by £4.2m to £39.7 million (2021: £43.9 million) and are made up of;

<i>Restricted reserves</i>	£833,000 (2021: £922,000) (see Note 20)
<i>General reserves</i>	£23.1 million (2021: £26.3 million)
<i>Designated reserves</i>	£15.8 million (2021: £16.6 million) which are not available for general purposes. (See note 21)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
FINANCIAL REVIEW**

Reserves

The Mission's policy is to maintain general reserves to reflect the long-term nature of its work. As the temporary custodians of these reserves, Trustees feel that it is essential that they leave The Mission to Seafarers in a state where it can continue for as long as seafarers need it and there are no signs of this need diminishing.

During 2022 the Trustees discussed and reviewed the policy and have reconfirmed that they continue to believe that general reserves should not fall below a total of three year's expenditure. Based on the 2023 budget, that figure equates to £18.2m. General reserves at the year end are £23.1m (£4.9m above the minimum required) and Trustees confirmed that there should be a continued, intentional and responsible utilisation of reserves over the strategic period, within agreed parameters. This will be achieved through a targeted reduction of deficit budgets with the aim of attaining long-term financial sustainability but allowing for intentional strategic expenditure and/or a response to unforeseen circumstances

In the opinion of the Trustees, a minimum of three year's expenditure continues to be required to meet future working and capital requirements having taken into account the following factors:

- The Mission seeks to operate in a proactive manner, to make commitments in terms of manpower, resources and premises for the long term and to provide a reserve of funds sufficient to support operations at locations worldwide where it operates. There are continuing indications that some of the Mission's operations overseas, which endeavour to be self-funding, are struggling to maintain essential services. The Mission to Seafarers is committed to the principle of maintaining its worldwide support of seafarers and to retaining a sufficient level of funds to give stability to its work, including the provision of emergency financing where necessary for these activities.
- In 2022 legacy income was £1,067,000 (2021: £4,728,000). Whilst the Mission has benefited from legacies in the past and hopes to do so in the future, legacy income cannot be relied upon as a continuing and certain source of incoming resources. The Trustees have, therefore, made allowance for the uncertainties that arise from legacy income.
- In line with the planned, phased reduction in reserves, The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from investment reserves. The Trustees have made allowance for the risk that future adverse movement in the market value of investments may impact on the ability to meet operating cash flow requirements and have revised their investment policy to mitigate this risk, including holding a minimum of one year's expenditure in cash.
- Changes in law may impose costs, such as in the area of pensions, where obligations may arise to ensure that current and retired employees are not significantly disadvantaged.

The level of the unrestricted general reserves has provided some protection to the Mission and allows time to adjust to changing financial circumstances. This has limited the risk to service provision from operating deficits, such as the Mission has experienced in recent years, or an unexpected need for unbudgeted expenditure. Indeed, during the COVID-19 pandemic in 2020 and 2021 this has provided protection and security for the Mission from the impact of COVID-19 as a proportion of investments were sold to provide enough cashflow to ensure that the Mission remained a going concern whatever the performance of stock markets. In 2022, the Mission's reserves allowed additional unbudgeted funds to be provided to respond to the needs of seafarers and their families resulting from the war in Ukraine. The reserves also helped to weather the impact of investment losses as global stock markets respond to the conflict and economic pressures.

Going concern

The Trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis as they believe that the current level of reserves and cash holdings at the date of signing will enable the Mission to survive the continuing impact of the COVID-19 pandemic and any impact from the war in Ukraine. They will also ensure that the Mission can continue to be able to support seafarers for the foreseeable future.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
FINANCIAL REVIEW**

Risk Management

The Board of Trustees has overall responsibility for risk management and maintains a Risk Register. This is included in the remit of the Audit and Risk Committee and continually monitored by the Senior Management Team.

The Risk Register identifies risks which:

- could have a serious impact on the viability or survival of the Mission
- estimates the likelihood of such an event occurring
- assesses the impact it would have if it occurred
- identifies what controls are already in place to reduce the impact or probability of the event occurring
- identifies what else could be done to reduce the probability or potential impact
- identifies the person(s) responsible for monitoring the risk and taking appropriate action.

The Register is reviewed as needed, but annually as a minimum. It was reviewed extensively by the Audit and Risk Committee in November and some risks were expanded and/or repositioned based on the score of each risk. One risk relating to Section 75 pension liability was downgraded to the Operational Risk Register for monitoring by Management while a new risk relating to the Mission's external advisers not acting in its best interests or suffering internal failures was added. The possibility of a cyber-attack was identified as a growing area of global concern, elevating Information Technology risk on the Register. Appropriate mitigating measures were added including the development of a Cyber Incidence Response Plan.

The principal risks that the Mission faces and the actions it takes to mitigate these risks are that:

- It is unable to raise sufficient funds to permit it to maintain or expand the services it offers to seafarers to meet the level of need identified.

It was feared that this risk would materialise as a result of the impact of the Pandemic. However, fundraising performed exceptionally well in the two Pandemic years and has now returned to more normal levels. The reserves position remains strong although there is extreme volatility in the market and inflation has soared. The Finance Working Group which began meeting informally during the COVID-19 pandemic now meets often, usually monthly, to analyse the Mission's financial position and advises the Board accordingly. Additionally, budgets and income forecasts are being updated regularly with an emphasis on reducing costs where possible and close financial monitoring is in place through forecasts, management accounts and oversight of the Audit and Risk committee.

- An employee, volunteer or any other individual who comes into contact with the Mission's work becomes subject to sexual harassment or abuse as a result.

The Mission's main resource in delivering services is its staff and volunteers who are subject to reference checks prior to engagement and DBS checks where appropriate. Staff and volunteer handbooks provide guidance and information on behaviour with training and on-going performance reviews to ensure that staff maintain the highest of standards. A Safeguarding and Professional Conduct Policy has been devised and implemented, supported by appropriate training. A Safeguarding Working group has been established with a Safeguarding lead trustee and deputy nominated. Adoption and implementation of this policy is a condition included in MOUs for all grants provided by the Mission. There are also contingency damage limitation plans in place.

Investment Policy

The Mission holds investments to help meet its current and future obligations and as a reserve against future shortfalls between income and expenditure. It is intended to hold reserves for the long term as the need to provide support and care to seafarers is not diminishing and it is expected that the Mission's activities, including long term housing commitments to retired employees and Church of England pension obligations, will continue for many years.

The overall aim of the Mission in holding investments is to produce the best financial return within an acceptable level of risk, in order to protect the long-term reserves against inflation and produce regular flows of funds to support fixed costs and operating activities both in the UK and overseas.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
FINANCIAL REVIEW**

The investment reserves are divided into:

- reserves expected to be held for a long-term time horizon (more than 3 years) to provide a total net annual return which exceeds inflation plus 5% over a five-year period
- those held for the short to intermediate term (0 to 3 years) to preserve the capital value with a minimum level of risk. These assets should be readily available to meet anticipated cash flow requirements.

In the implementation of this policy, the Trustees follow the Charity Commission guidance for the investment of charitable funds. Additionally, the Mission does not wish to profit directly from, or provide capital to, activities that are materially inconsistent with Christian values. This is ensured as the Trustees also follow the guidelines of the Church of England's Ethical Investment Advisory Group which may prohibit or limit the investment in stocks with exposure to certain sectors, such as armament and tobacco.

The Trustees will select one or more professional investment management firms to manage its investments in line with this policy. Such appointments can be in the form of bespoke agreements to manage the Mission's portfolio on a segregated basis, or via investments in pooled vehicles. The Investment Committee will from time to time make recommendations to the Board on the best approach to use, based on its assessment of the relative merits of each. The Investment Committee also performs the oversight of the Investment Managers and periodically reviews their performance, commercial terms and overall services and, if appropriate, makes recommendations to the Board for any change. This policy was reviewed in 2022.

Investment Portfolio

CCLA, which is regulated by the Financial Conduct Authority, is the investment manager for the Mission's funds. The assets have been invested with CCLA in the CBF Church of England Investment Fund (Investment Fund) which is a multi-asset common fund worth over £1,900 million as at 31 December 2022 and benefits from charitable status. Investment in the Investment Fund is based on the purchase of units that can be bought or sold at any time.

The prime objective of the Investment Fund is to protect and grow the real value of the capital invested and the income that it provides and it is managed in accordance with the policies of the Church of England's Ethical Investment Advisory Group and therefore fits with the Mission's investment policy.

Investment Performance

In 2022 the total return net performance for the Mission's investments managed by CCLA was a loss of 9.16% (2021: gain 17.46%) and the performance of the comparator* was a loss of 10.12% (2021: gain 16.96%). Gross dividend yield was 2.99% (2021: 2.64%) based upon mid-market price and an annual dividend of 61.79p (2021: 59.99p).

(*Comparator - composite: from 01.01.21 MSCI World 75%, MSCI UK Monthly Property 5%, iBoxx £ Gilts 15% & SONIA 5%.)

Fundraising

The Development team at the London IHQ is responsible for fundraising, communications and marketing. The team has continued to build upon the previous year's results in generating a substantial level of income for the charity whilst working around the continuing challenges that the COVID-19 pandemic has placed on fundraising activities. Our marketing and communications obligations have also continued to increase the profile of the Mission across the wider global maritime world, increasing awareness of our work and the reliance that we all have on seafarers.

Total fundraised income at IHQ for 2022 was £3,451,000 (2021: £6,234,000) a decrease of £2,783,000 (45%) which is mainly due to decreased legacy income £1,033,000 (2021: £4,279,000) following the previously mentioned £2.8m exceptional legacy received last year. We are very grateful to those supporters who made these commitments, sometimes many years ago. We also thank those who have pledged legacies during the year. This is a valuable source of income for us.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
FINANCIAL REVIEW**

Donations are received from individuals, churches, fundraising committees, grant giving bodies, trusts and corporates, especially those in the maritime sector. Some donations are linked to specific appeals such as the regular Lent, Summer, Christmas and Sea Sunday activities or specific events and campaigns such as the 2021/2 *Sustaining Crew Welfare Campaign*. Some individuals and teams undertake challenge events and we were pleased to see the continued support of Graig100 and IMO Richmond Bike rides, along with an inaugural Golf Day with Hayfin.

We were grateful to receive £332,000 as a result of the EPS Global Fundraiser, which raised overall S\$1,5m with a large contribution going to Singapore and the wider Asia Region.

Our partnership with the UKP&I Club continues into a fifth year, with support for the WeCare programmes. These programmes have continued to steadily grow within a manageable level, with a combination of online and face-to-face delivery. The new *SafeTalk* was started but we expect to see an increased delivery of this in 2023. Work with HFW continues to provide vital pro bono and fundraising support, for which we are so very grateful and we deeply appreciate all the companies, trusts, foundations and individuals who have continued to support us so generously to help seafarers in so much need. Our regular and individual giving for 2022 was a valuable £482,000 (2021: £493,000).

The Events team has been busy planning the 2023 Adventure Race Japan and are pleased that in-person events are increased in 2022 as mentioned above with income £136,000 (2021: £118,000) and that the successful bike ride 'The Graig 100' and the annual Festival of Nine Lessons and Carols service at All Hallows in London were able to take place again.

Post COVID-19 other areas of fundraising have increased as more activities have resumed with Community fundraising £149,000 (2021: £94,000) and Trusts and Foundations income at £630,000 (2021: £523,000). We also greatly assisted the global Mission family by providing trust expertise, the value of which does not appear in these accounts.

Our Communications Officer was promoted to Communications Manager and the new Communications Assistant is supporting her well. This will help us focus our communications into a more targeted approach using analytical skills building upon the past two years' successes. The communications agency Blue has played an important role in supporting us and ensuring that our responses to journalist and media opportunities are targeted and focused.

As we enter 2023, we are continuing to shape our communications activity, to ensure the most efficient delivery of this activity to the IHQ team and the wider global Mission in line with the Global Strategy.

The Mission is a contributor to the Fundraising Regulator who regulates fundraising in England and Wales with the aim of protecting donors to charities and ensuring that fundraising is respectful, open, honest and accountable to the public. In accordance with The Charities (Protection and Social Investment) Act 2016 we confirm that:

- The Mission carefully monitors all of its fundraising activities to ensure that they are compliant with the recognised standards of fundraising (as set out in the Code of Fundraising Practice) and that none were undertaken by a professional fund-raiser or commercial participator on behalf of the Mission
- The Mission is bound by and complies with the Fundraising Regulator's voluntary regulation scheme
- No complaints were received about our fundraising activities (2021: none)
- All fundraising activities are overseen by the Director of Development who ensures that the Mission's fundraising activities do not include:
 - Unreasonable intrusion on a person's privacy
 - Unreasonable persistent approaches for the purpose of soliciting a donation or
 - Placing undue pressure on a person to give money or other property.

Environment, Social, Governance

The Mission to Seafarers is treating the Environment, Social, Governance (ESG) agenda and its responsibilities with great seriousness. Trustees and senior management are keeping it at the forefront of our thinking and it has already been heavily discussed, including with external input. We seek alignment with best practice. The

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
FINANCIAL REVIEW**

Social and Governance aspects are well advanced in terms of current policies and operations. Environmental policies and practice are the focus of current thinking and planning. An Environmental Action Group, with global representation, has been meeting since November 2021 and will be making recommendations. It will be our aim to ensure that appropriate policies and cultures are in place globally. We are conscious that our global carbon footprint has been much reduced through the pandemic period (2020 and 2021). Severe restrictions on travel, vehicle usage, staff commuting and centre usage have all been key factors. As we emerge into more “normal” times we are seeking appropriate measurements, benchmarks and policies. Environmental responsibility is seen as a core value and is contained within the new strategy. The Mission to Seafarers plans to roll out ESG reporting annually in stages from 2023 (for the 2022 year).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
CHARITY INFORMATION**

A charity registered in England and Wales, no.1123613

A company limited by Guarantee, registered in England and Wales no. 6220240

President

Her Royal Highness The Princess Royal

Vice Presidents

Esben Poulsson
Grahaeme Henderson

Trustees

Thomas Boardley - Chairman	[*GN]
Rosemary Alexander (to 7 July 2023)	[*A] [I]
The Ven Christopher Burke - Vice Chairman (to 30 January 2023)	[GN]
Gary Chapman (from 30 January 2023)	[*A]
Robert Ferris OBE	[A] [G]
Alexandra Harwood (from 27 April 2023)	[A] [I]
William MacLachlan	[GN] [R]
David Moorhouse CBE - Vice Chairman (to 30 January 2023)	[GN]
The Ven Michael Power (from 30 January 2023)	
Neale Rodrigues MM - Vice Chairman (to 30 January 2023)	[R] [GN]
Timothy Smith (from January 2022)	
Claire Sneddon	[G] [R]
Sam Swire	[*G]
The Very Revd Andrew Tremlett	[*R] [GN]
Peter Cottrell	[*I] [GN]
The Right Revd David Williams – Vice Chairman	[G] [GN]

Company Secretary

Jayne Rose (to 30 November 2022)
Dorothy Osarenren (from 30 January 2023)

Key Management Personnel

Secretary General

The Revd Canon Andrew Wright [G] [GN]

Chief Operating Officer

Tomilayo Toluhi [G]

Director of Programme

Ben Bailey

Director of Development

Jan Webber

Director of Finance

Eileen Reilly [I]

Committees

***Denotes the Chair of the relevant Committee**

G. Grants and Programmes Committee (Formerly Grants Committee)

GN. Governance and Nominations Committee

R. Remuneration Committee

Helen Averill (External)

I. Investment Committee

Jim Aiken (External)

Paul Jeffries (External)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
CHARITY INFORMATION**

A. Audit and Risk Committee

Rachel Lawton (External)

Custodian Trustee

The Mission to Seafarers Trust Corporation Ltd acts as a custodian trustee on behalf of The Mission to Seafarers holding real estate property and investments.

Joint Corporate Trustee

The Mission to Seafarers is a joint corporate trustee of;

- Humber Seafarers' Service, Charity No. 1159953
- Felixstowe and Haven Ports Seafarers' Service, Charity No. 272077 (to 25 July 2023)
- Port of Bristol Seafarers Centre, Charity No. 286078 (to 25 July 2023)

Registered Office

First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE

External Advisers

Auditors

Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP

Bankers

HSBC Plc, 20 Eastcheap, London, United Kingdom, EC3M 1ED

Investment Advisers

CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

Solicitors

Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh, United Kingdom, SO53 3LG

HFW, Friary Court, 65 Crutched Friars, London, EC3N 2AE

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Mission to Seafarers; the charity

The Mission is a charity, constituted as a company limited by guarantee and not having share capital. The Mission is governed by a Board of Trustees (the Board) which forms the Board of Directors. Members of the Board are both Trustees of the charity and directors of the company, as constituted by the Mission's *Articles of Association*. The current Articles of Association are dated 19 August 2022.

The charity's Trustees and management

The Board is drawn from prominent leaders with wide experience of seafaring life, including the shipping industry and from London's financial centre, the City of London. The Mission also invites leading members of the clergy to serve as Trustees. The procedure for the election and appointment of Trustees is set out in the *Articles of Association of The Mission to Seafarers*. Trustees and management regularly review the skills and experience of the current members of the Board to try to identify new candidates who might strengthen particular areas.

Following an External Governance Review in 2022, the normal period a trustee can serve was changed from two terms of four years each to three terms of three years each. In exceptional circumstances, this can be extended to four terms, with annual re-election during the last term. The maximum period a trustee can serve is twelve years. The Board requires a quorum of five Trustees and normally meets four times a year. It is the governing council of the organisation.

Newly appointed Trustees are given an induction which provides them with information on the work of the organisation and highlights their responsibilities as a trustee. Some Trustees may also undergo specific training courses as required for their roles. Trustees are also required to sign a *Code of Conduct* and complete a *Register of Interests* on appointment and annually thereafter.

The Board has five permanent sub-committees:

- Audit and Risk
- Grants and Programme
- Governance and Nominations
- Investment
- Remuneration

Each of the above committees is made up of Trustees and members of the executive staff. Where appropriate, the Board may co-opt independent and professional expertise from external sources, for the benefit of a committee's work.

The day to day management of the charity is delegated to the Secretary General who reports to the Board and leads the Senior Management Team. The Secretary General also directly manages the Regional Directors for Europe, East Asia, Middle East and South Asia (formerly South Asia & the Gulf) and Latin America.

The Mission to Seafarers' International Headquarters takes a leading role in designing and rolling out processes to improve unity, protect the "brand", deliver global projects and agree strategic objectives for the Mission to Seafarers' global family. In addition, it provides a support function for the regions by disseminating information, conducting research, providing fundraising, brand and marketing services, and managing publications and digital media, including websites.

The Secretary General – amongst other duties – provides the spiritual leadership for the Ministry teams which support seafarers in need around the world. The Mission is entirely funded by voluntary donations and relies on the deep generosity of loyal supporters.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Delivery structure of direct Mission activities

- Regional network

The Mission to Seafarers' regional network is made up of nine regions:

- Europe
- East Asia
- USA
- Australia
- Africa
- Middle East and South Asia
- Latin America and the Caribbean
- Canada
- Oceania (New Zealand and South Pacific Islands)

As stated above the Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission Trustees. The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify one). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These independent regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2022 the Mission continued to provide grant-funding to all independent regions to support regional development.

Through the regional network, the Mission was able to give support and advice at around 150 ports through the independently run Mission to Seafarers' charities and organisations as part of the global Mission family. Part-time honorary chaplains appointed by the Mission also provided support for seafarers and were a point of contact for emergencies. The role of the honorary chaplain varies with the port and country in which the chaplain is located, but it is a key voluntary support system, which taps into local maritime knowledge and skills.

– Global network

The Mission to Seafarers welfare services to seafarers in the regions detailed above were provided through directly salaried, or grant-funded, port-based chaplaincy and/or ship visitor teams in the following areas, with 'memoranda of understanding' in place at all key locations:

Port/Area	Directly Employed By The Mission	Grant Funded And Directly Managed By The Mission	Grant Funded, Managed By Independent Organisations/Regions
Antwerp, Belgium			✓
Aqaba, Jordan		✓	
Bahrain Port		✓	
Baltimore, USA			✓
Bangkok, Thailand	✓		
Belfast, N Ireland	✓		
Buenos Aires, Argentina		✓	
Busan, South Korea		✓	
Cape Town, SA			✓
Costa Rica		✓	
Colombo, Sri Lanka		✓	
Dubai, United Arab Emirates	✓		
Felixstowe, UK	✓		
Hong Kong, China	✓		
Humber, UK	✓		
Israel			✓
Izmir, Turkey		✓	
JNPT, India		✓	
Liberia			✓
Limassol, Cyprus		✓	
Lyttelton, New Zealand			✓
Mombasa, Kenya			✓
Nelson, New Zealand			✓
Panama	✓		
Port Elizabeth			✓
Port Talbot & Milford Haven, UK	✓		

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Richards Bay, SA		✓
Rotterdam, The Netherlands	✓	
Rouen, France		✓
Said & Suez Ports, Egypt		✓
Scottish Ports, UK	✓	
Seattle, USA		✓
Southampton, UK	✓	
South Wales Ports, UK	✓	
Suape, Brazil		✓
Tilbury, UK		✓
Tuticorin, India		✓
Yangon, Myanmar		✓
Yokohama & Tokyo, Japan	✓	

- Branches

In addition to, and in conjunction with chaplaincy services, charitable activities were carried out by the Mission's 15 (2021: 14) branches, the majority of which provide centre-based facilities. They are directly controlled by the Mission through local employees and the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches employ 10 (2021: 8) staff paid from IHQ and 16 (2021: 8) staff employed locally, excluding their six chaplains who are included in the table above. Their financial results are consolidated into the Financial Statements set out on pages 28 to 31 of this report and they operate in the following locations;

Aqaba, Jordan
 Belfast, UK
 Dubai, United Arab Emirates, UK
 Falmouth, UK
 Fowey, UK
 Humber Ports, UK
 Newport, UK
 Panama, Latin America
 Manila, Philippines
 Port Talbot, UK
 South Shields, UK
 South Wales ports, (Welsh Council), UK
 Tees (North), UK
 Tees (South), UK
 Bangkok, Thailand

- The Mission group

The Mission to Seafarers' group includes the following companies, which are classified as subsidiaries. Their financial results are consolidated into these accounts and they are wholly controlled by the Mission;

- The Dunkirk War Memorial Trust Ltd.
- The Flying Angel Belfast Ltd.
- The Mission to Seafarers Scotland Ltd.
- The Mission to Seafarers Trust Corporation Ltd.

The subsidiaries employ no staff (2021: 4 staff were employed until November 2021 when the operations in Dunkirk ceased). Please see Note 2 for further information about the above subsidiaries and their 2022 results.

- Ecumenical

Many of the global family of charities, seafarers' centres and organisations work in partnership through local ecumenical networks, and in some cases co-owned property, via their membership of ICMA. In the UK, the Mission participated in Ecumenical centres where it was a joint trustee and directly involved in their management until 30 June 2022 when those centres were transferred to a new maritime charity. Further information is provided in note 23.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Remuneration

We recognise that we are accountable to our donors, supporters and beneficiaries and we are committed to ensuring maximum value in the use of resources. We also take our duty to provide a high quality and effective service very seriously. It is dependent upon our ability to attract and retain suitably qualified employees with the right knowledge, skills and experience.

The Remuneration Committee, which consists of three Trustees and one external member, has delegated responsibility from the Board to provide governance oversight on the principles and policies for setting pay and benefits within the charity. The Committee conducts an annual salary review based on forecast charity pay awards which are linked to the Retail Price Index (RPI) and the Consumer Prices Index (CPI). Any inflationary awards or salary adjustments are subject to affordability.

Job descriptions are evaluated based on The Mission to Seafarers' Job Factor Framework, which consists of seven agreed organisation-wide criteria, to establish the grade of the role based on the job size, complexity and level of responsibility. The salaries of chaplaincy staff employed from IHQ are set with reference to the Church of England National Stipend Benchmark and chaplaincy roles in other sectors.

Lay staff salaries within the UK are benchmarked against the Croner Charity Rewards annual survey. Locally employed chaplains and lay staff are paid a fair wage based on local levels. The Remuneration Committee has adopted a policy of paying median salaries compared to charities of a similar size and nature, to ensure competitiveness. The Committee approved a policy of paying all staff above the Real Living Wage which was implemented from 2015. The Committee is also responsible for setting the salary of the Secretary General. Accordingly, the Trustees consider that the remuneration policy of the charity is fair and transparent.

Public Benefit

The activities, achievements and plans relating to the Mission's work are detailed in pages 2 to 16 of this report and the Trustees confirm that they are carried out, in line with its charitable object and objectives, for the benefit of the public. They further confirm that the impact of our work on service users is a key criterion when deciding what activities to undertake and how best to achieve our mission. The Mission to Seafarers' Trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of The Mission to Seafarers for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102 (2019);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved and authorised for issue by the Board on 2023 and signed on its behalf by:



Thomas Boardley
Chairman of the Board

21st September 2023



Gary Chapman
Chairman Audit and Risk Committee

21 September 2023

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinion

We have audited the financial statements of The Mission to Seafarers (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with those Acts

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022**

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report..

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the parent charitable company's Trustees, as a body, in accordance with the act. Our audit work has been undertaken so that we might state to the parent charitable company's members and its Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body and the parent charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

Date: 22 September 2023

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
AT 31 DECEMBER 2022**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000
Income:							
Donations and legacies	3	3,034	543	3,577	6,663	585	7,248
Charitable activities (Provision of services to seafarers)	4	204	-	204	327	-	327
Other trading activities (Commercial Trading)	5	260	-	260	239	-	239
Investments	6	871	-	871	712	-	712
Other	7	33	-	33	81	-	81
Total income		4,402	543	4,945	8,022	585	8,607
Expenditure:							
Raising Funds (commercial trading and Fund raising activities)		917	-	917	802	-	802
Charitable activities (Provision of services to seafarers)		4,183	597	4,780	3,493	762	4,255
Total Expenditure	8	5,100	597	5,697	4,295	762	5,057
Net (expenditure)/income from operational activities for the year		(698)	(54)	(752)	3,727	(177)	3,550
Net (losses)/gains on investments		(3,509)	-	(3,509)	3,383	-	3,383
Net (expenditure)/income for the year		(4,207)	(54)	(4,261)	7,110	(177)	6,933
Transfers between funds	20	35	(35)	-	35	(35)	-
Other recognised (losses)							
Foreign Exchange gains/(losses)		95	-	95	(36)	-	(36)
Net Movement in Funds		(4,077)	(89)	(4,166)	7,109	(212)	6,897
Reconciliation of Funds							
Total funds brought forward		42,934	922	43,856	35,825	1,134	36,959
Total Funds Carried Forward	21	38,857	833	39,690	42,934	922	43,856

All activities are continuing except for the Dunkirk War Memorial Trust which ceased operations in France on 30 November 2021 (see Note 2.1). Notes 1 to 29 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 2022
 Company Number 6220240

Notes		Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	Total 2021 £'000
Intangible Fixed Assets	16	23	86	109	94
Fixed Assets					
Tangible assets	16	4,027	428	4,455	4,311
Investments	17	26,541	-	26,541	29,849
Total fixed assets		<u>30,591</u>	<u>514</u>	<u>31,105</u>	<u>34,254</u>
Current Assets					
Stocks		18	-	18	14
Debtors	18	908	-	908	830
Investments – short term deposits		7,477	-	7,477	7,199
Cash at bank and in hand		944	319	1,263	1,936
Total current assets		<u>9,347</u>	<u>319</u>	<u>9,666</u>	<u>9,979</u>
Liabilities					
Creditors falling due within one year	19	1,081	-	1,081	361
Net current assets		<u>8,266</u>	<u>319</u>	<u>8,585</u>	<u>9,618</u>
Net assets excluding pension liability		<u>38,857</u>	<u>833</u>	<u>39,690</u>	<u>43,872</u>
Multi-employer defined benefit deficit funding provision	15	-	-	-	16
Total net assets		<u><u>38,857</u></u>	<u><u>833</u></u>	<u><u>39,690</u></u>	<u><u>43,856</u></u>
Charity Funds					
Unrestricted general	21	23,086	-	23,086	26,339
Unrestricted designated	21	15,771	-	15,771	16,595
Restricted income funds	20	-	833	833	922
Total Charity Funds		<u>38,857</u>	<u>833</u>	<u>39,690</u>	<u>43,856</u>

Approved and authorised for issue by the Board on

2023. Signed on its behalf by:


 Thomas Boardley
 Chairman of the Board

21 Sept 2023


 Gary Chapman
 Chairman Audit and Risk Committee

21 September 2023

Notes 1 to 29 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
COMPANY BALANCE SHEET AT 31 DECEMBER 2022
 Company Number 6220240

Notes		Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	Total 2021 £'000
Intangible Fixed Assets	16	23	86	109	94
Fixed Assets					
Tangible assets	16	4,027	428	4,455	4,311
Investments	17	26,441	-	26,441	29,735
Total fixed assets		<u>30,491</u>	<u>514</u>	<u>31,005</u>	<u>34,140</u>
Current Assets					
Stocks		17	-	17	13
Debtors	18	1,109	-	1,109	1,198
Investments – short term deposits		7,477	-	7,477	7,199
Cash at bank and in hand		706	319	1,025	1,509
Total current assets		<u>9,309</u>	<u>319</u>	<u>9,628</u>	<u>9,919</u>
Liabilities					
Creditors falling due within one year	19	1,083	-	1,083	330
Net current assets		<u>8,226</u>	<u>319</u>	<u>8,545</u>	<u>9,589</u>
Net assets excluding pension liability		38,717	833	39,550	43,729
Multi-employer defined benefit deficit funding provision		-	-	-	16
Total net assets		<u><u>38,717</u></u>	<u><u>833</u></u>	<u><u>39,550</u></u>	<u><u>43,713</u></u>
Charity Funds					
Unrestricted general		23,086	-	23,086	26,339
Unrestricted designated		15,631	-	15,631	16,452
Restricted income funds	20	-	833	833	922
Total Charity Funds		<u>38,717</u>	<u>833</u>	<u>39,550</u>	<u>43,713</u>

Approved and authorised for issue by the Board on

2023. Signed on its behalf by:



Thomas Boardley
Chairman of the Board

21st Sept 2023



Gary Chapman
Chairman Audit and Risk Committee

21 September 2023

Notes 1 to 29 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
CONSOLIDATED STATEMENT OF CASH FLOWS AT
31 DECEMBER 2022
Company Number 6220240**

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities:			
Net cash (used in)/provided by operating activities	25	(933)	2,580
Cash flows from investing activities:			
Dividends and interest from investments		871	712
Proceeds from the sale of assets		25	477
Purchase of assets		(250)	(133)
Purchase of investments		(215)	(3,257)
Proceeds from sale of investments		12	-
Net cash provided by/(used in) investing activities		443	(2,201)
Change in cash and cash equivalents in the reporting period		(490)	379
Cash and cash equivalents at the beginning of the reporting period		9,135	8,792
Change in cash and cash equivalents due to exchange rate movements		95	(36)
Cash and cash equivalents at the end of the reporting period		8,740	9,135

Notes 1 to 29 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

1. ACCOUNTING POLICIES

The Mission to Seafarers (the Mission) a company limited by guarantee (No. 6220240) and a charity (No. 1123613) both registered in England and Wales. The registered address is First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the Financial Statements are shown below and the presentational currency of the financial statements is Sterling.

1.1 Basis of preparation

The Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: *Statement of Recommended Practice* applicable to charities preparing their accounts in accordance with the *Financial Reporting Standard* applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) - (SORP (FRS102)) and the *Companies Act 2006*.

The Mission to Seafarers meets the definition of a public benefit entity under FRS102. The Financial Statements have been prepared in sterling and rounded to the nearest thousand pounds under the historical cost convention (modified to present investments at market value) and in accordance with applicable UK accounting standards.

1.2 Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the Mission's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacy income. With regard to 2023, the most significant areas of uncertainty for the Mission are the level of donation income which needs to be raised each and every year, especially as the impact of COVID-19 is ongoing and the level of the fine to be imposed following the sentencing hearing scheduled for 24 November 2023 (see Note 29 Provision). However, the Trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand plus plans to closely monitor and review budgets, there are no material uncertainties that the Mission can continue as a going concern.

1.3 Group Financial Statements

The Financial Statements consolidate the results of the charity and its wholly owned subsidiaries detailed in note 2 on a line-by-line basis and by eliminating intra-group transactions. No separate Statement of Financial Activities has been presented for the Company alone, as permitted by section 408 of the *Companies Act 2006*. A summary company 'Statement of Financial Activities' (SoFA) can be found at note 28. The Company's Balance Sheet on page 29 includes the assets and liabilities of the branches detailed on page 21.

1.4 Fund accounting

Unrestricted funds are available to spend on activities that further any of the charitable objectives of the Mission.

Designated funds are unrestricted funds which the Trustees have decided at their discretion to set aside to use for specific purposes. The aim and purpose of each designated fund is set out in note 21.

Restricted Funds represent capital grants received together with donations for specific purposes. Restricted funds may only be used to fulfil the donor's restriction which must also further the charitable activities of the Mission. Details of restricted funds are set out in note 20. Transfers to unrestricted funds represent the release for the year of these grants or donations. For capital grants, a transfer is made to unrestricted funds over the estimated useful lives of the assets to which they relate, matching depreciation charged to the unrestricted funds.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

1.5 Income

The value of all income is recorded in the Statement of Financial Activities (SoFA) as soon as the Mission is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. Where income has related expenditure, the income and expenditure are reported gross in the SoFA.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Mission is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued in debtors.

Legacies are recognised at the earlier of actual receipt or on receipt of Estate accounts which confirm the Mission's entitlement to receive the gifts, the probability of receipt and provide an accurate measure of the legacy. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the Mission.

The Mission maintains a legacy pipeline system which, in addition to accrued legacies, includes further estimated legacies of which the Mission is aware but which do not meet the above criteria and are therefore not included within these accounts. The estimated value of those legacies in the pipeline is £1,000 (2021: £23,000).

Event income received in advance for a future fundraising event or a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds and dividends on investments are recognised when the amounts can be measured reliably which is normally upon notification of the amount paid or payable by the bank or when the dividend yield has been notified by our investment advisors.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place.

Trading income, including primary purpose sales to seafarers, is recognised at the point of sale.

1.6 Expenditure and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Operating lease costs are charged on a straight line basis over the lease term.

Irrecoverable VAT is charged to support costs which are then reallocated to the headings on the SoFA. See note 8 for a further analysis of expenditure.

Charitable expenditure comprises expenditure directly relating to the objects of The Mission to Seafarers. It includes:

- Employment and associated costs of chaplains including recruitment and training
- Advice to the Mission family and linked organisations worldwide
- Services to seafarers such as providing transport, communication facilities and access to centres or specific projects to address the needs of seafarers.
- The costs of educational material and information for seafarers together with the newspaper for seafarers, *the Sea*.

Support costs such as irrecoverable VAT, depreciation and governance costs (including secretarial and administrative support from the Mission's International Headquarters) are allocated to Charitable Activities and Costs of Raising Funds on the basis of head count at International Headquarters. (See note 9)

Governance costs comprise amounts related to constitutional and statutory requirements and include Staff costs, audit fees, professional fees and Trustees' expenses.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

1.7 Donated services

Donated services or facilities are recognised when the Mission has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

1.8 Volunteers

Volunteers make a valuable contribution to the charitable activities of the charity. With approximately 200 volunteers working in centres, transporting seafarers and ship visiting, they complement and enhance the work of our chaplains and staff in serving seafarers. No financial value is included in these accounts as it is impossible to measure but their priceless contribution to the Mission is further referred to throughout in the *Trustees' Annual Report and Accounts* and specifically in 'Our Mission' on page 2.

1.9 Fixed assets

Intangible fixed assets are non-monetary assets which will be amortised on a straight-line basis over the useful life of the asset.

- Licence: deemed to have an indefinite life and disposed of in 2021
- Happy at Sea seafarers' app: amortised over three years.

Intangible and Tangible fixed assets are stated in the Balance Sheet at historical cost less amortisation/depreciation. Assets with a cost of less than £1,000 are written off in the year of purchase.

Depreciation is provided on a straight line basis over the anticipated useful life of fixed assets as follows:

- Motor vehicles: four to six years
- Fixtures and equipment: between five and ten years
- Short leasehold buildings: over the term of the lease
- Computer equipment: three years
- Freehold land and properties: Where the Trustees consider that the expected useful life of freehold land and buildings is in excess of 50 years and the carrying value in the Financial Statements is not more than the estimated recoverable amount, no depreciation is charged.

The Trustees have carried out and will continue to carry out annual reviews of impairment for land and property. An asset will be considered impaired if the deemed value in use or the net realisable value is lower than the carrying value. Its carrying value will be written down to the deemed impaired value. For impaired assets, evidence of increased value up to a maximum of the historic cost will be recognised in the accounts.

1.10 Revaluation of tangible fixed assets

The Mission has not adopted the revaluation model for freehold property and those assets are recognised at the lower of their historical cost or impaired value.

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value at the balance sheet date using the bid-market rate, as reported by the investment managers. The Trustees confirm that the difference in the value of investments between their valuation policy and the closing market valuation required by SORP (FRS102) is immaterial. Net gains and losses on revaluation and disposals throughout the year are shown in the SoFA.

The Mission does not acquire put options, derivatives or other complex instruments.

All gains and losses are taken to the SoFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the 1 January. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the SoFA.

The main form of financial risk faced by the Mission is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

1.12 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.13 Debtors

Debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

1.14 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15 Creditors

Creditors are recognised where the Mission has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1.16 Concessionary loan

The Mission has taken advantage of section 34 of FRS (102) to recognise the loans to its trading subsidiaries as concessionary loans as the subsidiaries and the Mission form a public benefit entity group. The loans are recognised and measured at the amount paid. The carrying amount will be adjusted to reflect any repayments or any accrued interest and adjusted if necessary for any impairment. Note 18 details all concessionary loans.

1.17 Financial instruments

The Mission only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value, being the closing bid price. All other assets and liabilities are recorded at cost which is their fair value. Investments are also recorded at fair value and note 17 details all unrealised gains and losses.

1.18 Pension costs

All employees are entitled to join a pension scheme. The Mission to Seafarers makes contributions to defined benefit and defined contribution 'money purchase' schemes. The defined benefit schemes are two Church of England multi-employer pension schemes and, other than the deficit funding, the pension schemes are accounted for as defined contribution schemes in accordance with FRS102. They are now only open to ordained chaplains. Although it is not possible to separately identify the assets and liabilities of the schemes attributable to the Mission a recovery plan with agreed deficit recovery payments has been put in place. Details of the Mission's liability for both schemes of £Nil (2021: £16,000) are given in note 15.

The money purchase plan is managed by Royal London (formerly Scottish Life) and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The fund is then converted into a pension upon the employee's chosen retirement age. The Mission has no liability beyond making its contributions and the deductions for the employee's contributions.

Following the implementation of The Occupational and Personal Pension Schemes (Automatic Enrolment) Regulations 2010, The Mission commenced auto-enrolment from 1 March 2015, deferred to 1 June 2015 using NOW. However, following the April 2019 increase of the employee's minimum contribution to 5%, this scheme was closed and staff were eligible to join the Royal London scheme.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

1.19 Foreign currency translation

With the exception of investments, transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Foreign currency investment transactions are recorded at an average rate. For overseas branches and subsidiaries, income and expenditure is recorded at an average rate for the year. Monetary assets and liabilities are shown in the balance sheet at the sterling rate ruling at the balance sheet date.

Exchange gains and losses are recognised in the Statement of Financial Activities.

1.20 Taxation

The Mission to Seafarers is considered to pass the tests set out in Paragraph 1 Schedule 6 of the *Finance Act 2010* and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Mission is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the *Corporation Tax Act 2010* or Section 256 of the *Taxation of Chargeable Gains Act 1992*, to the extent that such income or gains are applied exclusively to charitable purposes.

1.21 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The Trustees make estimates and assumptions concerning the future based on their knowledge of the Mission and the environment in which it operates. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual outcome.

2. SUBSIDIARY AND CONNECTED UNDERTAKINGS

See note 17.2 for Investments in subsidiaries.

2.1 The Dunkirk War Memorial Trust Ltd Company No. 185130, Charity No. 236806

The Dunkirk War Memorial Trust Limited (DWMT) was set up in 1922 as a charity to provide premises and facilities for the use of seafarers within the port of Dunkirk, France. DWMT is effectively controlled by virtue of the directors being former Trustees or are senior employees of The Mission to Seafarers. On 30 November 2021 operations in Dunkirk were closed as they were no longer economically viable.

	2022	2021
	£'000	£'000
Donations	-	51
Other trading	-	-
Investment Income	4	3
Charitable activities	-	102
Other income	7	69
Total Income	11	225
Raising funds	-	(3)
Charitable activities	(10)	(246)
Total Expenditure	(10)	(249)
Net income/(expenditure)	1	(24)
Net gain/(loss) on investments	(13)	14
Foreign exchange gain/(loss)	2	(16)
Net Loss Retained in Subsidiary	(10)	(26)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

2.2 Flying Angel Marketing Enterprises Ltd (FAME) Company No. 00933115

The Mission to Seafarers owns the whole of the issued share capital of FAME. One trustee and a current director of the Mission sit on the board of FAME but receive no remuneration for doing so. FAME is a retailer and distributor of Christmas cards and novelties and is party to any commercial agreement that is not considered a charitable activity of The Mission to Seafarers. Any taxable profit from trading is gifted to The Mission to Seafarers.

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Turnover	2	2
Cost of Sales	-	-
Gross Profit	2	2
Administration	(2)	(2)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

2.3 The Flying Angel Belfast Ltd Company No. NI605252

The Flying Angel Belfast Ltd was set up to operate catering services in The Mission to Seafarers' Belfast premises. All the shares in this company are owned by The Mission to Seafarers. Any taxable profit is gifted to The Mission to Seafarers.

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Turnover	9	4
Cost of sales	(3)	(3)
Gross Profit	6	1
Administration	(6)	(1)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

2.4 The Mission to Seafarers Scotland Ltd Company No. SC389483, Charity No. SCO41938

The Mission to Seafarers Scotland Ltd was set up as a company limited by guarantee and a registered charity in Scotland to raise funds and deliver services to seafarers and their families in Scotland. The Mission to Seafarers is the sole member

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Donations	90	134
Charitable activities	16	24
Other trading	3	-
Total Income	109	158
Raising Funds	(3)	(1)
Charitable activities	(99)	(153)
Total Expenditure	(102)	(154)
Net Gain Retained in Subsidiary	7	4

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

2.5 The Mission to Seafarers Trust Corporation Ltd (MTSTC) Company No. 38498

MTSTC holds real property and investments as custodian trustee on behalf of The Mission to Seafarers. It has no transactions on its own account. All the shares are owned by the Mission.

3. DONATIONS AND LEGACY INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000 Total	<i>Unrestricted Funds £'000</i>	<i>Restricted Funds £'000</i>	<i>2021 £'000 Total</i>
General donations	1,560	120	1,680	1,462	8	1,470
Legacies	1,067	-	1,067	4,728	-	4,728
General grants	337	423	760	382	577	959
Vote 4 (<i>Pension note 15</i>)	70	-	70	91	-	91
Total	3,034	543	3,577	6,663	585	7,248

4. CHARITABLE ACTIVITIES INCOME

	2022 £'000	<i>2021 £'000</i>
Provision of services to seafarers	204	327
Total	204	327

There was no restricted charitable activity income in 2022 or 2021.

5. TRADING ACTIVITIES INCOME

	2022 £'000	<i>2021 £'000</i>
Trading activities	107	105
Fundraising events	102	84
Property rental	51	50
Total	260	239

There was no restricted trading activity income in 2022 or 2021.

Rental Income represents monies received from properties held as fixed assets that are not fully occupied for The Mission to Seafarers' own activities and are let out in furtherance of our charitable activities or because they are temporarily surplus to operational requirements.

6. INVESTMENT INCOME

	2022 £'000	<i>2021 £'000</i>
Listed investments:		
Dividends – equities	796	709
Bank deposit interest	75	3
Total	871	712

There was no restricted investment income in 2022 or 2021. Income from unlisted investments is shown gross, including tax reclaimable.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

7. OTHER INCOME

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Surplus on disposal of properties	18	<i>63</i>
Surplus on disposal of other assets	7	<i>17</i>
Other	8	<i>1</i>
Total	33	<i>81</i>

There was no restricted other income in 2022 or 2021.

8. ANALYSIS OF EXPENDITURE

	Direct Costs £'000	Support £'000	Total 2022 £'000	Direct Costs £'000	Support £'000	Total 2021 £'000
Raising Funds:						
Appeals and events	556	262	818	494	217	711
Commercial trading; sale of Christmas cards and catering	7	2	9	6	1	7
Promotional materials and media	62	28	90	59	25	84
Total Raising Funds	625	292	917	<i>559</i>	<i>243</i>	<i>802</i>
Charitable activities:						
Port based welfare services						
Ship visiting and ministry to seafarers	1,219	228	1,447	1,181	205	1,386
Transport for seafarers and ship visiting	112	19	131	182	27	209
Branch and centre operations	1,061	192	1,253	760	119	879
Grants to support ministry around the world (see note 10)	781	149	930	972	175	1,147
<i>the Sea</i> publication for seafarers	11	2	13	13	2	15
Advocacy, welfare and emergency response	478	82	560	289	39	328
Digital welfare and support	107	20	127	133	25	158
Programmes for the wellbeing of seafarers and their families	277	42	319	112	21	133
Total Charitable Activities	4,046	734	4,780	<i>3,642</i>	<i>613</i>	<i>4,255</i>
TOTAL EXPENDITURE	4,671	1,026	5,697	<i>4,201</i>	<i>856</i>	<i>5,057</i>

Analysis by department 2022:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2022 £'000
Staff Costs (note 11)	410	61	1,148	391	565	2,575
All other costs	306	131	1,990	234	461	3,122
Total expenditure	716	192	3,138	625	1,026	5,697

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

Analysis by department 2021:

	<i>Advocacy/ Ministry £'000</i>	<i>Comms £'000</i>	<i>Regions £'000</i>	<i>Fund Raising £'000</i>	<i>Support £'000</i>	<i>Total 2021 £'000</i>
<i>Staff Costs (note 11)</i>	354	52	1,128	325	427	2,286
<i>All other costs</i>	396	131	1,636	179	429	2,771
<i>Total expenditure</i>	750	183	2,764	504	856	5,057

9. ANALYSIS OF SUPPORT COSTS

Support costs not directly attributable to the headings on the Statement of Financial Activities are reallocated on the basis of headcount at the Mission's International Headquarters as follows;

2022	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2022 Total £'000
Cost of Charitable activities	Headcount at IHQ	357	145	91	54	28	59	734
Raising funds	Headcount at IHQ	142	59	38	22	11	20	292
Support costs total		499	204	129	76	39	79	1026

2021	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2021 Total £'000
Cost of Charitable activities	Headcount at IHQ	278	178	46	37	52	22	613
Raising funds	Headcount at IHQ	117	58	20	16	22	10	243
Support costs total		395	236	66	53	74	32	856

Audit fees included in governance costs for the group amount to £36,600 (2021: £24,600) and there were no other fees in respect of non-audit services (2021: none).

Depreciation costs total £93,000 (2021: £44,000). Operating lease payments total £16,600 (buildings £15,700 and other £900), (2021: none).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

10. MINISTRY AND PROJECT GRANTS

Grant recipient	Port/Country	2022 £'000	2021 £'000
The Mission to Seafarers Central Resource Committee, SA	Africa region	86	92
Diocese of Argentina	Buenos Aires, Argentina	51	31
The Australian Council of The Mission to Seafarers	Australia	87	70
The Mission to Seafarers Geraldton	Geraldton, Australia	-	11
The Mission to Seafarers Portland	Portland, Australia	-	5
The Mission to Seafarers Townsville	Townsville, Australia	15	17
St Christopher's Cathedral., Bahrain	Bahrain	22	22
Igreja Episcopal Anglicana do Brasi	Acu, Brazil	1	-
The Anglican Diocese of Recife	Suape, Brazil	18	20
The Mission to Seafarers Canada	Canada region	20	20
The Episcopal Church of Costa Rica	Costa Rica	2	2
The Diocese of Cyrus and The Gulf	Limassol, Cyprus	5	37
Province of Alexandria for the Anglican Church	Ports Said & Suez, Egypt	6	6
Church Mission Society & Episcopal Diocese of Jerusalem	Ashdod and Haifa, Israel	-	7
Lighthouse Seamen's Mission	Falklands	-	3
Assn Rouennaise Amis Des Marins	Rouen, France	6	6
Bombay Diocesan Council	JNPT, India	-	22
Tuticorin Nazareth Diocesan Trust	Tuticorin, India	41	73
The Mission to Seafarers Kobe	Yokohama, Japan	22	45
The Mission to Seafarers Kobe	Tokyo, Japan	10	45
The Mission to Seafarers Mombasa	Mombasa, Kenya	21	15
The Mission to Seafarers Central Resource Committee, SA	Liberia	-	2
The Mission to Seafarers Yangon	Yangon, Myanmar	5	18
The Mission to Seafarers Walvis Bay	Walvis Bay, Namibia	-	44
Stichting Zeemanshuis Flying Angel Rotterdam	Schiedam, Netherlands	11	15
The Mission to Seafarers Lagos	Nigeria	9	-
The Mission to Seafarers Oceania Council	Lyttelton, NZ	20	27
The Mission to Seafarers Oceania Council	Napier, NZ	-	34
The Mission to Seafarers Oceania Council	Nelson, NZ	10	10
The Mission to Seafarers Oceania Council	Oceania region & Wellington, NZ	39	39
Homer Foundation Inc	Philippines	41	37
The Mission to Seafarers Oceania Council	Solomon Islands	-	41
The Mission to Seafarers Cape Town	Cape Town, South Africa	4	8
The Mission to Seafarers Durban	Durban, South Africa	-	18
The Mission to Seafarers Port Elizabeth	Port Elizabeth, South Africa	19	-
The Mission to Seafarers Africa Region	Richards Bay, South Africa	42	7
The Diocese of Busan	Busan, South Korea	57	60
The Mission to Seafarers Colombo	Colombo, Sri Lanka	20	23
The Diocese in Europe	Izmir, Turkey	10	10

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

Church of St John the Evangelist	Izmir, Turkey	4	-
Great Yarmouth Seafarers Centre	Great Yarmouth, UK	15	-
Queen Victoria Seamans Rest	Tilbury, UK	32	10
Bermuda Sailors Home	Bermuda, USA	11	-
Baltimore International Seafarers Centre	Baltimore, USA	10	10
The Mission to Seafarers Seattle	Seattle, USA	4	7
North American Maritime Ministry Association	USA	5	5
Total		781	972
		781	972

The Mission to Seafarers makes grants to maritime organisations whose work will fulfill our charitable objectives. Grants are to support direct maritime ministry, the development of maritime ministry or seafarer welfare projects. Amounts are agreed annually and the terms and amounts will be set out in a Memorandum of Understanding (MoU). Funded organisations are required to report to The Mission to Seafarers annually to ensure that the terms of the MoU have been met.

11. STAFF COSTS

Staff costs 2022:	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2022 £'000
Wages and salaries	1,028	293	376	1,697
Social security costs	118	34	38	190
Other pension costs	92	19	24	135
Other Staff costs	364	62	127	553
Total	1,602	408	565	2,575
Average head count	43	7	8	57
Full time equivalent	37	7	7	51
Staff costs 2021:	<i>Charitable Activities £'000</i>	<i>Raising Funds £'000</i>	<i>Support £'000</i>	<i>Total 2021 £'000</i>
Wages and salaries	1,057	273	308	1,638
Social security costs	131	31	35	197
Other pension costs	106	19	22	147
Other Staff costs	224	18	62	304
Total	1,518	341	427	2,286
Average head count	38	6	9	53
Full time equivalent	31	6	9	46

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. No redundancy costs were made in 2022 (2021: £12,000).

Employees with remuneration (excluding benefits in kind) in excess of £60,000:

- £60,000 to £70,000 - 0 (2021: 2)
- £70,000 to £80,000 - 4 (2021: 3)
- £80,000 to £90,000 - 0 (2021: 1)
- £90,000 to £100,000 - 1 (2021: 0)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS

The 2022 Senior Management Team comprised the Secretary General, the Chief Operating Officer (formerly Director of Human Resources & Administration) the Director of Development, the Director of Finance and the Director of Programme (formerly the Director of Advocacy and Regional Engagement).

The team's total remuneration and benefits package consisted of salary, pension contributions, health insurance and the tax thereon.

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Total salary paid to Senior Management Team	389	<i>370</i>
Total of other benefits	40	<i>43</i>
Employer social security costs on salary and benefits	52	<i>48</i>
Total	481	<i>461</i>

13. TRANSACTIONS WITH TRUSTEES

No trustee (2021: none) received remuneration during the current year.

During the year £1,734 of expenses (2021: £537) were reimbursed directly to one trustee (2021: four Trustees) and £7,294 (2021: £776) was paid to third parties for subsistence to attend meetings of and on behalf of The Mission to Seafarers and for trustee recruitment, business cards and training. £130 was spent on trustee leaving gifts (2021: £65). The total amount paid was £9,158 (2021: £1,378).

14. RELATED PARTY TRANSACTIONS

During the year payments were made to two related parties (2021:2). £7,500 was paid to ICMA (2021: £7,500) for membership fee where the Secretary General Andrew Wright was a trustee. £4,676 (2021: £5,550) was paid to Trinity House where trustee Neale Rodrigues was a Younger Brother for room hire for an event. There were no other related party transactions and no outstanding balances (2021: none) due at 31 December.

15. PENSIONS

15.1 Multi-employer Defined Benefit Schemes

The Mission to Seafarers participates in two of the Church of England's Multi-employer Defined Benefits Schemes administered by the Church of England Pensions Board. These are;

- The Church of England Funded Pensions Scheme (**CEFPS**) for the clergy
- The Church of England Defined Benefits Scheme (**CEDBS**) for lay employees of Church of England organisations.

The assets of both schemes are held separately from those of The Mission to Seafarers. The Church of England Pensions Board has stated that it is unable to identify the Mission's share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the schemes.

The Mission to Seafarers has treated these schemes as multi-employer schemes as described in Section 28 of FRS102. This means that contributions are accounted for as if the Schemes were defined contribution schemes. Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends. The legal structure of the scheme is such that if another Responsible Body fails, The Mission to Seafarers could become responsible for paying a share of that Responsible Body's pension liabilities.

The pensions costs charged to the SoFA in the year are contributions payable towards benefits and expenses accrued in the year, plus any impact of deficit contributions.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

15.2 CEFPS

A valuation of the CEFPS was carried out as at 31 December 2021 and the results revealed a surplus of assets of £560 million with assets of £2,720 million and a funding target of £2,160 million, assessed using the following assumptions:

- An average discount rate of 2.7% p.a.;
- RPI inflation of 3.6% p.a. (and pension increases consistent with this);
- CPIH inflation in line with RPI less 0.8% pre 2030 moving to RPI with no adjustment from 2030 onwards;
- Increase in pensionable stipends in line with CPIH;
- Mortality in accordance with 90% of the S3NA tables, with allowance for improvements in mortality rates in line with the CMI2020 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter of 7, an initial addition to mortality improvements of 0.5% pa and an allowance for 2020 data of 0% (i.e. w2020 = 0%).

Following the 31 December 2018 valuation, a deficit recovery plan was put in place until 31 December 2022 and the deficit recovery contributions (as a percentage of pensionable stipends) were as follows.

% of pensionable stipends	January 2021 to December 2022	January 2018 to December 2020
Deficit repair contributions	7.1%	11.9%

An interim reduction to deficit contributions to 3.2% of pensionable stipends was made with effect from 1 April 2022. Following finalisation of the 31 December 2021 valuation, deficit contributions ceased with effect from 1 January 2023, since the Scheme was in surplus.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. However, as there are no agreed deficit recovery payments from 1 January 2023 onwards, the balance sheet liability as at 31 December 2022 is nil. The movement in the balance sheet liability over 2021 and over 2022 is set out in the table below.

Deficit liability – CEFPS

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Balance sheet liability at 1 January	16	<i>39</i>
Deficit contributions paid	(8)	<i>(16)</i>
Interest cost	-	<i>-</i>
Change to balance sheet liability*	(8)	<i>(7)</i>
Balance sheet liability at 31 December	-	<i>16</i>
Assumptions:		
Discount rate	n/a	<i>0.0% pa</i>
Price Inflation	n/a	<i>n/a pa</i>
Increase to total pensionable payroll	n/a	<i>(1.5%) pa</i>

*comprises change in agreed deficit recovery plan and change in discount rate and inflation assumptions between year ends.

10 (2021: 9) of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £68,000, representing current contributions and the deficit repair contributions above, (2021: £93,000) were paid by the Mission to the CEFPS and are included in Staff costs (note 11). This amount was reimbursed by the Archbishops Council and is included in Donations (note 3).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

15.3 CEDBS (also known as the Church Workers Pension Fund)

The Church Workers Pension Fund has two sections known as the Defined Benefits Scheme and the Pension Builder Scheme (which has two subsections; a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014).

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

For funding purposes, DBS is divided into sub-pools in respect of each participating employer as well as a further sub-pool, known as the Life Risk Pool. The Life Risk Pool exists to share certain risks between employers, including those relating to mortality and post-retirement investment returns. The division of the DBS into sub-pools is notional and is for the purpose of calculating ongoing contributions. They do not alter the fact that the assets of the DBS are held as a single trust fund out of which all the benefits are to be provided. From time to time, a notional premium is transferred from employers' sub-pools to the Life Risk Pool and all pensions and death benefits are paid from the Life Risk Pool.

The scheme is a multi-employer scheme as described in Section 28 of FRS 102. It is not possible to attribute DBS assets and liabilities to specific employers, since each employer, through the Life Risk Section, is exposed to actuarial risks associated with the current and former employees of other entities participating in DBS. This means that contributions are accounted for as if DBS were a defined contribution scheme.

If, following an actuarial valuation of the Life Risk Pool, there is a surplus or deficit in the pool, further transfers may be made from the Life Risk Pool to the employers' sub-pools, or vice versa. The amounts to be transferred (and their allocation between the sub-pools) will be settled by the Church of England Pensions Board having taken advice from the Actuary.

A valuation of DBS is carried out once every three years. The most recently finalised was carried out at 31 December 2019. In this valuation, the Life Risk Section was shown to be in deficit by £7.7m and £7.7m was notionally transferred from the employers' sub-pools to the Life Risk Section. This increased the Mission's contributions that would otherwise have been payable. The overall deficit in DBS was £11.3m (last valuation at 31 December 2016: £26.2m deficit). The next actuarial valuation is due at 31 December 2022.

Following the valuation, The Mission to Seafarers entered into an agreement with the Church Workers Pension Fund to pay a contribution rate of 32.7% of pensionable salary and expenses of £3,200 per year.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The movement in the provision is set out below:

Deficit liability – CEDBS

The 31 December 2022 balance sheet liability is £nil (2021: £nil).

The legal structure of the scheme is such that if another employer fails, The Mission to Seafarers could become responsible for paying a share of that employer's pension liabilities.

During the year The Mission to Seafarers paid pension contributions and expenses of £14,500 (2021: £10,700). The Mission currently has one (2021: 1) active member and 5 (2021: 5) deferred pensioners.

15.4 Defined Contribution Schemes

Royal London. A scheme for staff was set up in 2008 with Royal London (formerly Scottish Life). Contributions to this scheme are funded 3% by the employee and 7% by The Mission to Seafarers. There are 29 (2021: 26) members of staff in this scheme at 31 December 2022. Employer contributions to this scheme in 2022 were £70,000 (2021: £67,000) with £8,902 due to be paid at the year end (2021: £nil).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

16. FIXED ASSETS

16.1 Intangible fixed assets	Group	Company
	£'000	£'000
Cost 1 January 2022	94	94
Additions	15	15
Disposals	-	-
Net book value		
31 December 2022	<u>109</u>	<u>109</u>
<i>31 December 2021</i>	<u>94</u>	<u>94</u>

16.2 Tangible fixed assets

Group	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2022	5,467	275	815	6,557
Additions	-	50	185	235
Disposals	(237)	(46)	(119)	(402)
Transfers	-	-	-	-
Exchange difference	-	2	-	2
31 December 2022	<u>5,230</u>	<u>281</u>	<u>881</u>	<u>6,392</u>
Depreciation				
1 January 2022	1,287	163	796	2,246
Provided during the year	26	47	20	93
Disposals	(237)	(46)	(119)	(402)
31 December 2022	<u>1,076</u>	<u>164</u>	<u>697</u>	<u>1,937</u>
Net book value 31 December 2022	<u>4,154</u>	<u>117</u>	<u>184</u>	<u>4,455</u>
<i>31 December 2021</i>	<u>4,180</u>	<u>112</u>	<u>19</u>	<u>4,311</u>

None of the property values were found to be impaired (2021: none).

The Company	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2022	5,467	275	812	6,554
Additions	-	50	185	235
Disposals	(237)	(46)	(119)	(402)
Exchange difference	-	2	-	2
31 December 2022	<u>5,230</u>	<u>281</u>	<u>878</u>	<u>6,389</u>

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022

Depreciation

1 January 2022	1,287	163	793	2,243
Provided during the year	26	47	20	93
Disposals	(237)	(46)	(119)	(402)
31 December 2022	1,076	164	694	1,934
Net book value 31 December 2022	4,154	117	184	4,455
<i>31 December 2021</i>	<i>4,180</i>	<i>112</i>	<i>19</i>	<i>4,311</i>

Property

The properties held are split between categories as follows:

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Freehold	2,877	<i>2,888</i>
Long term leasehold	1,277	<i>1,292</i>
Total	4,154	<i>4,180</i>

Freehold and leasehold property represents the book value of staff houses, pensioners' houses, and club and office premises. Premises and club leases are long term with many at peppercorn rent. All assets are used by the charity for its charitable purposes or rented out if temporarily surplus to current operational requirements.

17. INVESTMENTS

17.1 Listed Investments

	2022		<i>2021</i>	
	Group	Company	<i>Group</i>	<i>Company</i>
	£'000	£'000	<i>£'000</i>	<i>£'000</i>
Market value 1 January	29,849	29,735	<i>23,209</i>	<i>23,110</i>
Additions	215	215	<i>3,257</i>	<i>3,256</i>
Disposals	(14)	(13)	<i>-</i>	<i>-</i>
Unrealised (loss)/gain for the year	(3,509)	(3,496)	<i>3,383</i>	<i>3,369</i>
Market value 31 December	26,541	26,441	<i>29,849</i>	<i>29,735</i>
Listed investments	26,541	26,441	<i>29,849</i>	<i>29,735</i>
Total	26,541	26,441	<i>29,849</i>	<i>29,735</i>
Historical Cost at 31 December	21,810	21,731	<i>21,595</i>	<i>21,516</i>

The CCLA's annual management charge in relation to the CBF Church of England Investment Fund (Investment Fund) is 0.55% (2021: 0.55%) of the value of the portfolio although this was not directly charged to the Mission but against the capital of the Investment Fund. The total ongoing charges figure which includes the annual management charge and other operational costs is 0.77% (2021: 0.77%)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

Analysis of investments

	2022		2021	
	Group £'000	Company £'000	<i>Group £'000</i>	<i>Company £'000</i>
Holdings in multi asset funds	26,541	26,441	29,836	29,723
Fixed interest securities	-	-	12	12
Total	26,541	26,441	29,848	29,735

As part of a multi asset Investment Fund, significant individual holdings cannot be identified, however the significant class of holdings (over 5%) at 31 December were:

	2022	2021
Overseas Equities	48%	65%
Cash and near cash	25%	8%
UK Equities	8%	10%
Infrastructure and Operating assets	6.5%	6.5%

17.2 Investments in subsidiaries

The Company controls the following principal active subsidiaries, the results of which have been consolidated.

Name of Company	Country of in- corporati on	% Holding/ Control	No of shares held and value	Net Income 2022 £'000	Net Assets as at 31/12/22 £'000	Nature of Business
The Dunkirk War Memorial Trust Ltd	UK	100	12 shares; 8 held by the Mission, 2 held by Mission directors, 2 held by other directors £12	(10)	(3)	Provision of spiritual and practical welfare for all seafarers
Flying Angel Marketing Enterprises Ltd	UK	100	6 shares £6	-	1	Sales of promotional goods
The Flying Angel Belfast Ltd	UK	100	1 share £1	-	-	Sales of catering services and promotional goods
The Mission to Seafarers Scotland Ltd	UK	100	Company limited by guarantee, sole member	7	132	Provision of spiritual and practical welfare for all seafarers
The Mission to Seafarers Trust Corporation Ltd	UK	100	11 shares £11	-	-	Holds property as custodian trustee on behalf of the Mission

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

18. DEBTORS

	2022	<i>2021</i>	2022	<i>2021</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Amounts owed by group/associated undertakings;				
Flying Angel Marketing Enterprises Ltd (FAME)	-	-	2	3
The Flying Angel Belfast Ltd (FAB)	-	-	22	20
The Dunkirk War Memorial Trust Ltd (DWMT)	-	-	183	355
The Mission to Seafarers Scotland Ltd (MtSS)	-	-	-	1
Trade debtors	187	<i>172</i>	184	<i>161</i>
Prepayments and accrued income	669	<i>621</i>	667	<i>621</i>
Other debtors	52	<i>37</i>	51	<i>37</i>
Total	908	<i>830</i>	1,109	<i>1,198</i>

The prepayment and accrued income includes accrued legacies £243,000 (2021: £208,000). A proportion of legacies receivable may be received after more than 1 year, but this figure cannot be determined with any accuracy due to the inherent uncertainty in the timing of legacy income receipt.

Amounts due from FAB include a £10,000 (2021: £10,000) concessionary loan made to FAB which is secured and carries a market rate of interest and is repayable on demand.

Amounts due from DWMT in 2021 included £188,000 concessionary loan to undertake essential repairs to the centre in Dunkirk. In 2022 £172,000 was repaid and the balance of the loan will be paid in full before the DWMT is wound up, which is expected to be during 2023.

19. CURRENT LIABILITIES

	2022	<i>2021</i>	2022	<i>2021</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade creditors	107	<i>103</i>	106	<i>99</i>
Social security and tax	38	<i>70</i>	38	<i>43</i>
Accruals and other creditors	936	<i>188</i>	939	<i>188</i>
Total	1,081	<i>361</i>	1,083	<i>330</i>

20. RESTRICTED FUNDS

Restricted funds 2022	Opening	Income	Expenditure	Transfer	Closing
	Balance	£'000	£'000	£'000	Balance
	£'000	£'000	£'000	£'000	£'000
Africa ports (Lagos, Mombasa, Richards Bay, Saldanha Bay & Port Elizabeth) welfare support, The Seafarers Charity	-	32	(10)	-	22
Belfast branch building reserve fund	376	-	-	(8)	368
Cadetship project; TK Foundation	10	-	(10)	-	-
Chat to a Chaplain support, The Seafarers Charity	-	23	(23)	-	-
Christmas welfare for seafarers; International Transport Workers' Federation £7k; ICMA, Mission to Seafarers Rotterdam	1	7	(8)	-	-
Christmas welfare for Ukrainian seafarers; Baltic Exchange Caledonian Society £14k;	-	14	(14)	-	-
Dubai,UAE Ship visitor and welfare work; International Transport Workers' Federation	-	47	(4)	-	43

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

Restricted funds 2022 (continued)					
Felixstowe chaplaincy and welfare; Harwich Haven Authority	-	25	(11)		14
<i>Flying Angel Campaign</i>	47	-	(47)	-	-
i.in response to the COVID-19 pandemic; Clearwater Foundation and many others					
ii.technical Solutions; TK Foundation, The Marine Society, Seafarers UK, Norden Shipping, Tindall Riley, Wallem Group, Baltic Charitable fund, Trinity House, Ship Owners, Vickers and many others	116	(26)	(90)	-	-
Great Yarmouth centre; Shell	-	15	(15)	-	-
Innovations fund; AET Tankers	9	-	-	-	9
Justice & Welfare support, Samaritan Fund & Advocacy for the Middle East & South Asia region; The Seafarers Charity	8	55	(49)	-	14
Lagos centre repairs, Nigeria; International Transport Workers' Federation	35	-	(9)	-	26
North Tees centre; Merchant Navy Welfare Fund	-	5	(5)	-	-
Philippines family projects country manager; The Sailors Home Hong Kong	-	23	(23)	-	-
Philippines family projects; Pacific Basin Shipping	17	-	(17)	-	-
Philippines family projects and WeCare resources; UK P&I Club	16	-	(16)	-	-
Philippines family projects Family Day; Singapore Shipowners	-	7	(7)	-	-
Port costs and advocacy UK; The Seafarers Charity	90	100	(90)	-	100
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	23	-	-	(8)	15
Rotterdam Centre; Tritax	-	22	(11)	-	11
Rotterdam chaplaincy; individual donors		6	(6)		-
Seafarers App; Cargill International SA £30k; The Seafarers Charity £30k; DNV GL £26k (capitalised)	60	26	-	-	86
<i>Seafarers Happiness Index</i> ; Standard Club £14k, Baltic Exchange Charitable Foundation £5k and Idwal £14k	-	33	(33)	-	-
Seattle and Sydney support; Hamburg Sud	-	6	-	-	6
Ship visitor, Richards Bay; David Pellatt	-	8	(8)		-
Suicide prevention training & resources; Trinity House £20k, EBM £10k	28	-	(28)	-	-
Tilbury Ship visitor; David Pellatt	-	22	(22)	-	-
Tauranga centre, New Zealand COVID-19 support; TK Foundation	15	-	-	-	15
Vehicles for use in UK Ports; Merchant Navy Welfare Board	27	37	-	(20)	44
Vehicle running costs Colombo, Singapore and South Tees; The Baltic Exchange Charitable Foundation	15	15	-	-	30

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

Restricted funds 2022 continued					
Vehicle running costs Saldanha Bay, South Africa; Anglo American Marketing Ltd	3	4	-	-	7
WeCare programme and e-learning resource; UK P&I club £23k and Kadmos £9k	-	32	(32)	-	-
Others	26	2	(6)	-	22
Total	922	543	(597)	(35)	833

<i>Restricted funds 2021</i>	<i>Opening Balance</i> £'000	<i>Income</i> £'000	<i>Expenditure</i> £'000	<i>Transfer</i> £'000	<i>Closing Balance</i> £'000
<i>Belfast branch building reserve fund</i>	384	-	-	(8)	376
<i>Cadetship project; TK Foundation</i>	43	4	(37)	-	10
<i>Christmas welfare for seafarers; International Transport Workers' Federation, ICMA, Mission to Seafarers Rotterdam</i>	6	12	(17)	-	1
<i>Coivd-19 relief funding for Oceania and Africa regions; Seafarers' International Relief Fund</i>	-	35	(35)	-	-
<i>Dubai, UAE Welfare worker; International Transport Workers' Federation</i>	-	43	(43)	-	-
<i>Flying Angel Campaign i.in response to the COVID-19 pandemic; Clearwater Foundation and many others</i>	170	-	(123)	-	47
<i>ii.technical Solutions; DNV GL, TK Foundation, The Marine Society, Seafarers UK, Norden Shipping, Tindall Riley, Wallem Group, Baltic Charitable fund, Trinity House, Ship Owners, Vickers and many others</i>	208	-	(92)	-	116
<i>International Labour Organization training re MLC 2006; International Transport Workers' Federation (refunded)</i>	4	(4)	-	-	-
<i>Innovations fund; AET Tankers</i>	-	9	-	-	9
<i>Job Retention Scheme; HMRC</i>	-	12	(12)	-	-
<i>Justice & Welfare support and Samaritan Fund for the Middle East & South Asia region; The Seafarers Charity</i>	-	46	(38)	-	8
<i>Lagos centre repairs, Nigeria; International Transport Workers' Federation</i>	35	-	-	*	35
<i>Newport centre roof repairs; Merchant Navy Welfare Board</i>	-	5	(5)	*	-
<i>Philippines family projects; Pacific Basin Shipping</i>	-	22	(5)	-	17
<i>Philippines family projects and WeCare resources; UK P&I Club</i>	32	19	(35)	-	16
<i>Port costs and advocacy; The Seafarers Charity</i>	122	90	(122)	-	90
<i>Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust</i>	30	-	-	(7)	23
<i>Seafarers App; Cargill International SA £30k; The Seafarers Charity £30k</i>	-	60	-	-	60
<i>Seafarers Happiness Index; Standard Club £12.5k and Wallem Group £10.8k</i>	-	23	(23)	-	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

<i>Restricted funds 2021 continued</i>					-
<i>Ship visitor, Richards Bay; David Pellatt</i>	-	8	(8)		-
<i>Suicide prevention training & resources; Trinity House £20k, EBM £10k</i>	-	30	(2)	-	28
<i>Tauranga centre, New Zealand COVID-19 support; TK Foundation</i>	15	-	-	-	15
<i>Tuticorin, India seafarers and families emergency feeding programme, Seafarers International Relief Fund</i>	-	47	(47)	-	-
<i>Vehicles for use in UK Ports; Merchant Navy Welfare Board</i>	47	-	-	(20)	27
<i>Vehicle for Myanmar; Tritax Management</i>	-	18	(18)	-	-
<i>Vehicles for Napier and Solomon Isles, New Zealand; International Transport Workers' Federation</i>	-	65	(65)		-
<i>Vehicle & mi-fi for Wellington, New Zealand; International Transport Workers' Federation (refunded)</i>	2	(2)	-	-	-
<i>Vehicle for Yokohama, Japan; International Transport Workers' Federation</i>	-	25	(25)	-	-
<i>Vehicle running costs Colombo, Singapore and South Tees; The Baltic Exchange Charitable Foundation</i>	-	15	-	-	15
<i>Vehicle running costs Saldanha Bay, South Africa; Anglo American Marketing Ltd</i>	-	3	-	-	3
<i>WeCare e-learning resource; Prime Training</i>	10	-	(10)	-	-
<i>Others</i>	26	-	-	-	26
Total	1,134	585	(762)	(35)	922

Restricted funds (note 1.4) represent capital grants or donations received for specific purposes. For capital grants or donations the transfer to unrestricted funds represents the depreciation charge on fixed assets.

21. UNRESTRICTED FUNDS

Unrestricted funds 2022	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Fixed assets	3,919	189	(58)	-	4,050
Branches and subsidiaries	8,565	1,107	(1,894)	-	7,778
African Region Fund	204	-	(30)	-	174
Strategy plan 2022-2026	2,000	-	(84)	382	2,298
COVID-19 Emergency Support Fund	407	-	(25)	(382)	-
Global Health & Safety & Training Fund	500	-	(29)	-	471
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	16,595	1,296	(2,120)	-	15,771
General Funds	26,339	3,201	(6,489)	35	23,086
Total unrestricted funds	42,934	4,497	(8,609)	35	38,857

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022

<i>Unrestricted funds 2021</i>	<i>Opening Balance</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfer/ Disposals</i>	<i>Closing Balance</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<i>Designated funds</i>					
<i>Fixed assets</i>	4,311	73	(103)	(362)	3,919
<i>Branches and subsidiaries</i>	7,171	2,336	(942)	-	8,565
<i>African Region Fund</i>	261	-	(57)	-	204
<i>Strategy plan 2022-2026</i>	-	2,000	-	-	2,000
<i>COVID-19 Emergency Support Fund</i>	-	407	-	-	407
<i>Global Health & Safety & Training Fund</i>	-	500	-	-	500
<i>Commitments to Retired Chaplains</i>	1,000	-	-	-	1,000
Total designated funds	12,743	5,316	(1,102)	(362)	16,595
General Funds	23,082	6,089	(2,867)	35	26,339
Total unrestricted funds	35,825	11,405	(3,969)	(327)	42,934

The Fixed Asset reserves represent the cost value, net of depreciation, of the investment in fixed assets owned by The Mission to Seafarers.

The Reserves of the branches, subsidiary companies and the African region fund are held for the purpose of delivering services in the relevant geographical locations.

Any chaplain employed prior to 1983 with a minimum service of 30 years is entitled to be provided with housing for the remainder of their life. Although there are no further properties to be purchased, the Mission has an on-going commitment to retired chaplains' property costs including maintenance and council tax.

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2022	Unrestricted General £'000	Unrestricted Designated £'000	Restricted £'000	Total £'000
Intangible fixed assets	-	23	86	109
Tangible fixed assets	-	4,027	428	4,455
Investments	20,456	6,085	-	26,541
Net current assets	2,630	5,636	319	8,585
Long term liability	-	-	-	-
Total	23,086	15,771	833	39,690
2021				
<i>Intangible fixed assets</i>	-	34	60	94
<i>Tangible fixed assets</i>	-	3,885	426	4,311
<i>Investments</i>	23,172	6,677	-	29,849
<i>Net current assets</i>	3,183	5,999	436	9,618
<i>Long term liability</i>	(16)	-	-	(16)
Total	26,339	16,595	922	43,856

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

23. ECUMENICAL CENTRES

For many years The Mission to Seafarers was a joint trustee and involved in the management of the Humber Seafarers' Service Ltd (Charity Number 1159953), the Felixstowe & Haven Ports (Charity No. 272077) and Port of Bristol Seafarers Centre (Charity No. 286078). On 30 June 2022 The Mission to Seafarers, along with the other joint Trustees Sailors' Society and Stella Maris, transferred all the assets and liabilities of the three ecumenical centres to a new maritime charity QVSR Seafarers Centres.

24. FINANCIAL COMMITMENTS

At 31 December 2022 the Group and Company had commitments (2021: none) under non-cancellable operating leases as set out below:

	Land and Buildings 2022 £'000	<i>Land and Buildings 2021 £'000</i>	Other leases 2022 £'000	<i>Other leases 2021 £'000</i>
Lease payments;				
Due not later than one year	33	-	2	-
Due between one year and five years	137	-	7	-
Due after five years	173	-	-	-
	<u>343</u>	<u>-</u>	<u>9</u>	<u>-</u>

25. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £'000	<i>2021 £'000</i>
Net (expenditure)/income for the reporting period (<i>as per the statement of financial activities</i>)	(4,261)	6,933
Adjustments for:		
Depreciation charges	93	103
Loss/(gains) on investments	3,509	(3,383)
Dividends and interest	(871)	(712)
Profit on sale of fixed assets	(25)	(80)
Decrease/(Increase) in stocks	(4)	4
Increase in debtors	(78)	(233)
Increase/(Decrease) in creditors	704	(52)
Net cash (used in)/provided by operating activities	(933)	2580

26. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £'000	<i>2021 £'000</i>
Cash in hand	1,263	1,936
Notice deposits (less than 3 months)	7,477	7,199
Total cash and cash equivalents	8,740	9,135

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2022
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2022**

27. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2022 £'000	Cashflows £'000	Other non-cash changes £'000	At 31 December 2022 £'000
Cash at bank and in hand	9,135	(395)	-	8,740
Total	<u>9,135</u>	<u>(395)</u>	<u>-</u>	<u>8,740</u>

28. SUMMARY SOFA FOR THE MISSION TO SEAFARERS COMPANY NO. 622024

	2022 £'000	2021 £'000
Income	4,892	8,321
(Loss)/gains on investments	(3,496)	3,369
Expenditure	(5,652)	(4,751)
Net (expenditure)/income	<u>(4,256)</u>	<u>6,939</u>
Gain/(loss) on foreign exchange	93	(20)
Total funds brought forward	43,713	36,794
Total funds carried forward	<u>39,550</u>	<u>43,713</u>

29. PROVISION

Following an accident on 13 October 2020, The Mission to Seafarers has pleaded guilty on 20 June 2023 to a breach of Section 33(1)(a) of the Health and Safety at Work etc. Act 1974. Sentencing is scheduled for 24 November 2023 and a provision has been accrued at the balance sheet date.

THE MISSION TO SEAFARERS

England & Wales - Charity number 1123613

Accounts



THE MISSION TO SEAFARERS

TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2021

**A company limited by guarantee, registered in England and Wales no. 6220240
A charity registered in England and Wales no. 1123613**

**St Michael Paternoster Royal, First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE
www.missiontoseafarers.org
[@flyingangelnews](https://twitter.com/flyingangelnews)**

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021**

CONTENTS

	Page
Introduction	1
Strategic Report	3
Financial Review	12
Charity Information	18
Governance, Structure and Management	20
Statement of Trustees' Responsibilities	24
Independent Auditor's Report to the Members of The Mission to Seafarers	25
Financial Statements:	
Consolidated Statement of Financial Activities	28
Consolidated Balance Sheet	29
Company Balance Sheet	30
Consolidated Statement of Cash Flows	31
Notes to Financial Statements	32

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021**



Introduction

The severe pandemic-related challenges faced so intensely and so suddenly by the maritime industry from early 2020 continued into 2021. The impact on The Mission to Seafarers, as a front-line maritime welfare provider, continued to be very significant. Last year I quoted the International Maritime Organization's Secretary General Kitack Lim: "Sadly, hundreds of thousands of seafarers, who are vital to maintaining supply chains, remain stranded at sea for months beyond their contracted time. This is causing immense strain, fatigue and exhaustion and is unsustainable." We saw some improvement in the crew change issues through 2021, largely due to the shared efforts of many in partnership across the industry (in which we have been proud to play some part). However, the problem remains - although it has fluctuated along with the ebb and flow of the virus. The "strain, fatigue and exhaustion" referred to above remained, and remain, acute. Hand in hand with the crew change issue has been the inability of large numbers of seafarers to take shore leave when they are in port, a situation which poses major challenges in the delivery of our services. Lack of shore leave enhanced the stresses. Many seafarers have not been off their ship for their entire contract length. A third major stress for seafarers in 2021 was the complexity of accessing vaccines. In addition, there were many difficulties for seafarer families, with some of the major maritime labour supplying nations very badly affected – including the Philippines and India.

The Mission to Seafarers remained unable to carry out work in normal ways throughout the year. While we invested heavily in emergency support for our hospitality centres, not least in making them COVID-safe, many of them remained largely unused, as did our buses. The focus of our activity remained on "distanced" at-the-gangway ship visitation. Thankfully, the number of ports where this was possible has continued to grow, although some major ports remained largely closed to any kind of welfare activity. Personal shopping for seafarers, the delivery of MiFi units and medicines, together with emergency welfare support to individuals and crews in distress, became the focus of our activity. This work has been transformational and has been carried out with those high levels of commitment and compassion which have always characterised the work of The Mission to Seafarers, and which are inherent in our Christian purpose. Our justice work has also been very important, particularly that carried out in relation to abandoned ships and crews. Numbers of such cases have increased over the last two years. Some of these have been high profile and became familiar through media stories. Amongst other crews in distress, we were glad to be able to respond to a request to visit the *Ever Given* during its detention in the Suez Canal. Also of note have been the numbers of seafarers who found themselves stranded, able to leave ships after contract but unable to travel home. Some groups have required our support over long periods of time, with our teams in Busan (South Korea) and Brisbane (Australia) playing a particularly important role. In recent months, many of our teams have been very proactive in the vaccine roll-out, through advice, liaison, transport and even the use of MtS centres and buses as vaccine hubs.

Our wider programme has also further developed this year. The MtS *Seafarers Happiness Index* has increasingly become a recognised benchmark of seafarer well-being, informing both us and the wider shipping industry. Our WeCare suite of training programmes have been further developed. Of particular significance in 2021 have been our Family Support Networks in India and the Philippines, as well as in Myanmar. These have often responded spectacularly to the huge stresses faced by families, including through an emergency feeding programme in India during the peak of their appalling and dramatic COVID-19 crisis.

I am also able to report very positively on our funding situation, which has benefited from a high level of extremely valuable maritime corporate support, alongside that of our regular donors. 2021 has been a particularly good year for legacies and the major maritime trusts have also remained extremely generous. The quality and extent of our sustaining partnerships have grown significantly and we are extremely grateful to all concerned.

As Secretary General I can report again on an enormously challenging year but one on which I am able to look back once again with pride, and with enormous gratefulness to our teams, partners and supporters.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021**

I also wish to pay tribute to a hard-working, engaged and highly skilled Board of Trustees who have gone the extra mile in another unprecedented year to provide the very best in support, guidance and oversight.

As we look ahead to 2022, we do so, like many others, with considerable uncertainty as to the long term impact of the pandemic on the maritime industry, on seafarers and consequently on our own work. Our new strategy has been launched for 2022-26 and we were glad to complete that delayed work in 2021. However, working out strategic and operational priorities in the current context is challenging.

During the writing of this report, a further new and dramatic crisis has had a severe impact on seafarers – namely the Ukraine war. With 15% of crews made up of Ukrainians and Russians, the effect has been immediate and serious. In addition, other seafarers have been impacted, including many trapped in Ukrainian ports. In response, we are of course absolutely focused on providing the very best in pastoral and practical support to the many seafarers we encounter globally who find themselves in deep stress and distress. We have also set aside significant new budgets. The focus of this has been firstly, to give local stations the ability to fund free communication wherever necessary and to meet other emergency need that arises in ports. Secondly, working closely with local partners, we are supporting a substantial number of seafaring families within Ukraine where need has arisen. We have also provided fresh “own-language” Ukrainian and Russian mental health resources under our WeCare programme. Additionally, we have responded to wider requests, including the visitation of one ship attacked in the early stages of conflict.

Our overall focus remains our determination to serve heroic seafarers and their families in ways which are appropriate to their difficult circumstances and with the practical love and deep commitment which have always been at the heart of what we do. We are a Christian mission, closely linked with the Church of England and the Anglican Church worldwide. That mission is expressed holistically, inclusively and practically but it has a deep spiritual underpinning which continues to inform and guide all that we do. That mission continues in 2022.

Andrew Wright
Secretary General

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

The Mission to Seafarers Trustees' Annual Report (incorporating the Directors' report as required by Company Law) for the financial year ending 31 December 2021

Our Object

The object of The Mission to Seafarers ("the Mission"), as stated in the Articles of Association, and for which we are established for the public benefit, is:

"To promote the spiritual, moral and physical wellbeing of seafarers and their families worldwide."

Our Common Standards

The Mission has further revised and developed a range of common standards to maintain a strong sense of unity and common purpose, to sustain and protect its reputation and to promote high quality ministry. They will be applicable to all the Mission 'Members' including all Mission to Seafarers 'Flying Angel' local stations, operations and honorary chaplaincies as follows;

Our Vision

Our vision for the world's 1.6 million seafarers of all ranks, nationalities and beliefs is to:

- operate a network of services where seafarers are valued and cared for in the ports where the need is greatest, thus improving and safeguarding their wellbeing,
- be in the right ports with the right resources offering support which is relevant, compassionate and life-enhancing, and
- meet the needs of all seafarers and their families, irrespective of faith or cultural background.

Our Mission

Our simple mission is **to care for the shipping industry's most important asset: its people.**

Throughout a long and distinguished history, the Mission has grown to become one of the largest port-based welfare operators in the world, with a presence in almost 200 ports. We provide a service 365 days a year, across 50 countries where 118 of these ports have a Flying Angel centre. International Headquarters (IHQ) in London directly supports over 70 front-line staff in addition to an army of volunteers who visit ships, offer hospitality, drive minibuses and engage in a range of other welfare activities.

Our Ethos

Our historic and integral partnership with the Anglican Church continues to be central to our ethos. It has traditionally found particular expression in how local teams should normally be licensed, recognised or affirmed by Diocesan Bishops as appropriate. In addition, it is expressed through our commitment to the Five Marks of Mission. We seek to maintain and develop close and supportive relationships with the worldwide Anglican Communion.

We are also deeply committed to effective ecumenical co-operation locally, regionally and internationally. We actively seek to sustain the best in such working, including through our longstanding and proactive engagement within the International Christian Maritime Association (ICMA).

Our ethos is one which also stresses the importance of the widest possible partnership and collaboration to the benefit of seafarers and their families.

Our Values

Pioneering: Being open to God's leading, we encourage innovative thinking and seek to be flexible and entrepreneurial in our ways of working.

Inclusive: We are unconditionally committed to the support of all seafarers and their families without discrimination.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

United: We are one global, intergenerational, multicultural family united in vision and purpose, while respecting diversity of culture and context.

Collaborative: We are co-operative in our approach to our work – in relation to individuals, the church, ecumenical partners, and organisations and institutions that work for the welfare of seafarers.

Accountable: We are accountable to God as stewards of the resources entrusted to us, to each other in recognition of our mutual inter-dependence and to those charged with governance at local station, regional and international level.

Caring: In all our dealings we strive to behave with compassion, to act with integrity and to treat everyone with respect.

Our Code of Conduct

Our membership of ICMA carries an obligation to abide by the Constitution of the Association and its Code of Conduct.

In a fragmented and divided society it is ICMA's mission to promote unity, peace and tolerance. ICMA was founded to promote and co-ordinate Christian ecumenical co-operation in maritime ministry. Chaplains and staff of all ICMA Member Societies at local, national and international level are therefore to:

- a) Show an unconditional love to the seafarer as a human being, created in the image of God, and a sincere respect for her/his personal values and beliefs.
- b) Serve seafarers and their dependants of all nationalities, religions, cultures, language, sex and race.
- c) Fight prejudice, intolerance and injustice of any kind.
- d) Respect the diversity of ICMA Members and Churches and develop that which unites them.
- e) Respect the loyalty of those engaged in maritime ministry to their particular ecclesiastical discipline and tradition, and refrain from proselytising seafarers.
- f) Co-operate with persons, organisations and institutions - Christian or non-Christian - that work for the welfare of seafarers.

Our Standards

The Mission to Seafarers aspires to the very highest quality of professional standards and is absolutely committed to effective and transparent safeguarding.

Our Common Identity

All Members share a common identity, which includes the use of the name "The Mission to Seafarers" and/or "Flying Angel Club", followed where applicable by the name of the relevant region/country/local station, and the use of the Flying Angel logo.

As such, Members should be sensitive to the fact that the actions of one or more Member, even within their own national or regional context, may significantly affect others across the global network.

Our Ministry

We are committed to Christian mission, informed by the "Five Marks of Mission", with a focus on a holistic, proactive, professional and engaged response to the needs of seafarers and their families.

Our port-based ministries will reflect in some measure the following services, as is appropriate within the local context. The Mission to Seafarers encourages a creative, contextual and entrepreneurial approach, providing it is in line with seafarer need and is sustainable. Areas of ministry may include:

- Ship visitation
- Centre hospitality:
 - Friendship/welcome
 - Wi-Fi facilities
 - Recreational opportunity

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

- Food and drink
- Shop
- Chapel and services
- Hospital visitation
- Prison visitation
- Transport services
- Emergency response, including post-trauma and mental health counselling/signposting
- Justice and Advocacy, supporting seafarers during times of crisis or need and advocating for those without voice
- Spiritual support as appropriate:
 - Prayer
 - Counselling
 - Services of worship on board or in centre
 - Provision of access to community places of worship
 - Distribution of Christian literature
- Programmes designed to meet the wider needs of seafarers in a rapidly changing maritime world, including global projects and local port welfare initiatives.

Our Work 2021

The Challenges

The acute pandemic-related challenges of 2020 continued throughout 2021. This meant very significant ongoing difficulty for crew and their families, as well as for our teams around the world. We have had to work in new and creative ways. These have been extensive, and transformational for seafarers. The strategic work, put on hold in 2020, was completed in 2021 and has been launched in early 2022, giving renewed shape to our work. However, with very significant uncertainty continuing, there is caution, and restriction, around the speed at which this strategy can be rolled out.

1. Seafarers

During 2021 seafarers and their families continued to face the most acute challenges. While the situation fluctuated through the year, it is estimated that between 150,000 and 300,000 crew were working well beyond their contracts at any one time as a result of crew change issues. The industry continued to work in excellent partnership to resolve this situation. However, the ongoing failure by many countries to recognise seafarers as essential workers, combined with travel restrictions and difficulties with airline capacity meant that seafarers continue to experience the deep uncertainties that first arose in 2020. This created a situation of intense stress and distress for many seafarers. "Shore leave" was also severely compromised, through local regulation, company policy, captain's orders or seafarer choice. This prevented or restricted access to normal leisure, shopping and welfare options. For those without access to WiFi on board, it severely impacted on communications, especially with family. Many seafarers have not gone ashore during a whole contract period. This is also a serious challenge to mental well-being. Back in seafarer homes, these stresses were also felt. Many crew were unable to start their contracts, leading to financial difficulty. In some cases, and most especially during the appalling peak of Covid-19 in India, our teams experienced tremendous distress, distress which included difficulty accessing basic supplies. Stories and reports from our teams and contacts around the world and information from our own *Seafarers Happiness Index* have all underlined the acute seriousness of the challenges faced by seafarers and their families.

2. Our Operations

Similarly, many of the ways in which we normally deliver our work continued to be under severe pressure. Our global network of hospitality centres have received very little seafarer footfall, for all the reasons mentioned above, despite our having put significant investment into making them Covid-safe. Our transport operations have been similarly impacted. We have continued ship visiting, wherever we have access to ports and ships. We have done so in strict accordance with the guidelines we drew up in liaison with industry. These guidelines were subsequently adopted as the basis of working for all

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

organisations within ICMA, representing the bulk of front-line maritime welfare. This meant ship visiting at the gangway only in a safe and distanced way and utilising effective PPE. This ministry has been transformational for seafarers and has included the delivery of vast amounts of the personal shopping they would normally have accessed, the provision of MiFi units to support crew who do not have WiFi on board and the delivery of urgent medicines in some cases. The dilemmas faced by stranded seafarers, sometimes in significant numbers, have been an additional feature of the year. Cases of “abandoned” ships and crew have grown in the last two years and we have been pleased to play a significant role both in emergency response and in advocacy, especially in the Gulf and Africa. Our WeCare training programmes, now on-line, have also had an important role to play in the current environment, supporting as they do seafarer well-being and resilience. Our *Seafarers Happiness Index* has helped both us and the maritime industry better understand the developing needs of seafarers and priorities for response. Of great import have been our Family Support Networks, who have had a major role in supporting families at home during such a very, very difficult period.

3. Finances

Despite the challenging environment, 2021 has been a very good year for fundraising. Three areas have remained of particular significance. First, the generous contributions of the major maritime welfare trusts who continued significant new funding to assist through the emergency. Second, high levels of support from the shipping corporates, as part of their commitment to help seafarers at a time of extreme difficulty. Third, we have enjoyed a particularly strong period for legacies, including one exceptional legacy in 2021. These three areas have combined with others to put us in a strong funding position – a position which has enabled us both to sustain, support and grow our work and also to designate substantial funds to undergird our new 2022-26 strategy.

Emergency strategic priorities

Radically changed conditions forced us to delay the start of the new strategy, now shifted to 2022, and to adopt a range of emergency measures. These emergency priorities, formed in 2020 were continued into 2021.

1. To sustain and adapt our regular service, ensuring that we were able to meet the need of seafarers and their families

Port-based Chaplaincy

The most visible sign of The Mission to Seafarers is our network of port chaplains and welfare teams in 200 ports across 50 countries. Our port-based services were significantly affected as a result of the Covid-19 pandemic. Rolling national lockdowns, as well as port restrictions meant that in many ports our work suffered from a stuttered, stop and start approach. We invested heavily in making our stations as Covid-secure as they could be by providing PPE, sanitising stations and updated ship visiting guidance. Despite these much-needed efforts to protect staff and volunteers, we estimate that only 50 per cent of our network was operational at any one time. In addition to local restrictions, many companies put shore leave bans on their seafarers. This resulted in very few crews being able to come ashore. As a consequence, many of our centres saw no seafarers and become administrative hubs for shopping and crew deliveries.

Outputs for our UK and Grant Funded port-based work

	2021	2020
Ship visiting	21,056 meeting 126,336 seafarers at the gangway	18,232, meeting 106,352 seafarers at the gangway
Seafarers visiting our centres	15,412	44,999
Seafarers transported	6,434	22,198

When combined with our international network, these increased to:

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

Outputs for our UK and Grant Funded port-based work (continued)

	2021	2020
Ship visiting	34,629, meeting 207,774 seafarers at the gangway	30,576, meeting 187,140 seafarers at the gangway
Seafarers visiting our centres	23,629	86,996
Seafarers transported	12,131	46,063
Port-based Justice/Welfare/Medical Cases	1,383	1,426

Our ship visiting teams continue to work to a strict set of protocols which include maintaining social distancing, sanitising hands and vehicles and wearing face coverings. These will remain in place regardless of whether national restrictions have been eased. In ports where we have been able to operate, teams have visited crews at the gangway and delivered Mi-Fi units as well as data cards for personal use. Care packages, often containing toiletries and our famous knitted woolly hats, have been prepared in strict hygienic conditions before being donated. Globally, our centre numbers have dropped by 94 per cent. This has exacerbated a trend which we have been monitoring closely over the last five years. In the future, we do not expect this number to go back to pre-pandemic levels and are working closely with our teams to understand what impact this will have on our ministry.

	2021	2020
Total amount of volunteer knitted woolly hats distributed to the global Mission network for onward giving to seafarers	630kg	810kg

Fulfilling shopping requests has grown over the past year. With seafarers unable to come ashore, many turned to the Mission to fulfil items such as communication equipment, local specialities, items of technology and treats. In addition to providing items of shopping, our teams have collected medication for seafarers and taken cash to Western Union so that it could be wired to a seafarer's family. Because of a rise in shopping, we have been working with colleagues to devise an MtS Seafarers' App which will allow seafarers to pre-order their items. The service will also enable our teams to be more strategic in fulfilling requests.

	2021 only
Approximate amount of money received for shopping from seafarers	US\$ 2,861,153
No of shopping trips undertaken for seafarers	19,074

Family Support – Philippines

Our Philippines Family Network has been in high demand during 2021 as families and seafarers sought our help. The Network has nine chapters (local branches) where families come together to share information, learn new skills and to support each other. The team in Manila held 823 (2020: 200) online events for family members including storytelling, Sea Sunday Services, coffee-mornings, musical activities and mental health and wellbeing advice.

Over 3,000 requests for assistance were received, either online or by visiting our walk-in centre in Manila. Severe lockdowns continued across the country throughout the year which affected crews and their families, as well as our team of four staff in a variety of ways. Much of our response this year was focused on providing practical support and advice. The difficulty of finding food for those in dormitories was not as bad as last year, and instead our work involved signposting beneficiaries to a range of professional support services.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

Our work in the Philippines

	2021	2020
Number of Covid-19 seafarer-related requests:	1,497	2,798
Made up of:		
Food aid	8 parcels issued	1,735 parcels issued
Practical Information	1,487	1,371
Transportation	2	513
Number of Justice/Welfare/Medical cases across the Family Network	1,476	2,158
Made up of:		
Practical assistance and pastoral support	1,413	656
Medical referrals	2	10
Justice cases (non-payment of wages, etc)	51	3
Financial Assistance (grants to buy food)	8	N/A
Accommodation provision	2	N/A
Number of referrals to professional support or the Mission's chaplaincy Network	267	400
Online attendees to Family Network events	823	286

2. To develop new services in response to the challenges

Digital Chaplaincy

Our Chat to a Chaplain service provided a lifeline to seafarers during the early days of the pandemic. But as the situation progressed, and we all got used to living with restrictions and new ways of working, the need for this service decreased as seafarers turned to more traditional ways of engaging with our teams. The service continues to be available on our website until our contract with the provider ends in 2022.

As shipping companies got used to quarantining their crew before they could join ship, we were asked to provide access to our WeCare mental health resources. We devised a campaign in 2021 called Mental Health On Board Champions which comprised of a series of webinars and downloadable material. Working under the banner of our WeCare sub-brand, we also provided access to our e-learning courses in communication and financial literacy. In the past year, tens of thousands of seafarers have received the course to complete in their own time.

In addition to our Justice and Welfare work in the ports, seafarers can contact the Regional Engagement Department in London via our CrewHelp programme. Seafarers reach out to us with a wide range of questions from information about a local port to issues with their employment contract or on board facilities.

Digital Chaplaincy: Chat to a Chaplain

	2021	2020
Meaningful interactions (consisting of at least two responses between a chaplain and a service user)	N/A	1,913
Requests for assistance	N/A	712
No of seafarers and their families reached through WeCare training	8,460	N/A
No of seafarers who have access to the WeCare training courses via their employer	50,000	N/A
No of requests into CrewHelp	236	N/A

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

Family Support – India

Our feeding programme in Tuticorin, South India continued in 2021, especially during the 'Delta' wave of Covid-19 which ravaged many parts of the country. Tuticorin is a city with a significant maritime population both merchant and fishers. Our seafarers' centre became a meeting place for many families from the maritime community to register for advice and support. This work builds on our plans to open a Family Support Network in the country in 2022.

The Mission's Feeding Programme in Tuticorin

	2021	2020
Number of individuals benefitting from the programme	11,903	8,153
Number of families receiving food parcels	1,950	1,688

3. In partnership with the wider industry, to play an effective role in global advocacy for seafarers

- The Secretary General, or members of the senior team, continued to join high profile shipping industry meetings, led by the International Chamber of Shipping and the International Transport Workers' Federation. These brought together a wide range of partners and were designed to co-ordinate the best in shared advocacy and response to the acute dilemmas faced, with an absolute focus on seafarer well-being, within the context of sustaining effective international shipping.
- The Mission is a major player in the ICMA and has remained committed both within that organisation and beyond to supporting the best in promoting mutuality in crisis response and the very best in joined-up working. We were especially pleased to be heavily involved in the launch of the SIRF (Seafarers International Relief Fund). Modelled somewhat on the Disasters Emergency Committee, this is the first joint maritime emergency fund set up to provide swift response to any particular crisis, in this case the extraordinary circumstances in India.
- The Mission remained strongly proactive in addressing justice and welfare cases at a local level, particularly in relation to a growing number of "abandonment" cases. Such issues are shared at international level by our Advocacy team, including through ICMA's International Maritime Organization and International Labour Organization delegations, within which we are pleased to play a role.

4. To strengthen communications, ensuring mutual support, guidance and encouragement across our organisation and the effective telling of a vital story externally

- We continued to strengthen internal communications at a time when face-to-face meetings have been domestically challenging and internationally impossible. Regional Directors held regular virtual meetings with the Secretary General and members of senior management. Regions similarly held regular virtual team meetings. The Secretary General met with all regions through the year. IHQ staff meetings were upgraded, including meetings where we were joined by members of the Europe Region. IHQ staff also met physically for an important in-person meeting, particularly important given the transition period between two offices.
- Media attention remained high in 2021, and we continued to prioritise our effective use of media in support of seafarers.
- Members of the Mission team took part in numerous webinars and similar across the shipping industry and beyond, as part of our determination to advocate for seafarers and profile our own response.

5. To respond swiftly and decisively to the financial challenges

- After the initial difficulties experienced through Covid-19 in early 2020, fundraising has continued to go through a very successful period. As will be seen in the accounts, we benefited from exceptionally increased legacy income, strong Trust income, continued corporate support (benefiting especially from the networking of one of our Vice-Presidents) and from the impact of our Challenge programme.
- As a result, we have been able to sustain and develop our work and grant additional funding in response to the emergency need of front-line operations where income streams have been under

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

severe pressure. We have also been able to designate funds for use through the coming strategic period.

- Our trustee led Finance Working group has met monthly and completed some ground-breaking work, especially in establishing Financial Parameters for the coming years. Budgets and forecasts have been reviewed frequently and costs controlled as much as possible.
- The Investment Committee, learning from market performance in the 2020 and informed by the Financial Parameters, has continued to monitor and review policy to ensure it remains effective and relevant.

2022 Objective and activities

As we move into 2022 the Mission, like seafarers, continues to be significantly impacted by the pandemic, facing considerable uncertainty. With many of our traditional services severely compromised (full ship visitation, access to hospitality centres, demand on our transport fleets) it remains unclear what the long-term impact will be on shore leave. Company policy, local regulation and changes in seafarer behaviour may have a medium/long term impact on the services that seafarers need. In this environment the speed at which we can roll out our strategy is limited and spending options challenging. We are not alone in these dilemmas. Urgent discussions are ongoing with our key stakeholders and across the Mission to clarify immediate priorities within the new overall strategic plan. It is likely that our priority focus will be on:

- supporting proactive outreach to seafarers (through ship visitation for example),
- enhanced digital working and
- wider programme.

We will be more cautious in relation to centres and transport while we await further clarity. However, it is likely that in-port facilities are going to be important and we are considering how we might successfully invest in a programme of modern, sustainable in-port centres where these are required.

Our new Strategy (2022-26) highlights four key areas:

Programme

Ongoing modernisation of our port-based working, with relevance and sustainability a driving factor at regional and local level, to include:

- Support for ongoing centre modernisation, in line with changed need.
- Development of a “key hub” programme, focused on existing and new ports where research dictates efforts should be enhanced in relation to maximising access to seafarers and building a multi-skilled team- based approach. Priorities will be established in the early months of 2022.
- Enhanced support for developing ship visiting capacity, with a particular emphasis on volunteer development.
- Building on recent work in Egypt, further provision of resource where “greatest need” exists, including a commitment to developing our work in the Gulf area, with efforts ongoing to establish maritime welfare in, for example, Saudi Arabia.
- Continue our programme of governance development as a high priority in supporting programme, helping our nine regions in developing strong, effective and connected governance with an emphasis on regional councils, common standards (rolled out in 2021), health and safety and safeguarding. We will further develop effective and accountable grant-funding, building on the radical work of the last three years.
- Support an improved front-line training programme with enhanced ability to effectively co-ordinate global and regional training at IHQ level – with clarified and changed responsibilities at senior level. A particular priority will be training designed to respond to major change in our working environment.
- Continue to improve impact reporting in our port work.
- Further development and consolidation of our wider programme with particular emphasis on Family Support Networks, the WeCare educational programmes, the *Seafarer Happiness Index* and enhanced digital provision – with seafarer facing communications a particular priority (including through the new “Happy at Sea” App to be completed in the second quarter of 2022).
- Prioritise the Environment, Social and Governance agenda as a key undergirding framework for regional and local work, with a particular emphasis on developing an effective environmental policy in 2022.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STRATEGIC REPORT**

Provision

A commitment to better support from IHQ for enhanced regional and local financial sustainability and to:

- Consider development of funding hubs outside the UK to run in close collaboration with IHQ – the USA, UAE and East Asia are amongst places under consideration in a five year plan,
- Continue to promote maritime corporate income as our key resource for the future,
- Further develop external communications as a key factor in growing support.

Partnership

Effective partnership in its many forms remains a cornerstone for MtS working. We remain committed to ICMA as a key framework for ecumenical cooperation in front-line working and will:

- Continue to strengthen relationships with key maritime bodies,
- Promote and support the new shared SIF fund,
- Proactively seek out new partnership opportunities at all levels, including within maritime and in relationship to our colleague Church of England Partner in World Mission agencies,
- Continue to promote the best in partnership with the Church of England and global Anglican churches, revisiting and prioritising a church engagement programme.

Possibilities

We will encourage the development of an entrepreneurial culture throughout MtS as we respond creatively to changing circumstances and specifically to:

- Consider elements of training to support such a culture,
- Launch a small project entrepreneurial fund in 2022.

Other key areas

In addition to the strategic work the following are key priorities for 2022:

- Conclude the move to our new office (planned for April 2022) and successfully implement our new hybrid working model for IHQ staff
- Prepare for a significant changeover in Trustees (2023), supporting the current Board in identifying new trustees against our skill matrix and ensuring a strong succession plan
- Undertake a fundamental review of our Branch operations, particularly those in the UK, supporting our their work to ensure effective operation, safe practice and clarity of responsibility
- Fulfil our plan to fill identified “gaps” in IHQ staffing, to grow numbers appropriately and sustainably
- Respond to the External Governance Review, due to report in early 2022. Implement recommendations in liaison with the Board.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
FINANCIAL REVIEW**

2021 – Income and expenditure

The Consolidated Statement of Financial Activities is shown on page 28. 2021 has been another exceptional financial year for the Mission. Legacy income has increased by 295% to £4,728,000 compared to £1,197,000 in 2020 and includes one legacy from a donor who wished to remain anonymous of almost £3m. We continue to be thankful and humbled by our supporters who have remembered us in their wills. Whilst the Mission experienced a generous response to the Covid-19 pandemic from individuals, grant givers and businesses in 2020, we had assumed that such a level of support may not be sustained for a second year as the financial impact of Covid-19 was felt by our donors. Indeed general donations £1,470,000 (2020: £2,138,000) are down by 31%. Whilst grant donations £959,000 (2020: £1,015,000) are also down this year, the reduction is just 5.5% and is still much higher than the equivalent pre-pandemic figure (2019: £311,000).

In 2021, the net operating result was a gain of £3,550,000 (2020: gain £585,000) making it the second year of profit following a sustained period of operating losses. Overall total income has increased by £2,804,000 (48%) to £8,607,000 (2020: £5,803,000) and income from our branches from sales to seafarers has increased slightly to £327,000 (2020: £270,000) as centres have been very proactive in serving seafarers at the quayside.

Donations, grants and legacy income, together with investment income make up the Mission's principal funding sources and represent 92% of total income (2020: 89%). They are a major contribution to funding the cost of the Mission's charitable activities.

Total operating expenditure decreased by £161,000 (3%) to £5,057,000 (2020: £5,218,000, decreased by 2%). Expenditure for charitable activities decreased by 2% to £4,255,000 (2020: £4,377,000, increased slightly by 0.7%) and the costs of Raising Funds decreased by £39,000 (5%) to £802,000 (2020: £841,000, decreased by 14%) as events and activities were constrained by the ongoing Covid-19 pandemic. An analysis of expenditure is given in note 8 to the Financial Statements. The proportion of total expenditure that the Mission considers to be of a charitable nature is 84% (2020: 84%).

The Mission's investment portfolio concluded the year with a gain of £3,383,000 (2020: £959,000). However, unrealised investment gains reflect market movements during the year and are not cash surpluses or deficits. They are not available to fund expenditure unless and until the investment is finally sold. Variations in the stock market can impact on the Mission's reserves as can be clearly shown in early 2020 when almost £2.2million of the value of the portfolio was initially lost as the Covid-19 pandemic impacted on global stock markets and again at the start of 2022 where losses have of been as much as £2m due to the impact of the war in Ukraine.

The Mission participates in various pension schemes. Some are defined contribution schemes with no liabilities at the year end and others are multi-employer, defined benefit schemes where the Mission has an ongoing liability at the year end of £16,000 (2020: £39,000). The 2021 contributions to reduce this liability are £16,000 (2020: £38,000) which represent 0.3% (2020: 0.7%) of total expenditure.

The net loss before investment and foreign exchange gains for the Mission's four (2020: four) subsidiaries is £20,000 (2020: loss £72,000). With their total reserves of £143,000 (2020: £165,000) the trustees confirm that none are in deficit. See notes 2 and 17.2 for further information about the subsidiaries.

Balance sheet

The Mission's group balance sheet shows that net assets have increased by £7m to £43.9 million (2020: £36.9 million) and are made up of;

<i>Restricted reserves</i>	£922,000 (2020: £1.1 million) (see Note 20)
<i>General reserves</i>	£26.3 million (2020: £23.1 million)
<i>Designated reserves</i>	£16.6 million (2020: £12.7 million) which are not available for general purposes. (See note 21)

In recognition of the significant increase in 2021 legacy income, the Trustees have designated a further £3m of funds which will be spent in addition to the normal operating budget. Whilst the strategic plans to 2026 cannot yet be accurately costed, the trustees have designated £2m with the anticipation that expenditure will be less in the first year as planning and research is developed. In 2021 the trustees designated £500,000 for emergency Covid-19 support across the Mission and have so far provided £93,000 in grants. Another £500,000 has also been designated to foster a global culture of health and safety and learning.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
FINANCIAL REVIEW**

Reserves

The Mission's policy is to maintain general reserves to reflect the long-term nature of its work. As the temporary custodians of these reserves, trustees feel that it is essential that they leave The Mission to Seafarers in a state where it can continue for as long as seafarers need it and there are no signs of this need diminishing.

During 2021 the trustees reconfirmed this policy and considered how the reserves should be utilised in light of the proposed five year 2022- 2026 strategy. They continue to believe that unrestricted reserves should not fall below £15m and that there should be a continued, intentional and responsible utilisation of reserves over the strategic period, within agreed parameters. This will be achieved through a targeted reduction of deficit budgets with the aim of attaining long-term financial sustainability but allowing for intentional strategic expenditure or a response to unforeseen circumstances.

In the opinion of the trustees, a minimum of £15m reserves continues to be required to meet future working and capital requirements having taken into account the following factors:

- The Mission seeks to operate in a proactive manner, to make commitments in terms of manpower, resources and premises for the long term and to provide a reserve of funds sufficient to support operations at locations worldwide where it operates. There are continuing indications that some of the Mission's operations overseas, which endeavour to be self-funding, are struggling to maintain essential services. The Mission to Seafarers is committed to the principle of maintaining its worldwide support of seafarers and to retaining a sufficient level of funds to give stability to its work, including the provision of emergency financing where necessary for these activities.
- In 2021 legacy income was £4,728,000 (2020: £1,197,000). Whilst the Mission has benefited from legacies in the past and hopes to do so in the future, legacy income cannot be relied upon as a continuing and certain source of incoming resources. The trustees have, therefore, made allowance for the uncertainties that arise from legacy income.
- In line with the planned, phased reduction in reserves, The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from investment reserves. The trustees have made allowance for the risk that future adverse movement in the market value of investments may impact on the ability to meet operating cash flow requirements and have revised their investment policy to mitigate this risk, including holding a minimum of one year's expenditure in cash.
- Changes in law may impose costs, such as in the area of pensions, where obligations may arise to ensure that current and retired employees are not significantly disadvantaged.

The level of the unrestricted general reserves has provided some protection to the Mission and allows time to adjust to changing financial circumstances. This has limited the risk to service provision from operating deficits, such as the Mission has experienced in recent years, or an unexpected need for unbudgeted expenditure. Indeed, during the Covid-19 pandemic in 2020 and 2021 this has provided protection and security for the Mission from the impact of Covid-19 as a proportion of investments were sold to provide enough cashflow to ensure that the Mission remained a going concern whatever the performance of stock markets.

Again in 2022, the Mission's reserves will allow additional unbudgeted funds to be provided to respond to the needs of seafarers and their families resulting from the war in Ukraine. The reserves will also help to weather the impact of investment losses as global stock markets respond to the conflict and to any fall in income should donors be impacted by soaring costs of oil, gas and grains.

It should be noted that although the Mission has had two years of profitable operation, in the five years preceding 2020, the cumulative operating deficit was £4.8 million. It is only the performance of the Mission's investment portfolio, the sale of some property assets and, in 2021, an exceptional legacy that has contributed to the current level of reserves.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
FINANCIAL REVIEW**

Going concern

The trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis as they believe that the current level of reserves and cash holdings at the date of signing will enable the Mission to survive the continuing impact of the Covid-19 pandemic and any impact from the war in Ukraine. They will also ensure that the Mission can continue to be able to support seafarers for the foreseeable future.

Risk Management

The Board of Trustees has overall responsibility for risk management and maintains a Risk Register. This is included in the remit of the Audit and Risk Committee and continually monitored by the Senior Management Team.

The Risk Register identifies risks which:

- could have a serious impact on the viability or survival of the Mission
- estimates the likelihood of such an event occurring
- assesses the impact it would have if it occurred
- identifies what controls are already in place to reduce the impact or probability of the event occurring
- identifies what else could be done to reduce the probability or potential impact
- identifies the person(s) responsible for monitoring the risk and taking appropriate action.

The Register is reviewed as needed, but as a minimum it will be looked at annually. It was reviewed by the Audit and Risk Committee in April and October and by the Board of Trustees in July to further take stock of the impact of the Covid-19 pandemic and the implications on the Mission and the wider environment. Some risks have been expanded and/or repositioned based on the score of each risk.

The principal risks that the Mission faces and the actions it takes to mitigate these risks are that:

- It is unable to raise sufficient funds to permit it to maintain or expand the services it offers to seafarers to meet the level of need identified.

It was feared that this risk would materialise as a result of the ongoing impact of the Pandemic. In response the Development team diversified some fundraising methodologies including on-line challenge events and launched several targeted appeals for funds to support various areas of the Mission's Covid-19 response and on-going operations. A combination of generous contributions from the major maritime welfare trusts, shipping corporates, and strong period for legacies have yielded a good financial result for the period. Additionally, budgets and income forecasts are being updated regularly with an emphasis on reducing costs where possible and close financial monitoring is in place through forecasts, management accounts and oversight of the Audit and Risk committee.

- An employee, volunteer or any other individual who comes into contact with the Mission's work becomes subject to sexual harassment or abuse as a result.

The Mission's main resource in delivering services is its staff and volunteers who are subject to reference checks prior to engagement and DBS checks where appropriate. Staff and volunteer handbooks provide guidance and information on behaviour with training and on-going performance reviews to ensure that staff maintain the highest of standards. A Safeguarding and Professional Conduct Policy has been devised and implemented, supported by appropriate training. A Safeguarding Working group has been established with a Safeguarding lead trustee and deputy nominated. Adoption and implementation of this policy is a condition included in MOUs for all grants provided by the Mission. There are also contingency damage limitation plans in place and an Emergency Response committee.

Investment Policy

The Mission holds investments to help meet its current and future obligations and as a reserve against future shortfalls between income and expenditure. It is intended to hold reserves for the long term as the need to provide support and care to seafarers is not diminishing and it is expected that the Mission's activities, including long term housing commitments to retired employees and Church of England pension obligations, will continue for many years.

The overall aim of the Mission in holding investments is to produce the best financial return within an acceptable level of risk, in order to protect the long term reserves against inflation and produce regular flows of funds to support fixed costs and operating activities both in the UK and overseas.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
FINANCIAL REVIEW**

The investment reserves are divided into:

- reserves expected to be held for a long term time horizon (more than 3 years) to provide a total net annual return which exceeds inflation plus 5% over a five-year period
- those held for the short to intermediate term (0 to 3 years) to preserve the capital value with a minimum level of risk. These assets should be readily available to meet anticipated cash flow requirements.

In the implementation of this policy, the trustees follow the Charity Commission guidance for the investment of charitable funds. Additionally, the Mission does not wish to profit directly from, or provide capital to, activities that are materially inconsistent with Christian values. This is ensured as the trustees also follow the guidelines of the Church of England's Ethical Investment Advisory Group which may prohibit or limit the investment in stocks with exposure to certain sectors, such as armament and tobacco.

The trustees will select one or more professional investment management firms to manage its investments in line with this policy. Such appointments can be in the form of bespoke agreements to manage the Mission's portfolio on a segregated basis, or via investments in pooled vehicles. The Investment Committee will from time to time make recommendations to the Board on the best approach to use, based on its assessment of the relative merits of each. The Investment Committee also performs the oversight of the Investment Managers and periodically reviews their performance, commercial terms and overall services and, if appropriate, makes recommendations to the Board for any change. This policy was reviewed in 2021.

Investment Portfolio

CCLA, which is regulated by the Financial Conduct Authority, is the investment manager for the Mission's funds. The assets have been invested with CCLA in the Church of England Investment Fund (Investment Fund) which is a multi-asset common fund worth over £2,143 million and benefits from charitable status. Investment in the Investment Fund is based on the purchase of units that can be bought or sold at any time.

The prime objective of the Investment Fund is to protect and grow the real value of the capital invested and the income that it provides and it is managed in accordance with the policies of the Church of England's Ethical Investment Advisory Group and therefore fits with the Mission's investment policy.

Investment Performance

In 2021 the total return net performance for the Mission's investments managed by CCLA was a gain of 17.46% (2020: 10.2%) and the performance of the comparator was a gain of 16.96% (2020: 3.95%). Gross dividend yield was 2.64% based on an annual dividend of 61.79p (2020: 2.93% based on an annual dividend of 59.99p).

(Comparator - composite: from 01.01.21 MSCI World 75%, MSCI UK Monthly Property 5%, iBoxx £ Gilts 15% & SONIA 5%. From 01.01.18 MSCI UK IMI 30%, MSCI World Ex UK 45%, MSCI UK Monthly Property 5%, iBoxx £ Gilt 15% & 7 Day LIBID 5%.)

Fundraising

The Development team at the London IHQ is responsible for fundraising, communications and marketing. The team has continued to build upon the previous year's results in generating a substantial level of income for the charity whilst working around the continuing challenges that the Covid-19 pandemic has placed on fundraising activities. Our marketing and communications obligations have also continued to increase the profile of the Mission across the wider global maritime world, increasing awareness of our work and the reliance that we all have on seafarers.

Total fundraised income at IHQ for 2021 was £6,234,000 (2020: £3,663,000) an increase of £2,571,000 (70%) which is due to increased legacy income of £4,279,000 (2020: £1,197,000). We are very grateful to those supporters who made these commitments, sometimes many years ago. We also thank those who have pledged legacies during the year. This is a valuable source of income for us.

Donations are received from individuals, churches, fundraising committees, grant giving bodies, trusts and corporates, especially those in the maritime sector. Some donations are linked to specific appeals such as the regular Lent, Summer, Christmas and Sea Sunday activities or specific events and campaigns such as the 2020 *Flying Angel Campaign*. Some individuals and teams undertake challenge events many of which continued to be 'virtual' instead of physical in 2021 as the Covid-19 pandemic continued.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
FINANCIAL REVIEW**

Corporate income of £726,000 (2020: £1,086,000, which included £658,000 for the *Flying Angel Campaign*) continued to produce an impressive result as companies recognised the vital importance of the Mission's global work with seafarers. We must acknowledge fully here the role of Esben Poulsson, one of our Vice Presidents, for his tremendous influence in encouraging his network to support our Sustaining Crew Welfare Campaign. That campaign was launched in the autumn of 2020 to provide support to our centres around the world and to provide support for training and our Family Support services. The campaign continued during 2021 and has raised a further £336,000 (2020: £158,000).

Our partnership with the UKP&I Club continues into a fourth year, with support for the WeCare programmes. During 2021, the training was moved onto an e-learning platform and many maritime companies took advantage of the social communications, financial wellbeing and the mental health resources training for their seafarers. Work with HFW continues to provide vital pro bono and fundraising support, for which we are so very grateful and we deeply appreciate all the companies, trusts, foundations and individuals who have continued to support us so generously to help seafarers in so much need.

The Events programme raised £118,000 (2020: £72,000) and many events continued in a virtual format. However there was some move back to in-person events such as the successful bike ride 'The Graig 100' which included over one hundred riders and raised £38,000 and we were very pleased to be able to hold the annual Festival of Nine Lessons and Carols service in person at All Hallows in London. 2022 will see the launch of the Mission's major *Adventure Race Japan* which is scheduled to take place in May 2023.

Community fundraising once again was impacted by the pandemic raising £94,000 (2020: £119,000). Efforts continued to ensure we maintained our profile ready for an increase in return to churches and community fundraising events for 2022.

Individual giving increased for the third year running to £493,000 (2020: £462,000) with increased responses to appeals and direct debit payments. Our Trusts and Foundations income at £523,000 fell back from 2020 levels (2020: £725,000) although it was still better compared to the 2019 pre-Covid-19 result (2019: £371,000). We also greatly assisted the global Mission family by providing trust expertise, the value of which does not appear in these accounts.

At the end of 2021 we appointed a new Communications Officer to support our Senior Digital Communications Officer, recognising the increase in workload over the past two years as our communications activity increased substantially. This will help us focus our communications into a more targeted approach using analytical skills building upon the past two years' successes. The communications agency Blue has played an important role in supporting us and ensuring that our responses to journalist and media opportunities are targeted and focused. The Secretary General continued on the International Chamber of Shipping led industry group and played a significant role in the newly formed Seafarers International Relief Fund, which was in response to the increase in the pandemic in India.

As we enter 2022, we are improving and structuring our communications activity, to ensure the most efficient delivery of this activity to the IHQ team and the wider global Mission in line with the Global Strategy.

The Mission is a contributor to the Fundraising Regulator who regulates fundraising in England and Wales with the aim of protecting donors to charities and ensuring that fundraising is respectful, open, honest and accountable to the public. In accordance with The Charities (Protection and Social Investment) Act 2016 we confirm that;

- The Mission carefully monitors all of its fundraising activities to ensure that they are compliant with the recognised standards of fundraising (as set out in the Code of Fundraising Practice) and that none were undertaken by a professional fund-raiser or commercial participator on behalf of the Mission
- The Mission is bound by and complies with the Fundraising Regulator's voluntary regulation scheme
- No complaints were received about our fundraising activities (2020: none)
- All fundraising activities are overseen by the Director of Development who ensures that the Mission's fundraising activities do not include:
 - Unreasonable intrusion on a person's privacy
 - Unreasonable persistent approaches for the purpose of soliciting a donation or
 - Placing undue pressure on a person to give money or other property.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
FINANCIAL REVIEW**

Environment, Social, Governance

The Mission to Seafarers is taking the Environment, Social, Governance (ESG) agenda and its responsibilities with great seriousness. Trustees and senior management are keeping it at the forefront of our thinking and it has already been heavily discussed, including with external input. We seek alignment with best practice. The Social and Governance aspects are well advanced in terms of current policies and operations. Environmental policies and practice are the focus of current thinking and planning. An Environmental Action Group, with global representation, has been meeting since November 2021 and will be making recommendations. It will be our aim to ensure that appropriate policies and cultures are in place globally. We are conscious that our global carbon footprint has been much reduced through the pandemic period (2020 and 2021). Severe restrictions on travel, vehicle usage, staff commuting and centre usage have all been key factors. As we emerge into more “normal” times we are seeking appropriate measurements, benchmarks and policies. Environmental responsibility is seen as a core value and is contained within the new strategy. The Mission to Seafarers plans to roll out ESG reporting annually in stages from 2023 (for the 2022 year).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
CHARITY INFORMATION**

A charity registered in England and Wales, no.1123613

A company limited by Guarantee, registered in England and Wales no. 6220240

Patron

Her Majesty The Queen

President

Her Royal Highness The Princess Royal

Vice Presidents

Esben Poulsson

Grahaeme Henderson

Trustees

Thomas Boardley (Chairman)	[*GN]
Rosemary Alexander	[*A] [I]
The Ven Christopher Burke (Vice Chairman)	[GN]
Robert Ferris OBE	[A] [G]
William MacLachlan	[GN] [R]
David Moorhouse CBE (Vice Chairman)	[GN]
Neale Rodrigues MM (Vice Chairman)	[R] [GN]
Timothy Smith (from January 2022)	
Claire Sneddon	[G] [A]
Sam Swire	[*G]
The Very Revd Andrew Tremlett	[*R]
Peter Cottrell	[*I]
The Right Revd David Williams	[G]

Company Secretary

Virginie Potbury (to November 2021)

Jayne Rose (from April 2022)

Key Management Personnel

Secretary General

The Revd Canon Andrew Wright [G] [GN]

Director of Advocacy and Regional Engagement

Ben Bailey

Director of Development

Jan Webber

Director of Finance

Eileen Reilly [I]

Director of Human Resources and Administration

Tomilayo Toluhi [G]

Committees

***Denotes the Chair of the relevant Committee**

G. Grants and Programmes Committee (Formerly Grants Committee)

GN. Governance and Nominations Committee

R. Remuneration Committee

Helen Averill (External) - from March 2021

I. Investment Committee

Jim Aiken (External)

Paul Jeffries (External) - from July 2021

A. Audit and Risk Committee

Rachel Lawton (External) - from April 2021

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
CHARITY INFORMATION**

Custodian Trustee

The Mission to Seafarers Trust Corporation Ltd acts as a custodian trustee on behalf of The Mission to Seafarers holding real estate property and investments.

Joint Corporate Trustee

The Mission to Seafarers is a joint corporate trustee of;

- Humber Seafarers' Service, Charity No. 1159953
- Felixstowe and Haven Ports Seafarers' Service, Charity No. 272077
- Port of Bristol Seafarers Centre, Charity No. 286078

Registered Office

First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE

External Advisers

Auditors

Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP

Bankers

HSBC Plc, 20 Eastcheap, London, United Kingdom, EC3M 1ED

Investment Advisers

CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

Solicitors

Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh, United Kingdom, SO53 3LG

HFW, Friary Court, 65 Crutched Friars, London, EC3N 2AE

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Mission to Seafarers; the charity

The Mission is a charity, constituted as a company limited by guarantee and not having share capital. The Mission is governed by a Board of Trustees (the Board) which forms the Board of Directors. Members of the Board are both trustees of the charity and directors of the company, as constituted by the Mission's *Articles of Association*. The current Articles of Association are dated 28 April 2020.

The charity's trustees and management

The Board is drawn from prominent leaders with wide experience of seafaring life, including the shipping industry and from London's financial centre, the City of London. The Mission also invites leading members of the clergy to serve as trustees. The procedure for the election and appointment of trustees is set out in the *Articles of Association of The Mission to Seafarers*. Trustees and management regularly review the skills and experience of the current members of the Board to try to identify new candidates who might strengthen particular areas.

Trustees may normally serve on the Board for two terms of four years. In exceptional circumstances, this can be extended to three terms, with annual re-election during the last term. The Board requires a quorum of five trustees and normally meets four times a year. It is the governing council of the organisation. Newly appointed trustees are given an induction which provides them with information on the work of the organisation and highlights their responsibilities as a trustee. Some trustees may also undergo specific training courses as required for their roles. Trustees are also required to sign a *Code of Conduct* and complete a *Register of Interests* on appointment and annually thereafter.

The Board has five permanent sub-committees:

- Audit and Risk
- Grants and Programmes Committee
- Governance and Nominations
- Investment
- Remuneration

Each of the above committees is made up of trustees and members of the executive staff. Where appropriate, the Board may co-opt independent and professional expertise from external sources, for the benefit of a committee's work.

The day to day management of the charity is delegated to the Secretary General who reports to the Board and leads the Senior Management Team. He also directly manages the Regional Directors for Europe, East Asia, Middle East and South Asia (formerly South Asia & the Gulf) and Latin America.

The Mission to Seafarers' International Headquarters takes a leading role in designing and rolling out processes to improve unity, protect the "brand", deliver global projects and agree strategic objectives for the Mission to Seafarers' global family. In addition, it provides a support function for the regions by disseminating information, conducting research, providing fundraising, brand and marketing services, and managing publications and digital media, including websites.

The Secretary General – amongst other duties – provides the spiritual leadership for the Ministry teams which support seafarers in need around the world. The Mission is entirely funded by voluntary donations and relies on the deep generosity of loyal supporters.

Delivery structure of direct Mission activities

- Regional network

The Mission to Seafarers' regional network is made up of nine regions:

- Europe
- East Asia
- USA
- Australia
- Africa
- Middle East and South Asia
- Latin America and the Caribbean
- Canada
- Oceania (New Zealand and South Pacific Islands)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission trustees. The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2021 the Mission continued to provide grant-funding to all independent regions to support regional development.

Through the regional network, the Mission was able to give support and advice at around 150 ports through the independently run Mission to Seafarers' charities and organisations as part of the global Mission family. Part-time honorary chaplains appointed by the Mission also provided support for seafarers and were a point of contact for emergencies. The role of the honorary chaplain varies with the port and country in which the chaplain is located, but it is a key voluntary support system, which taps into local maritime knowledge and skills.

– Global network

The Mission to Seafarers welfare services to seafarers in the regions detailed above were provided through directly salaried, or grant-funded, port-based chaplaincy and/or ship visitor teams in the following areas, with 'memoranda of understanding' in place at all key locations:

Port/Area	Directly employed by the Mission	Grant Funded and directly managed by the Mission	Grant funded, managed by independent organisations/regions
Antwerp, Belgium	✓		
Aqaba, Jordan		✓	
Bahrain Port		✓	
Baltimore, USA			✓
Bangkok, Thailand	✓		
Belfast, N Ireland	✓		
Buenos Aires, Argentina		✓	
Busan, South Korea		✓	
Costa Rica		✓	
Colombo, Sri Lanka		✓	
Dubai, United Arab Emirates	✓		
Dunkirk, France		✓	
Felixstowe, UK	✓		
Hong Kong, China	✓		
Humber, UK	✓		
Israel			✓
Izmir, Turkey		✓	
JNPT, India		✓	
Liberia			✓
Limassol, Cyprus		✓	
Lyttelton, New Zealand			✓
Milford Haven, UK	✓		
Mombasa, Kenya			✓
Nelson, New Zealand			✓
Panama	✓		
Port Stanley, Falklands			✓
Richards Bay, SA			
Rotterdam, The Netherlands	✓		
Rouen, France			✓
Said & Suez ports, Egypt			✓
Scottish Ports, UK	✓		
Seattle, USA			✓
Southampton, UK	✓		
South Wales ports, UK	✓		
Suape, Brazil		✓	
Tuticorin, India		✓	
Yokohama, Japan	✓		

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
GOVERNANCE, STRUCTURE AND MANAGEMENT**

- Branches

In addition to, and in conjunction with chaplaincy services, charitable activities were carried out by the Mission's 14 (2020: 14) branches, the majority of which provide centre-based facilities. They were directly controlled by the Mission through local employees and the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches employ 8 (2020: 8) staff paid from IHQ and 8 (2020: 15) staff employed locally, excluding their six chaplains who are included in the table above. Their financial results are consolidated into the Financial Statements set out on pages 28 to 31 of this report and they operate in the following locations;

Aqaba, Jordan
Belfast, UK
Dubai, United Arab Emirates, UK
Falmouth, UK
Fowey, UK
Humber Ports, UK
Newport, UK
Panama, Latin America
Port Talbot, UK
South Shields, UK
South Wales ports, (Welsh Council), UK
Tees (North), UK
Tees (South), UK
Bangkok, Thailand

A branch of the Mission was also registered in the Philippines in 2021 but due to the impact of the Covid-19 pandemic, it has not yet formally commenced operations.

- The Mission group

The Mission to Seafarers' group includes the following companies, which are classified as subsidiaries. Their financial results are consolidated into these accounts and they are wholly controlled by the Mission;

- The Dunkirk War Memorial Trust Ltd.
- The Flying Angel Belfast Ltd.
- The Mission to Seafarers Scotland Ltd.
- The Mission to Seafarers Trust Corporation Ltd.

The subsidiaries employ no staff (although a total of 4 staff were employed until November 2021 when the operations in Dunkirk ceased) (2020: 4) with none (3 until November 2021) (2020: 3) directly providing welfare and services to seafarers including centres, ship visiting and transportation. Please see Note 2 for further information about the above subsidiaries and their 2021 results.

The Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission trustees.

The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2021 the Mission continued to provide grant-funding to all independent regions to support regional development.

Through the regional network, the Mission was able to give support and advice at around 150 ports through the independently run Mission to Seafarers' charities and organisations as part of the global Mission family. Part-time honorary chaplains appointed by the Mission also provided support for seafarers and were a point of contact for emergencies. The role of the honorary chaplain varies with the port and country in which the chaplain is located, but it is a key voluntary support system, which taps into local maritime knowledge and skills.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
GOVERNANCE, STRUCTURE AND MANAGEMENT**

- Ecumenical

Many of the global family of charities, seafarers' centres and organisations work in partnership through local ecumenical networks, and in some cases co-owned property, via their membership of ICMA. In the UK, the Mission participates in Ecumenical centres where it is a joint trustee and directly involved in their management although plans are progressing to transfer those centres to the Queen Victoria Seaman's Rest during 2022. Further information is provided in note 23.

Remuneration

We recognise that we are accountable to our donors, supporters and beneficiaries and we are committed to ensuring maximum value in the use of resources. We also take our duty to provide a high quality and effective service very seriously. It is dependent upon our ability to attract and retain suitably qualified employees with the right knowledge, skills and experience.

The Remuneration Committee, which consists of three trustees and one external member, has delegated responsibility from the Board to provide governance oversight on the principles and policies for setting pay and benefits within the charity. The Committee conducts an annual salary review based on forecast charity pay awards which are linked to the Retail Price Index (RPI), the Consumer Prices Index (CPI) and Average Weekly Earnings (AWE). Any inflationary awards or salary adjustments are subject to affordability.

All job descriptions are evaluated based on The Mission to Seafarers' Job Factor Framework, which consists of seven agreed organisation-wide criteria, to establish the grade of the role based on the job size, complexity and level of responsibility. The salaries of chaplaincy staff employed from IHQ are set with reference to the Church of England National Stipend Benchmark.

Lay staff salaries within the UK are benchmarked against the Croner Charity Rewards annual survey. Locally employed chaplains and lay staff are paid a fair wage based on local levels. The Remuneration Committee has adopted a policy of paying median salaries compared to charities of a similar size and nature, to ensure competitiveness. The Committee approved a policy of paying all staff above the Real Living Wage which was implemented from 2015. The Committee is also responsible for setting the salary of the Secretary General. Accordingly, the trustees consider that the remuneration policy of the charity is fair and transparent.

Public Benefit

The activities, achievements and plans relating to the Mission's work are detailed in pages 2 to 16 of this report and the trustees confirm that they are carried out, in line with its charitable object and objectives, for the benefit of the public. They further confirm that the impact of our work on service users is a key criterion when deciding what activities to undertake and how best to achieve our mission. The Mission to Seafarers' trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also directors of The Mission to Seafarers for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102 (2019);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved and authorised for issue by the Board on 15/09/2022 and signed on its behalf by:



Thomas Boardley
Chairman of the Board



Director

CLAIRE SNEDDON

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinion

We have audited the financial statements of The Mission to Seafarers (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with those Acts

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at:

<https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report..

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the parent charitable company's trustees, as a body, in accordance with the act. Our audit work has been undertaken so that we might state to the parent charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body and the parent charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP

Chartered Accountants

Statutory Auditors

3rd Floor,

24 Old Bond St,

Mayfair,

London

W1S 4AP

Date: 27 September 2022

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
AT 31 DECEMBER 2021**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000
Income:							
Donations and legacies	3	6,663	585	7,248	3,042	1,434	4,476
Charitable activities (Provision of services to seafarers)	4	327	-	327	270	-	270
Other trading activities (Commercial Trading)	5	239	-	239	192	-	192
Investments	6	712	-	712	708	-	708
Other	7	81	-	81	157	-	157
Total income		8,022	585	8,607	4,369	1,434	5,803
Expenditure:							
Raising Funds (commercial trading and Fund raising activities)		802	-	802	841	-	841
Charitable activities (Provision of services to seafarers)		3,493	762	4,255	3,494	883	4,377
Total Expenditure	8	4,295	762	5,057	4,335	883	5,218
Net income/(expenditure) from operational activities for the year		3,727	(177)	3,550	34	551	585
Net gains on investments		3,383	-	3,383	959	-	959
Net income for the year		7,110	(177)	6,933	993	551	1,544
Transfers between funds	20	35	(35)	-	42	(42)	-
Other recognised (losses)							
Foreign Exchange (losses)		(36)	-	(36)	(13)	-	(13)
Net Movement in Funds		7,109	(212)	6,897	1,022	509	1,531
Reconciliation of Funds							
Total funds brought forward		35,825	1,134	36,959	34,803	625	35,428
Total Funds Carried Forward	21	42,934	922	43,856	35,825	1,134	36,959

All activities are continuing except for the Dunkirk War Memorial Trust which ceased operations in France on 30 November 2021 (see Note 2.1). Notes 1 to 32 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 2021
 Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000	Total 2020 £'000
Intangible Fixed Assets	16	34	60	94	3
Fixed Assets					
Tangible assets	16	3,885	426	4,311	4,769
Investments	17	29,849	-	29,849	23,209
Total fixed assets		33,768	486	34,254	27,981
Current Assets					
Stocks		14	-	14	18
Debtors	18	830	-	830	597
Investments – short term deposits		7,199	-	7,199	7,299
Cash at bank and in hand		1,500	436	1,936	1,493
Total current assets		9,543	436	9,979	9,407
Liabilities					
Creditors falling due within one year	19	361	-	361	390
Net current assets		9,182	436	9,618	9,017
Net assets excluding pension liability		42,950	922	43,872	36,998
Defined benefit pension scheme liability	15	16	-	16	39
Total net assets		42,934	922	43,856	36,959
Charity Funds					
Unrestricted general	21	26,339	-	26,339	23,082
Unrestricted designated	21	16,595	-	16,595	12,743
Restricted income funds	20	-	922	922	1,134
Total Charity Funds		42,934	922	43,856	36,959

Approved and authorised for issue by the Board on

15 September 2022. Signed on its behalf by:



Thomas Boardley
Chairman of the Board



Director

Notes 1 to 32 form part of these Financial Statements.

CLAIRE SNEDDON

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
COMPANY BALANCE SHEET AT 31 DECEMBER 2021
 Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000	Total 2020 £'000
Intangible Fixed Assets	16	34	60	94	-
Fixed Assets					
Tangible assets	16	3,885	426	4,311	4,563
Investments	17	29,735	-	29,735	23,110
Total fixed assets		<u>33,654</u>	<u>486</u>	<u>34,140</u>	<u>27,673</u>
Current Assets					
Stocks		13	-	13	10
Debtors	18	1,198	-	1,198	901
Investments – short term deposits		7,199	-	7,199	7,299
Cash at bank and in hand		1,073	436	1,509	1,300
Total current assets		<u>9,483</u>	<u>436</u>	<u>9,919</u>	<u>9,510</u>
Liabilities					
Creditors falling due within one year	19	330	-	330	350
Net current assets		<u>9,153</u>	<u>436</u>	<u>9,589</u>	<u>9,160</u>
Net assets excluding pension liability		<u>42,807</u>	<u>922</u>	<u>43,729</u>	<u>36,833</u>
Defined benefit pension scheme liability		<u>16</u>	<u>-</u>	<u>16</u>	<u>39</u>
Total net assets		<u><u>42,791</u></u>	<u><u>922</u></u>	<u><u>43,713</u></u>	<u><u>36,794</u></u>
Charity Funds					
Unrestricted general		26,339	-	26,339	23,082
Unrestricted designated		16,452	-	16,452	12,578
Restricted income funds	20	-	922	922	1,134
Total Charity Funds		<u>42,791</u>	<u>922</u>	<u>43,713</u>	<u>36,794</u>

Approved and authorised for issue by the Board on 15/09/2022. Signed on its behalf by:



Thomas Boardley
 Chairman of the Board



Director

Notes 1 to 32 form part of these Financial Statements.

CLAIRE SNEDDON

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
CONSOLIDATED STATEMENT OF CASH FLOWS AT
31 DECEMBER 2021
Company Number 6220240**

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash used in operating activities	28	2,580	(41)
Cash flows from investing activities:			
Dividends and interest from investments		712	708
Proceeds from the sale of assets		477	418
Purchase of assets		(133)	(114)
Purchase of investments		(3,257)	-
Proceeds from sale of investments		-	5,000
Net cash provided by investing activities		(2,201)	6,012
Change in cash and cash equivalents in the reporting period		379	5,971
Cash and cash equivalents at the beginning of the reporting period		8,792	2,834
Change in cash and cash equivalents due to exchange rate movements		(36)	(13)
Cash and cash equivalents at the end of the reporting period		9,135	8,792

Notes 1 to 32 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

1. ACCOUNTING POLICIES

The Mission to Seafarers (the Mission) a company limited by guarantee (No. 6220240) and a charity (No. 1123613) both registered in England and Wales. The registered address is First Floor, 6 Bath Place, Rivington Street, London EC2A 3JE.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the Financial Statements are shown below and the presentational currency of the financial statements is Sterling.

1.1 Basis of preparation

The Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: *Statement of Recommended Practice* applicable to charities preparing their accounts in accordance with the *Financial Reporting Standard* applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) - (SORP (FRS102)) and the *Companies Act 2006*.

The Mission to Seafarers meets the definition of a public benefit entity under FRS102. The Financial Statements have been prepared in sterling and rounded to the nearest thousand pounds under the historical cost convention (modified to present investments at market value) and in accordance with applicable UK accounting standards.

1.2 Going concern

At the balance sheet date the trustees consider that there are no material uncertainties about the Mission's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacy income and pension liability. With regard to 2022, the most significant area of uncertainty for the Mission is the level of donation income which needs to be raised each and every year, especially as the impact of Covid-19 is ongoing. However, the trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand plus plans to closely monitor and review budgets, there are no material uncertainties that the Mission can continue as a going concern.

This opinion has been reviewed post the balance sheet date as the war in Ukraine in the Spring of 2022 has impacted on global stock markets and has seen the value of the Mission's investments decrease by around £2 million. However, the trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand (£5 million), there are no material uncertainties that the Mission can continue as a going concern.

1.3 Group Financial Statements

The Financial Statements consolidate the results of the charity and its wholly owned subsidiaries detailed in note 2 on a line-by-line basis and by eliminating intra-group transactions. No separate Statement of Financial Activities has been presented for the Company alone, as permitted by section 408 of the *Companies Act 2006*. A summary company 'Statement of Financial Activities' (SoFA) can be found at note 31. The Company's Balance Sheet on page 30 includes the assets and liabilities of the branches detailed on pages 20 and 21.

1.4 Fund accounting

Unrestricted funds are available to spend on activities that further any of the charitable objectives of the Mission.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for specific purposes. The aim and purpose of each designated fund is set out in note 21.

Restricted Funds represent capital grants received together with donations for specific purposes. Restricted funds may only be used to fulfil the donor's restriction which must also further the charitable activities of the Mission. Details of restricted funds are set out in note 20. Transfers to unrestricted funds represent the release for the year of these grants or donations. For capital grants, a transfer is made to unrestricted funds over the estimated useful lives of the assets to which they relate, matching depreciation charged to the unrestricted funds.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

1.5 Income

The value of all income is recorded in the Statement of Financial Activities (SoFA) as soon as the Mission is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. Where income has related expenditure, the income and expenditure are reported gross in the SoFA.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Mission is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued in debtors.

Legacies are recognised at the earlier of actual receipt or on receipt of Estate accounts which confirm the Mission's entitlement to receive the gifts, the probability of receipt and provide an accurate measure of the legacy. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the Mission.

The Mission maintains a legacy pipeline system which, in addition to accrued legacies, includes further estimated legacies of which the Mission is aware but which do not meet the above criteria and are therefore not included within these accounts. The estimated value of those legacies in the pipeline is £23,000 (2020: £33,000).

Event income received in advance for a future fundraising event or a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds and dividends on investments are recognised when the amounts can be measured reliably which is normally upon notification of the amount paid or payable by the bank or when the dividend yield has been notified by our investment advisors.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place.

Trading income, including primary purpose sales to seafarers, is recognised at the point of sale.

1.6 Expenditure and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Operating lease costs are charged on a straight line basis over the lease term.

Irrecoverable VAT is charged to support costs which are then reallocated to the headings on the SoFA. See note 8 for a further analysis of expenditure.

Charitable expenditure comprises expenditure directly relating to the objects of The Mission to Seafarers. It includes:

- Employment and associated costs of chaplains including recruitment and training
- Advice to the Mission family and linked organisations worldwide
- Services to seafarers such as providing transport, communication facilities and access to centres or specific projects to address the needs of seafarers.
- The costs of educational material and information for seafarers together with the newspaper for seafarers *the Sea*.

Support costs such as irrecoverable VAT, depreciation and governance costs (including secretarial and administrative support from the Mission's International Headquarters) are allocated to Charitable Activities and Costs of Raising Funds on the basis of head count at International Headquarters. (See note 9)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Governance costs comprise amounts related to constitutional and statutory requirements and include Staff costs, audit fees, professional fees and trustees' expenses.

1.7 Donated services

Donated services or facilities are recognised when the Mission has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

1.8 Volunteers

Volunteers make a valuable contribution to the charitable activities of the charity. With approximately 200 volunteers working in centres, transporting seafarers and ship visiting, they complement and enhance the work of our chaplains and staff in serving seafarers. No financial value is included in these accounts as it is impossible to measure but their priceless contribution to the Mission is further referred to throughout in the *Trustees' Annual Report and Accounts* and specifically in 'Our Mission' on page 2.

1.9 Fixed assets

Intangible fixed assets are non-monetary assets which will be amortised on a straight-line basis over the useful life of the asset.

- Licence: deemed to have an indefinite life and disposed of in 2021
- Happy at Sea seafarers' app: amortised over three years.

Intangible and Tangible fixed assets are stated in the Balance Sheet at historical cost less amortisation/depreciation. Assets with a cost of less than £1,000 are written off in the year of purchase.

Depreciation is provided on a straight line basis over the anticipated useful life of fixed assets as follows:

- Motor vehicles: four to six years
- Fixtures and equipment: between five and ten years
- Short leasehold buildings: over the term of the lease
- Computer equipment: three years
- Freehold land and properties: Where the trustees consider that the expected useful life of freehold land and buildings is in excess of 50 years and the carrying value in the Financial Statements is not more than the estimated recoverable amount, no depreciation is charged.

The trustees have carried out and will continue to carry out annual reviews of impairment for land and property. An asset will be considered impaired if the deemed value in use or the net realisable value is lower than the carrying value. Its carrying value will be written down to the deemed impaired value. For impaired assets, evidence of increased value up to a maximum of the historic cost will be recognised in the accounts.

1.10 Revaluation of tangible fixed assets

The Mission has not adopted the revaluation model for freehold property and those assets are recognised at the lower of their historical cost or impaired value.

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value at the balance sheet date using the bid-market rate, as reported by the investment managers. The trustees confirm that the difference in the value of investments between their valuation policy and the closing market valuation required by SORP (FRS102) is immaterial. Net gains and losses on revaluation and disposals throughout the year are shown in the SoFA.

The Mission does not acquire put options, derivatives or other complex instruments.

All gains and losses are taken to the SoFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the 1 January. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the SoFA.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

1.11 Investments continued

The main form of financial risk faced by the Mission is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors.

1.12 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.13 Debtors

Debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

1.14 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15 Creditors

Creditors are recognised where the Mission has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1.16 Concessionary loan

The Mission has taken advantage of section 34 of FRS (102) to recognise the loans to its trading subsidiaries as concessionary loans as the subsidiaries and the Mission form a public benefit entity group. The loans are recognised and measured at the amount paid. The carrying amount will be adjusted to reflect any repayments or any accrued interest and adjusted if necessary for any impairment. Note 18 details all concessionary loans.

1.17 Financial instruments

The Mission only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value, being the closing bid price. All other assets and liabilities are recorded at cost which is their fair value. Investments are also recorded at fair value and note 17 details all unrealised gains and losses.

1.18 Pension costs

All employees are entitled to join a pension scheme. The Mission to Seafarers makes contributions to defined benefit and defined contribution 'money purchase' schemes. The defined benefit schemes are two Church of England multi-employer pension schemes, as described in Section 28 of FRS102, and are now only open to ordained chaplains. Although it is not possible to separately identify the assets and liabilities of the schemes attributable to the Mission a recovery plan with agreed deficit recovery payments has been put in place. Details of the Mission's liability for both schemes of £16,000 (2020: £39,000) are given in note 15.

The money purchase plan is managed by Royal London (formerly Scottish Life) and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The fund is then converted into a pension upon the employee's chosen retirement age. The Mission has no liability beyond making its contributions and the deductions for the employee's contributions.

1.18 Pension costs continued

Following the implementation of The Occupational and Personal Pension Schemes (Automatic Enrolment) Regulations 2010, The Mission to Seafarers commenced auto-enrolment from 1 March 2015, deferred to 1 June 2015 using NOW. However, following the April 2019 increase of the employee's minimum contribution to 5%, this scheme was closed and staff were eligible to join the Royal London scheme.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

1.19 Foreign currency translation

With the exception of investments, transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Foreign currency investment transactions are recorded at an average rate. For overseas branches and subsidiaries, income and expenditure is recorded at an average rate for the year. Monetary assets and liabilities are shown in the balance sheet at the sterling rate ruling at the balance sheet date.

Exchange gains and losses are recognised in the Statement of Financial Activities.

1.20 Taxation

The Mission to Seafarers is considered to pass the tests set out in Paragraph 1 Schedule 6 of the *Finance Act 2010* and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Mission is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the *Corporation Tax Act 2010* or Section 256 of the *Taxation of Chargeable Gains Act 1992*, to the extent that such income or gains are applied exclusively to charitable purposes.

1.21 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The trustees make estimates and assumptions concerning the future based on their knowledge of the Mission and the environment in which it operates. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual outcome.

2. SUBSIDIARY AND CONNECTED UNDERTAKINGS

2.1 The Dunkirk War Memorial Trust Ltd Company No. 185130, Charity No. 236806

The Dunkirk War Memorial Trust Limited (DWMT) was set up in 1922 as a charity to provide premises and facilities for the use of seafarers within the port of Dunkirk, France. DWMT is effectively controlled by virtue of the directors being former trustees or are senior employees of The Mission to Seafarers. On 30 November 2021 operations in Dunkirk were closed as they were no longer economically viable.

	2021	2020
	£'000	£'000
Donations	51	50
Other trading	-	-
Investment Income	3	3
Charitable activities	102	103
Other income	69	-
Total Income	225	156
Raising funds	(3)	(7)
Charitable activities	(246)	(221)
Total Expenditure	(249)	(228)
Net expenditure	(24)	(72)
Net gain on investments	14	6
Foreign exchange gain	(16)	4
Net Loss Retained in Subsidiary	(26)	(62)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

2.2 Flying Angel Marketing Enterprises Ltd (FAME) Company No. 00933115

The Mission to Seafarers owns the whole of the issued share capital of FAME. One trustee and a current director of the Mission sit on the board of FAME but receive no remuneration for doing so.

FAME is a retailer and distributor of Christmas cards and novelties and is party to any commercial agreement that is not considered a charitable activity of The Mission to Seafarers. Any taxable profit from trading is gifted to The Mission to Seafarers.

	2021	<i>2020</i>
	£'000	<i>£'000</i>
Turnover	2	3
Cost of Sales	-	-
Gross Profit	2	3
Administration	(2)	(2)
Donation to The Mission to Seafarers	-	(1)
Net Gain Retained in Subsidiary	-	-

2.3 The Flying Angel Belfast Ltd Company No. NI605252

The Flying Angel Belfast Ltd was set up to operate catering services in The Mission to Seafarers' Belfast premises. All the shares in this company are owned by The Mission to Seafarers. Any taxable profit is gifted to The Mission to Seafarers.

	2021	<i>2020</i>
	£'000	<i>£'000</i>
Turnover	4	5
Cost of sales	(3)	(3)
Gross Profit	1	2
Administration	(1)	(2)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

2.4 The Mission to Seafarers Scotland Ltd Company No. SC389483, Charity No. SCO41938

The Mission to Seafarers Scotland Ltd was set up as a company limited by guarantee and a registered charity in Scotland to raise funds and deliver services to seafarers and their families in Scotland. The Mission to Seafarers is the sole member

	2021	<i>2020</i>
	£'000	<i>£'000</i>
Donations	134	87
Charitable activities	24	23
Other trading	-	-
Total Income	158	110
Raising Funds	(1)	(4)
Charitable activities	(153)	(106)
Total Expenditure	(154)	(110)
Net Gain Retained in Subsidiary	4	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

2.5 The Mission to Seafarers Trust Corporation Ltd (MTSTC) Company No. 38498

MTSTC holds real property and investments as custodian trustee on behalf of The Mission to Seafarers. It has no transactions on its own account. All the shares are owned by the Mission.

3. DONATIONS AND LEGACY INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000 Total	<i>Unrestricted Funds £'000</i>	<i>Restricted Funds £'000</i>	<i>2020 £'000 Total</i>
General donations	1,462	8	1,470	1,719	419	2,138
Legacies	4,728	-	4,728	1,197	-	1,197
General grants	382	577	959	-	1,015	1,015
Vote 4 (<i>Pension note 15</i>)	91	-	91	126	-	126
Total	6,663	585	7,248	3,042	1,434	4,476

4. CHARITABLE ACTIVITIES INCOME

	2021 £'000	<i>2020 £'000</i>
Provision of services to seafarers	327	270
Total	327	270

There was no restricted charitable activity income in 2021 or 2020.

5. TRADING ACTIVITIES INCOME

	2021 £'000	<i>2020 £'000</i>
Trading activities	105	140
Fundraising events	84	10
Property rental	50	42
Total	239	192

There was no restricted trading activity income in 2021 or 2020.

Rental Income represents monies received from properties held as fixed assets that are not fully occupied for The Mission to Seafarers' own activities and are let out in furtherance of our charitable activities or because they are temporarily surplus to operational requirements.

6. INVESTMENT INCOME

	2021 £'000	<i>2020 £'000</i>
Listed investments:		
Dividends – equities	709	694
Bank deposit interest	3	14
Total	712	708

There was no restricted investment income in 2021 or 2020. Income from unlisted investments is shown gross, including tax reclaimable.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

7. OTHER INCOME

	2021	2020
	£'000	£'000
Surplus on disposal of properties	63	149
Surplus on disposal of other assets	17	7
Other	1	1
Total	81	157

There was no restricted other income in 2021 or 2020.

8. ANALYSIS OF EXPENDITURE

	Direct Costs £'000	Support £'000	Total 2021 £'000	<i>Direct Costs £'000</i>	<i>Support £'000</i>	<i>Total 2020 £'000</i>
Raising Funds:						
Appeals and events	494	217	711	519	231	750
Commercial trading; sale of Christmas cards and catering	6	1	7	12	1	13
Promotional materials and media	59	25	84	55	23	78
Total Raising Funds	559	243	802	586	255	841
Charitable activities:						
Port based welfare services						
Ship visiting and ministry to seafarers	1,181	205	1,386	1,405	247	1,652
Transport for seafarers and ship visiting	182	27	209	132	23	155
Branch and centre operations	760	119	879	771	118	889
Grants to support ministry around the world (see note 10)	972	175	1,147	904	163	1,067
<i>the Sea</i> publication for seafarers	13	2	15	24	4	28
Advocacy, welfare and emergency response	289	39	328	301	40	341
Digital welfare and support	133	25	158	82	15	97
Programmes for the wellbeing of seafarers and their families	112	21	133	125	23	148
Total Charitable Activities	3,642	613	4,255	3,744	633	4,377
TOTAL EXPENDITURE	4,201	856	5,057	4,330	888	5,218

Analysis by department 2021:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2021 £'000
Staff Costs (note 11)	354	52	1,128	325	427	2,286
All other costs	396	131	1,636	179	429	2,771
Total expenditure	750	183	2,764	504	856	5,057

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Analysis by department 2020:

	<i>Advocacy/ Ministry £'000</i>	<i>Comms £'000</i>	<i>Regions £'000</i>	<i>Fund Raising £'000</i>	<i>Support £'000</i>	<i>Total 2020 £'000</i>
<i>Staff Costs (note 11)</i>	346	33	1,264	304	438	2,385
<i>All other costs</i>	517	137	1,447	282	450	2,833
<i>Total expenditure</i>	863	170	2,711	586	888	5,218

9. ANALYSIS OF SUPPORT COSTS

Support costs not directly attributable to the headings on the Statement of Financial Activities are reallocated on the basis of headcount at the Mission's International Headquarters as follows;

2021	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2021 Total £'000
Cost of Charitable activities	Headcount at IHQ	278	178	46	37	52	22	613
Raising funds	Headcount at IHQ	117	58	20	16	22	10	243
Support costs total		395	236	66	53	74	32	856

2020	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2020 Total £'000
Cost of Charitable activities	Headcount at IHQ	235	156	69	52	43	77	632
Raising funds	Headcount at IHQ	98	58	30	23	19	28	256
Support costs total		333	214	99	75	62	105	888

Audit fees included in governance costs for the group amount to £24,600 (2020: £23,800) and there were no other fees in respect of non-audit services (2020: none).

Depreciation costs total £44,000 (2020: £104,000). Operating lease payments total £24,200 (buildings £22,100 and other £2,100), (2020: total £40,200; buildings £37,500 and other £2,700).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

10. MINISTRY AND PROJECT GRANTS

Grant recipient	Port/Country	2021 £'000	2020 £'000
The Mission to Seafarers Africa Region	Africa region	92	158
Asociacion de la Iglesia Anglicana	Buenos Aires, Argentina	31	26
The Australian Council of The Mission to Seafarers	Australia	70	70
The Mission to Seafarers Geraldton	Geraldton, Australia	11	-
The Mission to Seafarers Townsville	Townsville, Australia	17	-
The Mission to Seafarers Portland	Portland, Australia	5	-
The Diocese of Cyprus & The Gulf	Bahrain	22	20
Ordem de Sao Patricio	Belem, Brazil	-	23
Province of Alexandria for the Anglican Church	Egypt, Ports Said & Suez	6	-
The Anglican Diocese of Recife	Suape, Brazil	20	30
The Mission to Seafarers Canada	Canada region	20	22
Church Misson Society	Israel	7	-
The Mission to Seafarers Southern Ontario	Ontario, Canada	-	10
The Mission to Seafarers Colombo	Colombo, Sri Lanka	23	20
The Episcopal Church of Costa Rica	Costa Rica	2	1
The Mission to Seafarers Africa Region	Liberia	2	-
The Diocese of Cyrus and The Gulf	Limassol, Cyprus	37	36
Lighthouse Seamen's Mission	Falklands	3	3
Assn Rouennaise Amis Des Marins	Rouen, France	6	21
Bombay Diocesan Council	JNPT, India	22	22
Tuticorin Nazareth Diocesan Trust	Tuticorin, India	73	57
The Mission to Seafarers Dublin	Ireland	-	8
The Mission to Seafarers Kobe	Yokohama, Japan	45	-
The Mission to Seafarers Mombasa	Mombasa, Kenya	15	5
The Mission to Seafarers Yangon	Yangon, Myanmar	18	-
The Mission to Seafarers Walvis Bay	Walvis Bay, Namibia	44	-
Stichting Zeemanshuis Flying Angel	Rotterdam, Netherlands	15	30
Stitching Vrienden Van MtS Vlissingen	Vlissingen, Netherlands	-	31
The Mission to Seafarers Lagos	Nigeria	-	15
The Mission to Seafarers Oceania Council	Oceania region	39	156
The Mission to Seafarers Oceania Council	Lyttelton, NZ	27	-
The Mission to Seafarers Oceania Council	Napier, NZ	34	-
The Mission to Seafarers Oceania Council	Nelson, NZ	10	-
The Mission to Seafarers Oceania Council	Solomon Islands	41	-
Homer Foundation Inc	Philippines	37	-
The Mission to Seafarers Cape Town	Cape Town, South Africa	8	-
The Mission to Seafarers Durban	Durban, South Africa	18	-
The Mission to Seafarers Africa Region	Richards Bay, South Africa	7	-
Daehan Sungkunghoe Yuji Jaeden	Busan, South Korea	60	60
The Diocese in Europe	Izmir, Turkey	10	10
Felixstowe and Haven Ports Seafarers Service	Felixstowe, UK	-	1
Humber Seafarers Service	Humber, UK	-	2

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Queen Victoria Seafarers Rest	London, UK	10	-
Port of Bristol Seafarers Centre	Portbury, UK	-	9
The Seaham Seafarers Centre	Seaham, UK	-	4
The Mission to Seafarers Dubai	UAE	43	3
The Mission to Seafarers Seattle	USA	7	36
North American Maritime Ministry Association	USA	5	5
Baltimore International Seafarers Centre	USA	10	10
Total		972	904

The Mission to Seafarers makes grants to maritime organisations whose work will fulfill our charitable objectives. Grants are to support direct maritime ministry, the development of maritime ministry or seafarer welfare projects. Amounts are agreed annually and the terms and amounts will be set out in a Memorandum of Understanding (MoU). Funded organisations are required to report to The Mission to Seafarers annually to ensure that the terms of the MoU have been met.

11. STAFF COSTS

Staff costs 2021:

	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2021 £'000
Wages and salaries	1,057	273	308	1,638
Social security costs	131	31	35	197
Other pension costs	106	19	22	147
Other Staff costs	224	18	62	304
Total	1,518	341	427	2,286
Average head count	38	6	9	53
Full time equivalent	31	6	9	46

Staff costs 2020:

	<i>Charitable Activities £'000</i>	<i>Raising Funds £'000</i>	<i>Support £'000</i>	<i>Total 2020 £'000</i>
<i>Wages and salaries</i>	<i>1,049</i>	<i>259</i>	<i>299</i>	<i>1,607</i>
<i>Social security costs</i>	<i>119</i>	<i>29</i>	<i>33</i>	<i>181</i>
<i>Other pension costs</i>	<i>84</i>	<i>18</i>	<i>25</i>	<i>127</i>
<i>Other Staff costs</i>	<i>382</i>	<i>7</i>	<i>81</i>	<i>470</i>
<i>Total</i>	<i>1,634</i>	<i>313</i>	<i>438</i>	<i>2,385</i>
<i>Average head count</i>	<i>46</i>	<i>6</i>	<i>9</i>	<i>61</i>
<i>Full time equivalent</i>	<i>36</i>	<i>6</i>	<i>9</i>	<i>51</i>

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. Redundancy costs of £12,000 were made in 2021 (2020: £5,500).

Employees with remuneration (excluding benefits in kind) in excess of £60,000:

- £60,000 to £70,000 - 2 (2020: 4)
- £70,000 to £80,000 - 3 (2020: 0)
- £80,000 to £90,000 - 1 (2020: 1)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS

The 2021 Senior Management Team comprised the Secretary General, the Director of Development, the Director of Finance, the Director of Human Resources & Administration and the Director of Advocacy and Regional Engagement.

The team's total remuneration and benefits package consisted of salary, pension contributions, health insurance and the tax thereon.

	2021	<i>2020</i>
	£'000	<i>£'000</i>
Total salary paid to Senior Management Team	370	356
Total of other benefits	43	44
Employer social security costs on salary and benefits	48	46
Total	461	446

13. TRANSACTIONS WITH TRUSTEES

No trustee (2020: none) received remuneration during the current year.

During the year £537 of expenses (2020: none) were reimbursed directly to four trustees (2020: no trustees) and £776 (2020: £1,341) was paid to third parties for subsistence to attend meetings of and on behalf of The Mission to Seafarers and for trustee training. £65 was spent on a trustee leaving gift (2020: £nil). The total amount paid was £1,378 (2020: £1,341).

14. RELATED PARTY TRANSACTIONS

During the year there was one payment to a related party (2020: 1). A £7,500 membership fee was paid to ICMA where the Secretary General Andrew Wright is a trustee (2020: a £7,500 membership fee was paid to ICMA where the Secretary General Andrew Wright was a trustee). There were no other related party transactions and no outstanding balances (2020: none) due at 31 December.

15. PENSIONS

15.1 Defined Benefit Schemes

The Mission to Seafarers participates in two of the Church of England's Defined Benefits Schemes administered by the Church of England Pensions Board. These are;

- The Church of England Funded Pensions Scheme (**CEFPS**) for the clergy
- The Church of England Defined Benefits Scheme (**CEDBS**) for lay employees of Church of England organisations.

The assets of both schemes are held separately from those of The Mission to Seafarers. The Church of England Pensions Board has stated that it is unable to identify the Mission's share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the schemes.

The Mission to Seafarers has treated these schemes as multi-employer schemes as described in Section 28 of FRS102. This means that contributions are accounted for as if the Schemes were defined contribution schemes. Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends. The legal structure of the scheme is such that if another Responsible Body fails, The Mission to Seafarers could become responsible for paying a share of that Responsible Body's pension liabilities.

The pensions costs charged to the SoFA in the year are contributions payable towards benefits and expenses accrued in the year, plus any impact of deficit contributions.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

15.2 CEFPS

A valuation of the CEFPS was carried out as at 31 December 2018 and the results revealed a shortfall of assets of £50 million with assets of £1,818m and a funding target of £1,868m.

A recovery plan was put in place until 31 December 2022 and the deficit recovery contributions (as a percentage of pensionable stipends) are as set out in the table below.

% of pensionable stipends	January 2021 to December 2022	January 2018 to December 2020
Deficit repair contributions	7.1%	11.9%

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The Mission's liability and movement in the provision with effect from 1 January 2019 are set out in the table below.

Deficit liability – CEFPS

	2021 £'000	<i>2020</i> <i>£'000</i>
Balance sheet liability at 1 January	39	118
Deficit contributions paid	(16)	(38)
Interest cost	-	1
Change to balance sheet liability	(7)	(42)
Balance sheet liability at 31 December	16	39
Assumptions:		
Discount rate	0.0% pa	<i>0.2% pa</i>
Price Inflation	n/a pa	<i>3.1% pa</i>
Increase to total pensionable payroll	(1.5%) pa	<i>1.6% pa</i>

Mortality in accordance with 95% of the S3NA_VL tables, with allowance for improvements in mortality rates in line with the CMI2018 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter" of 7 and an initial addition to mortality improvements of 0.5% pa.

The liability at the year end represents the present value of the deficit contributions agreed as at the accounting date and has been valued using the assumptions above. In general these are set by reference to the duration of the deficit recovery payments but as at 31 December 2021, under accounting rules the payments are not discounted since the remaining recovery plan is less than 12 months. No price inflation assumption is needed since pensionable stipends for the remainder of the recovery plan are already known.

9 (2020: 11) of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £93,000, representing current contributions and the deficit repair contributions above, (2020: £126,000) were paid by the Mission to the CEFPS and are included in Staff costs (note 11). This amount was reimbursed by the Archbishops Council and is included in Donations (note 3).

15.3 CEDBS (also known as the Church Workers Pension Fund)

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

For funding purposes, DBS is divided into sub-pools in respect of each participating employer as well as a further sub-pool, known as the Life Risk Pool. The Life Risk Pool exists to share certain risks between employers, including those relating to mortality and post-retirement investment returns. The division of the DBS into sub-pools is notional and is for the purpose of calculating ongoing contributions. They do not alter the fact that the assets of the DBS are held as a single trust fund out of which all the benefits are to be provided. From

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

time to time, a notional premium is transferred from employers' sub-pools to the Life Risk Pool and all pensions and death benefits are paid from the Life Risk Pool.

The scheme is a multi-employer scheme as described in Section 28 of FRS 102. It is not possible to attribute DBS assets and liabilities to specific employers, since each employer, through the Life Risk Section, is exposed to actuarial risks associated with the current and former employees of other entities participating in DBS. This means that contributions are accounted for as if DBS were a defined contribution scheme.

A valuation of DBS is carried out once every three years. The most recently finalised was carried out at 31 December 2019. In this valuation, the Life Risk Section was shown to be in deficit by £7.7m and £7.7m was notionally transferred from the employers' sub-pools to the Life Risk Section. This increased the Mission's contributions that would otherwise have been payable. The overall deficit in DBS was £11.3m (Last valuation at 31 December 2016: £26.2m deficit). The next actuarial valuation is due at 31 December 2022.

Following the valuation, The Mission to Seafarers entered into an agreement with the Church Workers Pension Fund to pay a contribution rate of 32.7% of pensionable salary and expenses of £3,200 per year.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The movement in the provision is set out below:

Deficit liability – CEDBS

The 31 December 2021 balance sheet liability is £nil (2020: £nil).

The legal structure of the scheme is such that if another employer fails, The Mission to Seafarers could become responsible for paying a share of that employer's pension liabilities.

During the year The Mission to Seafarers paid pension contributions and expenses of £10,700 (2020: £11,200). The Mission currently has one (2020: 1) active member and 5 (2020: 6) deferred pensioners. Overall the scheme has 272 active members (2020: 272) and 1,669 deferred pensioners (2020: 1,669).

15.4 Defined Contribution Schemes

Royal London. A scheme for staff was set up in 2008 with Royal London (formerly Scottish Life). Contributions to this scheme are funded 3% by the employee and 7% by The Mission to Seafarers. There are 26 (2020: 26) members of staff in this scheme at 31 December 2021. Employer contributions to this scheme in 2021 were £67,000 (2020: £64,000) with nothing due to be paid at the year end (2020: £nil).

16. FIXED ASSETS

16.1 Intangible fixed assets

	Group	Company
	£'000	£'000
Cost 1 January 2021	3	-
Additions	94	94
Disposals	(3)	
Net book value		
31 December 2021	94	94
<i>31 December 2020</i>	3	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

16.2 Tangible fixed assets

Group	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2021	5,678	612	1,073	7,363
Additions	-	31	8	39
Disposals	(211)	(368)	(266)	(845)
Transfers	-	-	-	-
Exchange difference	-	-	-	-
31 December 2021	5,467	275	815	6,557
Depreciation				
1 January 2021	1,261	459	874	2,594
Provided during the year	26	46	31	103
Disposals	-	(342)	(109)	(451)
31 December 2021	1,287	163	796	2,246
Net book value 31 December 2021	4,180	112	19	4,311
<i>31 December 2020</i>	<i>4,417</i>	<i>153</i>	<i>199</i>	<i>4,769</i>

None of the property values were found to be impaired (2020: none).

The Company	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2021	5,678	546	804	7,028
Additions	-	31	8	39
Disposals	(211)	(302)	-	(513)
Exchange difference	-	-	-	-
31 December 2021	5,467	275	812	6,554
Depreciation				
1 January 2021	1,261	422	782	2,465
Provided during the year	26	43	11	80
Disposals	-	(302)	-	(302)
31 December 2021	1,287	163	793	2,243
Net book value 31 December 2021	4,180	112	19	4,311
<i>31 December 2020</i>	<i>4,417</i>	<i>124</i>	<i>22</i>	<i>4,563</i>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Property

The properties held are split between categories as follows:

	2021	<i>2020</i>
	£'000	<i>£'000</i>
Freehold	2,888	<i>3,109</i>
Long term leasehold	1,292	<i>1,308</i>
Total	4,180	<i>4,417</i>

Freehold and leasehold property represents the book value of staff houses, pensioners' houses, and club and office premises. Premises and club leases are long term with many at peppercorn rent. All assets are used by the charity for its charitable purposes or rented out if surplus to current operational requirements.

17. INVESTMENTS

17.1 Listed Investments

	2021		<i>2020</i>	
	Group	Company	<i>Group</i>	<i>Company</i>
	£'000	£'000	<i>£'000</i>	<i>£'000</i>
Market value 1 January	23,209	23,110	<i>27,249</i>	<i>27,156</i>
Additions	3,257	3,256	<i>-</i>	<i>-</i>
Disposals	-	-	<i>(5,538)</i>	<i>(5,538)</i>
Unrealised gain for the year	3,383	3,369	<i>1,498</i>	<i>1,492</i>
Market value 31 December	29,849	29,735	<i>23,209</i>	<i>23,110</i>
Listed investments	29,849	29,735	<i>23,209</i>	<i>23,110</i>
Total	29,849	29,735	<i>23,209</i>	<i>23,110</i>
Historical Cost at 31 December	21,595	21,516	<i>18,351</i>	<i>18,272</i>

The CCLA's annual charge in relation to the CBF Church of England Investment Fund (Investment Fund) was approximately 0.55%, (2020: 0.55%) although this was not directly charged to the Mission but against the capital of the Investment Fund.

Analysis of investments

	2021		<i>2020</i>	
	Group	Company	<i>Group</i>	<i>Company</i>
	£'000	£'000	<i>£'000</i>	<i>£'000</i>
Holdings in multi asset funds	29,836	29,723	<i>23,197</i>	<i>23,098</i>
Fixed interest securities	12	12	<i>12</i>	<i>12</i>
Total	29,848	29,735	<i>23,209</i>	<i>23,110</i>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Analysis of investments continued

As part of a multi asset Investment Fund, significant individual holdings cannot be identified, however the significant class of holdings (over 5%) at 31 December were:

	2021	2020
Overseas Equities	65%	68%
UK Equities	10%	10%
Cash and near cash	8%	-
Infrastructure and Operating assets	6.5%	9%

17.2 Investments in subsidiaries

The Company controls the following principal active subsidiaries, the results of which have been consolidated.

Name of Company	Country of in-corporation	% Holding/ Control	No of shares held and value	Net Income 2021 £'000	Net Assets as at 31/12/21 £'000	Nature of Business
The Dunkirk War Memorial Trust Ltd	UK	100	12 shares; 8 held by the Mission, 3 held by Mission directors, 1 held another director £12	(26)	7	Provision of spiritual and practical welfare for all seafarers
Flying Angel Marketing Enterprises Ltd	UK	100	6 shares £6	-	1	Sales of promotional goods
The Flying Angel Belfast Ltd	UK	100	1 share £1	-	-	Sales of catering services and promotional goods
The Mission to Seafarers Scotland Ltd	UK	100	Company limited by guarantee, sole member	4	135	Provision of spiritual and practical welfare for all seafarers
The Mission to Seafarers Trust Corporation Ltd	UK	100	11 shares £11	-	-	Holds property as custodian trustee on behalf of the Mission

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

18. DEBTORS

	2021	<i>2020</i>	2021	<i>2020</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Amounts owed by group/associated undertakings;				
Flying Angel Marketing Enterprises Ltd (FAME)	-	-	3	3
The Flying Angel Belfast Ltd (FAB)	-	-	20	21
The Dunkirk War Memorial Trust Ltd (DWMT)	-	-	355	306
The Mission to Seafarers Scotland Ltd (MtSS)	-	-	1	-
Trade debtors	380	<i>355</i>	369	<i>337</i>
Prepayments and accrued income	413	<i>187</i>	413	<i>185</i>
Other debtors	37	<i>55</i>	37	<i>49</i>
Total	830	<i>597</i>	1,198	<i>901</i>

The prepayment and accrued income includes accrued legacies £208,000 (2020: £18,000).

Amounts due from FAB include a £10,000 (2020: £10,000) concessionary loan made to FAB which is secured and carries a market rate of interest and is repayable on demand.

Amounts due from DWMT include a £188,000 (2020: £188,000) concessionary loan to undertake essential repairs to the centre in Dunkirk. The loan terms state that it is repayable on the sale of property owned by DWMT ideally within a two year period and is at a zero interest rate. The DWMT trustees decided to close operations in 2021 and the property was sold in September 2021. The loan had not been repaid at 31 December but it is expected to be repaid in full in 2022.

A proportion of legacies receivable may be received after more than 1 year, but this figure cannot be determined with any accuracy due to the inherent uncertainty in the timing of legacy income receipt.

19. CURRENT LIABILITIES

	2021	<i>2020</i>	2021	<i>2020</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade creditors	103	<i>176</i>	99	<i>168</i>
Social security and tax	70	<i>52</i>	43	<i>38</i>
Accruals and other creditors	188	<i>162</i>	188	<i>144</i>
Total	361	<i>390</i>	330	<i>350</i>

20. RESTRICTED FUNDS

Restricted funds 2021	Opening	Income	Expenditure	Transfer	Closing
	Balance	£'000	£'000	£'000	Balance
	£'000	£'000	£'000	£'000	£'000
Belfast branch building reserve fund	384	-	-	(8)	376
Cadetship project; TK Foundation	43	4	(37)	-	10
Christmas welfare for seafarers; International Transport Workers' Federation, ICMA, Mission to Seafarers Rotterdam	6	12	(17)	-	1
Coivd-19 relief funding for Oceania and Africa regions; Seafarers' International Relief Fund	-	35	(35)	-	-
Dubai,UAE Welfare worker; International Transport Workers' Federation	-	43	(43)	-	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Restricted funds 2021 continued	170	-	(123)	-	47
<i>Flying Angel Campaign</i>					
i.in response to the Covid-19 pandemic; Clearwater Foundation and many others					
ii.technical Solutions; DNV GL, TK Foundation, The Marine Society, Seafarers UK, Norden Shipping, Tindall Riley, Wallem Group, Baltic Charitable fund, Trinity House, Ship Owners, Vickers and many others	208	-	(92)	-	116
International Labour Organization training re MLC 2006; International Transport Workers' Federation (refunded)	4	(4)	-	-	-
Innovations fund; AET Tankers	-	9	-	-	9
Job Retention Scheme; HMRC	-	12	(12)	-	-
Justice & Welfare support and Samaritan Fund for the Middle East & South Asia region; The Seafarers Charity	-	46	(38)	-	8
Lagos centre repairs, Nigeria; International Transport Workers' Federation	35	-	-	*	35
Newport centre roof repairs; Merchant Navy Welfare Board	-	5	(5)	*	-
Philippines family projects; Pacific Basin Shipping	-	22	(5)	-	17
Philippines family projects and We Care resources; UK P&I Club	32	19	(35)	-	16
Port costs and advocacy; The Seafarers Charity	122	90	(122)	-	90
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	30	-	-	(7)	23
Seafarers App; Cargill International SA £30k; The Seafarers Charity £30k	-	60	-	-	60
<i>Seafarers Happiness Index</i> ; Standard Club £12.5k and Wallem Group £10.8k	-	23	(23)	-	-
Ship visitor, Richards Bay; David Pellatt	-	8	(8)	-	-
Suicide prevention training & resources; Trinity House £20k, EBM £10k	-	30	(2)	-	28
Tauranga centre, New Zealand Covid-19 support; TK Foundation	15	-	-	-	15
Tuticorin, India seafarers and families emergency feeding programme, Seafarers International Relief Fund	-	47	(47)	-	-
Vehicles for use in UK Ports; Merchant Navy Welfare Board	47	-	-	(20)	27
Vehicle for Myanmar; Tritax Management	-	18	(18)	-	-
Vehicles for Napier and Solomon Isles, New Zealand; International Transport Workers' Federation	-	65	(65)	-	-
Vehicle & mi-fi for Wellington, New Zealand; International Transport Workers' Federation (refunded)	2	(2)	-	-	-
Vehicle for Yokohama, Japan; International Transport Workers' Federation	-	25	(25)	-	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Vehicle running costs Colombo, Singapore and South Tees; The Baltic Exchange Charitable Foundation	-	15	-	-	15
Restricted funds 2021 continued					
Vehicle running costs Saldanha Bay, South Africa; Anglo American Marketing Ltd	-	3	-	-	3
We Care e-learning resource; Prime Training	10	-	(10)	-	-
Others	26	-	-	-	26
Total	1,134	585	(762)	(35)	922

Restricted funds 2020	Opening Balance £'000	Income £'000	Expenditure £'000	Transfer £'000	Closing Balance £'000
<i>Africa five projects; Seafarers UK</i>	-	25	(25)	-	-
<i>Belfast branch building reserve fund</i>	393	-	-	(9)	384
<i>Cadetship project; TK Foundation</i>	43	37	(37)	-	43
<i>Christmas welfare for seafarers; ICMA £18.5k; Mission to Seafarers Rotterdam £0.5k</i>	-	19	(13)	-	6
<i>Dubai, UAE Welfare worker; International Transport Workers' Federation</i>	-	43	(43)	-	-
<i>Dublin vehicle; Stena Line</i>	-	8	(8)	-	-
<i>Flying Angel Campaign i.in response to the Covid-19 pandemic; Clearwater Foundation £20k and many others</i>	-	335	(165)	-	170
<i>ii.technical Solutions; DNV GL £29k, TK Foundation £90k, The Marine Society £17k, Seafarers UK £38k, Norden Shipping £12.5k, Tindall Riley £3k, Wallen Group £11k, Baltic Charitable fund £15k, Trinity House £10k, Ship Owners £10k, Vickers £4k and many others</i>	-	301	(93)	-	208
<i>iii resilience in ports, PPE, safer centres & vehicles and advocacy; Trinity House £10k, The Medway Mission £5k, Seafarers UK £40k and many others</i>	-	95	(95)	-	-
<i>International Labour Organization training re MLC 2006; International Transport Workers' Federation</i>	5	-	(1)	-	4
<i>Job Retention Scheme; HMRC</i>	-	21	(21)	-	-
<i>Lagos centre, Nigeria repairs; International Transport Workers' Federation</i>	-	50	(15)	-	35
<i>Maritime conference New Zealand/Australia; International Transport Workers' Federation TK Foundation</i>	25	24	(49)	-	-
<i>Monrovia, Liberia vehicle; International Transport Workers' Federation</i>	-	31	(31)	-	-
<i>Philippines family projects and We Care resources; UK P&I Club £50k; Bengal Tiger Lines £2k; Tindall Riley £3k</i>	-	55	(23)	-	32
<i>Port costs and advocacy Seafarers UK</i>	-	222	(100)	-	122
<i>Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston</i>	37	-	-	(7)	30

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

<i>The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust</i>					
<i>Rouen centre repairs; TK Foundation</i>	15		(15)	-	-
Restricted funds 2020 continued		27	(27)		-
<i>Saldhana Bay, S Africa vehicle; International Transport Workers' Federation</i>					
<i>Stranded seafarers aide, Covid-19 response; ISWAN</i>		41	(41)		-
<i>Tauranga centre, New Zealand Covid-19 support; TK Foundation</i>		15			15
<i>Tuticorin, India seafarers and families emergency feeding programme, Seafarers UK</i>	-	36	(36)	-	-
<i>Vehicles for use in UK Ports; Merchant Navy Welfare Board</i>	73	-	-	(26)	47
<i>Vlissingen; David Pellatt</i>	10		(10)		-
<i>We Care e-learning resource; Prime Training</i>		10			10
<i>Wellington, New Zealand vehicle and mi-fi; International Transport Workers' Federation</i>		37	(35)		2
<i>Others</i>	26		-	-	26
Total restricted funds	625	1,434	(883)	(42)	1,134

Restricted funds (note 1.4) represent capital grants or donations received for specific purposes. For capital grants or donations the transfer to unrestricted funds represents the depreciation charge on fixed assets.

21. UNRESTRICTED FUNDS

Unrestricted funds 2021	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Fixed assets	4,311	73	(103)	(362)	3,919
Branch and subsidiary reserves	7,171	2,336	(942)	-	8,565
African Region Fund	261	-	(57)	-	204
Strategy plan 2022-2026	-	2,000	-	-	2,000
Covid-19 Emergency Support Fund	-	407	-	-	407
Global Health & Safety & Training Fund	-	500	-	-	500
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	12,743	5,316	(1,102)	(362)	16,595
General Funds	23,082	6,089	(2,832)	-	26,339
Total unrestricted funds	35,825	11,405	(3,934)	(362)	42,934

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

Unrestricted funds 2020	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds					
<i>Fixed assets</i>	4,522	117	(104)	(224)	4,311
<i>Branch and subsidiary reserves</i>	6,499	1,939	(1,267)	-	7,171
<i>African Region Fund</i>	300		(39)	-	261
<i>Commitments to Retired Chaplains</i>	1,000	-	-	-	1,000
Total designated funds	<u>12,321</u>	<u>2,056</u>	<u>(1,410)</u>	<u>(224)</u>	<u>12,743</u>
General Funds	<u>22,482</u>	<u>3,272</u>	<u>(2,714)</u>	<u>42</u>	<u>23,082</u>
Total unrestricted funds	<u><u>34,803</u></u>	<u><u>5,328</u></u>	<u><u>(4,124)</u></u>	<u><u>(182)</u></u>	<u><u>35,825</u></u>

The Fixed Asset reserves represent the cost value, net of depreciation, of the investment in fixed assets owned by The Mission to Seafarers.

The Reserves of the branches, subsidiary companies and the African region fund are held for the purpose of delivering services in the relevant geographical locations.

Any chaplain employed prior to 1983 with a minimum service of 30 years is entitled to be provided with housing for the remainder of their life. Although there are no further properties to be purchased, the Mission has an on-going commitment to retired chaplains' property costs including maintenance and council tax.

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2021	Unrestricted General	Unrestricted Designated	Restricted	Total
	£'000	£'000	£'000	£'000
Intangible fixed assets	-	34	60	94
Tangible fixed assets	-	3,885	426	4,311
Investments	23,172	6,677	-	29,849
Net current assets	3,183	5,999	436	9,618
Long term liability	(16)	-	-	(16)
Total	<u>26,339</u>	<u>16,595</u>	<u>922</u>	<u>43,856</u>
2020				
<i>Intangible fixed assets</i>	-	3	-	3
<i>Tangible fixed assets</i>	-	4,308	461	4,769
<i>Investments</i>	17,872	5,337	-	23,209
<i>Net current assets</i>	5,249	3,095	673	9,017
<i>Long term liability</i>	(39)	-	-	(39)
Total	<u>23,082</u>	<u>12,743</u>	<u>1,134</u>	<u>36,959</u>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

23. ECUMENICAL CENTRES

Financial details of organisations in which the charity is a joint trustee and involved in the management are:

	Humber Seafarers' Service Ltd Charity No 1159953	Felixstowe Charity No 272077	Port of Bristol Charity No 286078
Proportion of controlling influence	33.3%	33.3%	33.3%
Proportion of net assets on dissolution:			
Property	-	33.3%	33.3%
Other	-	33.3%	33.3%
Last published accounts date	31/03/21	31/03/21	31/03/21
Net Surplus/(Deficit) in £000s	83	53	(9)
Net Assets in £000s at 31 March 2021	189	469	218

During 2020 The Mission to Seafarers agreed in principle, along with the other joint trustees, to transfer the three ecumenical centres to the Queen Victoria Seaman's Rest (QVSR). Work continued during 2021 to enable and support the QVSR takeover which is expected to be completed in 2022.

24. CAPITAL COMMITMENTS

At 31 December 2021 there was no contracted capital expenditure (2020: Board had contracted to purchase a chaplain's vehicle at a cost of £31,000).

25. FINANCIAL COMMITMENTS

At 31 December 2021 the Group and Company had no commitments under non-cancellable operating leases as set out below:

	Land and Buildings 2021 £'000	<i>Land and Buildings 2020 Restated £'000</i>
Not later than 1 year	-	24
Later than 1 year and not later than 5 years	-	-

26. CONTINGENT LIABILITIES

The Mission to Seafarers supports certain ecumenical centres. Although these centres operate independently of the Mission, there would be certain obligations on The Mission to Seafarers if any of them were to run into financial difficulty. The Mission to Seafarers appoints one or more of their trustees, normally a Mission trustee or senior member of staff, to these centres and, as far as they are aware, there are currently no material matters that would give rise to a liability. During 2021 work continued to transfer those centres to the Queen Victoria Seaman's Rest (QVSR) which is expected to be completed in 2022. See Note 23 Ecumenical Centres.

27. CONTINGENT ASSET

There are no contingent assets.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2021
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2021**

28. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £'000	2020 £'000
Net income for the reporting period <i>(as per the statement of financial activities)</i>	6,933	1,544
Adjustments for:		
Depreciation charges	103	104
(Gains) on investments	(3,383)	(959)
Dividends and interest	(712)	(708)
Profit on sale of fixed assets	(80)	(156)
Decrease/(Increase) in stocks	4	14
Decrease/(Increase) in debtors	(233)	136
(Decrease) in creditors	(52)	(16)
Net cash provided by operating activities	2,580	(41)

29. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £'000	2020 £'000
Cash in hand	1,936	1,493
Notice deposits (less than 3 months)	7,199	7,299
Total cash and cash equivalents	9,135	8,792

30. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN DEBT

	2021 £000	2020 £000
Net increase (decrease) in cash and cash equivalents in the year	343	5,958
Cash flow from (increase)/decrease in debt financing	-	-
Change in net debt resulting from cash flows	(343)	(5,958)
Movement in net debt in the year		
Net debt at the start of the year	-	-
Net debt at the end of the year	-	-

31. SUMMARY SOFA FOR THE MISSION TO SEAFARERS COMPANY NO. 622024

	2021 £'000	2020 £'000
Income	8,321	5,649
Gains/(loss) on investments	3,369	953
Expenditure	(4,751)	(4,992)
Net income/(expenditure)	6,939	1,610
(Loss)/gain on foreign exchange	(20)	(17)
Total funds brought forward	36,794	35,201
Total funds carried forward	43,713	36,794

32. NON-ADJUSTING EVENT AFTER THE END OF THE REPORTING PERIOD

On 24 February 2022 Russia invaded Ukraine and at the date of signing these accounts the war is ongoing. This has impacted on seafarers of all nationalities who have been caught up in the conflict or may have families and friends in the war zone. The Mission has initially made available a budget of \$100,000 to support seafarers' families in Ukraine and is funding free communications via our ports for affected seafarers to contact loved ones. The impact on global stock markets has contributed to a loss in the value of the Mission's investments of £2 million.

THE MISSION TO SEAFARERS

England & Wales - Charity number 1123613

Accounts



THE MISSION TO SEAFARERS

TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

**A company limited by guarantee, registered in England and Wales no. 6220240
A charity registered in England and Wales no. 1123613**

**St Michael Paternoster Royal, College Hill, London, United Kingdom EC4R 2RL
www.missiontoseafarers.org
[@flyingangelnews](https://twitter.com/flyingangelnews)**

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020**

CONTENTS

	Page
Introduction	1
Strategic Report	2
Financial Review	11
Charity information	17
Governance, Structure and Management	19
Statement of Trustees' Responsibilities	23
Independent Auditor's Report to the Members of The Mission to Seafarers	24
Financial Statements:	
Group Statement of Financial Activities	28
Group Balance Sheet	29
Company Balance Sheet	30
Group Cash Flow Statement	31
Notes to Financial Statements	32

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020**



Introduction – the 2020 context

2020 has been a year like no other. Seafarers have faced collectively perhaps their greatest challenge outside wartime. When the full impact of the pandemic struck globally in March, the maritime industry was thrust into very significant crisis. Foremost amongst the immediate difficulties was the sudden inability to effectively carry out crew change. This left hundreds of thousands of seafarers unable to end their contracts at the due time. Despite the outstanding efforts of many in the shipping industry, such crew had no option but to continue working, often for very many months. As IMO Secretary-General Kitack Lim said, “Sadly, hundreds of thousands of seafarers, who are vital to maintaining supply chains, remain stranded at sea for months beyond their contracted time. This is causing immense strain, fatigue and exhaustion and is unsustainable.” Uncertainty and a sense of losing control over their own destinies created severe stress for many. One of our chaplains observed early in the crisis that amongst seafarers “there was a mental health epidemic paralleling the pandemic”. Shore leave when in port also became very difficult, if not impossible, preventing opportunity for a break from the ship or to access local facilities. Crews without WiFi access on board could not even maintain basic contact with family. For all those unable to end contracts, similar numbers were unable to join ships, often leading to financial hardship. Many crew, particularly in the cruise sector, lost their jobs.

These acute difficulties required us to respond swiftly. However, we faced huge problems in sustaining our normal services. Local, national, and port restrictions, combined with lack of shore leave and enhanced security measures, compromised our ability to ship visit in the regular way, to open our hospitality centres and to maintain our transport services. Some ports were closed to us altogether. However, The Mission to Seafarers has been able to continue substantial and transformational work without a break. We have done this through distanced ship visitation at the gangway wherever possible, through the delivery of personal shopping and vital supplies, including of medicine, through the provision of Mi-Fi units to facilitate communication, through crisis response and sadly even through taking funerals for seafarers who died of Covid-19 and whose bodies were unable to be repatriated. We have led on work with the industry to establish protocols for safe and trusted working. Our Family Support Networks in the Philippines and in India have offered a breadth of support to families, including the delivery of emergency food packages. We have been able to support seafarers who have found themselves trapped in ports, including support for repatriation. We rapidly developed a major new digital facility, “Chat to a Chaplain” as a vehicle for offering support and advice to seafarers we were unable to meet face to face. Our Seafarer Happiness Index has been a useful gauge for both us and the industry in understanding seafarer need.

As Secretary General I can report on an enormously testing year but one on which I am able to look back on with pride, and with enormous gratefulness to our incredible teams, partners and supporters. Our port teams have sustained work in the most testing circumstances. Our London International headquarters team (IHQ), who moved to full and effective home working at 48 hours-notice, have performed with exceptional commitment and success. Thanks to the extraordinary work of our fundraisers, and the generosity of many, especially in the shipping industry, we were able to resolve an immediate cash flow problem and raise very significant sums of money to support the abundant additional and unexpected demand on our resources. A 75% increase in our fundraising income from 2019 levels was a remarkable result. We ended the financial year in a way that we could never have imagined possible back in March and April 2020.

I also wish to pay tribute to a hard-working, engaged and highly skilled Board of Trustees who have gone the extra mile in an unprecedented year to provide the very best in support, guidance and oversight.

Finally, and most importantly, seafarers have heroically sustained vital supply lines in the most demanding of circumstances. I am glad to report that through skill, dedication and often personal sacrifice, our own teams have been able to respond in a way which has played a part both in the honouring and the transformation of those who are the focus and purpose of our work.

Andrew Wright
Secretary General

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

The Mission to Seafarers Trustees' Annual Report (incorporating the Directors' report as required by Company Law) for the financial year ending 31 December 2020

Our Object

The object of The Mission to Seafarers ("the Mission"), as stated in the Articles of Association, and for which we are established for the public benefit, is:

"To promote the spiritual, moral and physical wellbeing of seafarers and their families worldwide"

Our Common Standards

The Mission has further revised and developed a range of common standards to maintain a strong sense of unity and common purpose, to sustain and protect its reputation and to promote high quality ministry. They will be applicable to all the Mission 'Members' including all Mission to Seafarers 'Flying Angel' local stations, operations and honorary chaplaincies as follows;

Our Vision

Our vision for the world's 1.5 million seafarers of all ranks, nationalities and beliefs is to:

- operate a network of services where seafarers are valued and cared for in the ports where the need is greatest, thus improving and safeguarding their wellbeing;
- be in the right ports with the right resources offering support which is relevant, compassionate and life-enhancing; and
- meet the needs of all seafarers and their families, irrespective of faith or cultural background.

Our Mission

Our simple mission is **to care for the shipping industry's most important asset: its people.**

Throughout a long and distinguished history, the Mission has grown to become one of the largest port-based welfare operators in the world, with a presence in almost 200 ports. We provide a service 365 days a year, across 50 countries where 118 of these ports have a Flying Angel Centre. International Headquarters (IHQ) in London directly supports over 70 front-line staff in addition to an army of volunteers who visit ships, offer hospitality, drive minibuses and engage in a range of other welfare activities.

Our Ethos

Our historic and integral partnership with the Anglican Church continues to be central to our ethos. It has traditionally found particular expression in how local teams should normally be licensed, recognised or affirmed by Diocesan Bishops as appropriate. In addition, it is expressed through our commitment to the Five Marks of Mission. We seek to maintain and develop close and supportive relationships with the worldwide Anglican Communion.

We are also deeply committed to effective ecumenical co-operation locally, regionally and internationally. We actively seek to sustain the best in such working, including through our longstanding and proactive engagement within the International Christian Maritime Association.

Our ethos is one which also stresses the importance of the widest possible partnership and collaboration to the benefit of seafarers and their families.

Our Values

Pioneering: Being open to God's leading, we encourage innovative thinking and seek to be flexible and entrepreneurial in our ways of working.

Inclusive: We are unconditionally committed to the support of all seafarers and their families without discrimination.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

United: We are one global, intergenerational, multicultural family united in vision and purpose, while respecting diversity of culture and context.

Collaborative: We are co-operative in our approach to our work – in relation to individuals, the church, ecumenical partners, and organisations and institutions that work for the welfare of seafarers.

Accountable: We are accountable to God as stewards of the resources entrusted to us, to each other in recognition of our mutual inter-dependence and to those charged with governance at local station, regional and international level.

Caring: In all our dealings we strive to behave with compassion, to act with integrity and to treat everyone with respect.

Our Code of Conduct

Our membership of ICMA (International Christian Maritime Association) carries an obligation to abide by the Constitution of the Association and its Code of Conduct.

In a fragmented and divided society it is ICMA's mission to promote unity, peace and tolerance. ICMA was founded to promote and co-ordinate Christian ecumenical co-operation in maritime ministry. Chaplains and staff of all ICMA Member Societies at local, national and international level are therefore to:

- a) Show an unconditional love to the seafarer as a human being, created in the image of God, and a sincere respect for her/his personal values and beliefs.
- b) Serve seafarers and their dependants of all nationalities, religions, cultures, language, sex and race.
- c) Fight prejudice, intolerance and injustice of any kind.
- d) Respect the diversity of ICMA Members and Churches and develop that which unites them.
- e) Respect the loyalty of those engaged in maritime ministry to their particular ecclesiastical discipline and tradition, and refrain from proselytising seafarers.
- f) Co-operate with persons, organisations and institutions - Christian or non-Christian - that work for the welfare of seafarers.

Our Standards

The Mission to Seafarers aspires to the very highest quality of professional standards and is absolutely committed to effective and transparent safeguarding.

Our Common Identity

All Members share a common identity, which includes the use of the name "The Mission to Seafarers" and/or "Flying Angel Club", followed where applicable by the name of the relevant region/country/local station, and the use of the Flying Angel logo.

As such, Members should be sensitive to the fact that the actions of one or more Member, even within their own national or regional context, may significantly affect others across the global network.

Our Ministry

We are committed to Christian mission, informed by the "Five Marks of Mission", with a focus on a holistic, proactive, professional and engaged response to the needs of seafarers and their families.

Our port-based ministries will reflect in some measure the following services, as is appropriate within the local context. The Mission to Seafarers encourages a creative, contextual and entrepreneurial approach, providing it is in line with seafarer need and is sustainable. Areas of ministry may include:

- Ship visitation
- Centre hospitality:
 - Friendship/welcome
 - Wi-Fi facilities
 - Recreational opportunity
 - Food and drink

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

- Shop
- Chapel and services
- Hospital visitation
- Prison visitation
- Transport services
- Emergency response, including post-trauma and mental health counselling/signposting
- Justice and Advocacy, supporting seafarers during times of crisis or need and advocating for those without voice
- Spiritual support as appropriate:
 - Prayer
 - Counselling
 - Services of worship on board or in Centre
 - Provision of access to community places of worship
 - Distribution of Christian literature
- Programmes designed to meet the wider needs of seafarers in a rapidly changing maritime world, including global projects and local port welfare initiatives

Our Work 2020

The Challenges

Our current strategy was due to end in 2020 with a new strategy launched in October 2020. On the arrival of the pandemic in March both outgoing strategy and work on the new strategy were put on hold as the overwhelming challenges became clear. There were three key factors.

1. Seafarers

During 2020 seafarers and their families have faced perhaps their greatest challenges in recent times, outside wartime. Normally around 100,000 crew changes happen each month. With stringent border restrictions and a collapse in airline capacity, crew change became extremely difficult. The result of this was that high numbers of seafarers were forced to work beyond their contract ends, with some eventually working for a total of 17 months. Uncertainty, anxiety about family back home and sheer exhaustion created high levels of stress. Shore leave for crew in port was cancelled or extremely limited, restricting access to normal leisure, shopping and welfare options – and for those without access to WiFi on board, severely impacting on communications, especially with family. More widely, many crew, overwhelmingly in the collapsing cruise sector, lost jobs. And for all crew unable to end their contracts, similar numbers were unable to take up their contracts, with consequent financial uncertainty and hardship for them and their families. Some seafarers found themselves trapped far from home, including those who had left their ships but found that fast-changing travel restrictions left them unable to continue their journey home. For seafarer families, there were all the privations and fears of disease and lockdown, heightened by the absence of those at sea and worry and uncertainty about whether crew would be able to return home. The stories from our teams around the world combined with wider information we received, including from our own Seafarer Happiness Index, underline the acute seriousness of the challenges faced by seafarers and their families. One of our chaplains spoke for many when he talked about witnessing “a mental health epidemic amongst seafarers, paralleling the pandemic”. The shipping industry came together in strong advocacy partnership, but many key governments refused to recognise seafarers as key workers and to take the necessary action to resolve the crisis. In the latter months of 2020 we did see improvement. At its peak it is estimated that considerably more than 400,000 seafarers were working beyond their contract time, often very substantially so. By the end of the year that figure was considerably reduced but as this report is written, there is still no final resolution.

2. Operational Impact

Many of the ways in which we normally deliver our work came under severe pressure. Almost all our hospitality centres in ports around the world were forced to close in response to local or national regulation – and indeed few seafarers were allowed ashore. Transport services were untenable for the same reasons. Safety concerns and amended port regulations made normal ship visitation impossible,

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

limiting our regular welfare and pastoral interactions. Many ports around the world were closed to us altogether, at least for an initial period. At a time of great need, seafarers were largely unable to access welfare facilities in the usual way. Our Family Support Networks faced very significant restrictions in carrying out their work, at a time when many families were suffering acute isolation and real distress.

3. Finances

Like many charities, the pandemic brought key income streams under severe pressure, including our “events” programme and vital income to hospitality centres. Our reserves reduced very significantly in March as a result of market falls and availability of cash became a concern.

Emergency strategic priorities

In the context of these challenges and acute disruption to normal business we set the following priorities.

- 1. To sustain and adapt our regular service, ensuring that we were able to meet the need of seafarers and their families**

Port-based Chaplaincy

One of the most visible signs of The Mission to Seafarers is our network of port chaplains across the world. Throughout the pandemic, we have been the only maritime welfare charity to sustain our port services and only stopped when required by national lockdown or other authority. As a result, we have been pleased to maintain port work in around 40 per cent of our network, providing a range of much-needed direct resources to seafarers.

Outputs for our UK and Grant Funded port-based work

	2020	2019
Ship Visiting	18,232, meeting 106,352 seafarers at the gangway	28,660, meeting more than 143,300 on board
Seafarers visiting our Centres	44,999	188,245
Seafarers transported	22,198	130,660

When combined with our international network, these increased to:

	2020	2019
Ship visiting	30,576, meeting 187,140 seafarers at the gangway	75,220, meeting approx. 376,000 on board
Seafarers visiting our Centres	86,996	435,000
Seafarers transported	46,063	400,000
Port-based Justice/Welfare/Medical Cases	1,426	2,616

Our ship visiting teams work to a strict set of protocols which include maintaining social distancing, sanitising hands and vehicles and wearing face coverings. In ports where we have been able to operate, teams have visited crews at the gangway and delivered Mi-Fi units as well as data cards for personal use. Care packages, often containing toiletries and our famous knitted woolly hats, have been prepared in strict hygienic conditions before being donated.

	2020	2019
Number of PPE items distributed to the global Mission network	144,612	n/a
Total amount of volunteer knitted woolly hats distributed to the global Mission network for onward giving to seafarers	810kg	1.6 tons

A familiar request to our welfare teams is to secure items from local stores. During the pandemic these requests significantly increased and teams have been working around the clock to fulfil items such as communication equipment, local specialities, items of technology and treats such as chocolate. Many of our stations made their services available online through their social media pages so that seafarers could minimise contact and pre-order before arriving in port. With shore leave either banned or cancelled in many

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

places, our chaplaincy teams have been collecting and delivering life-sustaining medication so that seafarers living with chronic conditions such as diabetes, high blood pressure and HIV can continue to enjoy a good quality of life.

All 121 of our Flying Angel Centres have undergone a deep clean, and we have invested in making them as “Covid-safe” as possible. We have installed hand sanitising stations and protective screens. Furniture has been removed to facilitate social distancing and we have installed one-way systems and new check in/out procedures.

As countries began to restrict travel and close their airports, an increasing number of seafarers found themselves stranded, unable to get home. In the UK, over 100 Indian cadets found themselves stuck when their maritime colleges closed. All were visiting on temporary study visas and were struggling to pay for their accommodation and food. Working in close partnership with the Ministry of Transport in India and the Seafarers Emergency Fund, the Mission was able to provide emergency food vouchers, pay rent to their accommodation providers and help with repatriation flights.

	2020 only
Number of Indian cadets stranded in the UK and provided with food vouchers and welfare support	130

Family Support – Philippines

The Mission’s Family Network across the Philippines has been in high demand during 2020 as families and returning seafarers sought our help. The Network has nine chapters where families come together to share information, learn new skills and to support each other. The team in Manila held over 200 online events for family members including storytelling and musical activities for children and mental health and wellbeing advice.

In Manila, we were asked by the Government to support the many seafarers requiring transportation following their quarantine and to help those living in seafarers’ dormitories. The lockdowns across the country have been severe and many seafarers were forbidden to travel to access supermarkets and other services. We refitted our minibus with PPE and provided a daily transport service from the dormitories to/from the quarantine hotels. In addition, the Mission provided regular supplies of rice, meat, fish and dairy products so that seafarers living in overcrowded dormitories had enough supplies.

Our work in the Philippines

	2020	2019
Number of Covid-19 seafarer-related requests:	2,798	n/a
Made up of:		
Food aid	1,735 parcels issued	
Practical Information	1,371	
Transportation	513	
Number of Justice/Welfare/Medical cases across the Family Network	2,158	669
Made up of:		
Practical assistance and pastoral support	2,134	656
Medical referrals	17	10
Justice cases (non-payment of wages, etc)	7	3
Number of referrals to professional support or the Mission’s chaplaincy Network	400	n/a
Online Family Network events	286	n/a

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

2. To develop new services in response to the challenges

Digital Chaplaincy

Within five weeks of the first lockdown being announced in the United Kingdom (February 2020), we launched a digital chaplaincy service. Chat to a Chaplain offers seafarers the chance to speak with one of our trained chaplains at any time, 24 hours a day. The service features over 30 chaplaincy teams based around the world who are on hand to offer pastoral counselling and signposting services. From the beginning, we decided that the service would reflect the broad needs of seafarers and have invited representatives from other maritime welfare services to provide information and resources.

Since the service began, teams have responded to a wide range of requests, from providing support to those facing extended contracts to consoling bereaved families following the death of a loved one at sea. We have also supported seafarers who have been abandoned in foreign ports and our teams were able to deploy local resources, as well as draw on contacts at government-level, to resolve them.

Digital Chaplaincy: Chat to a Chaplain

	2020 only
Meaningful interactions (consisting of at least two responses between a chaplain and a service user)	1,913
Requests for assistance	712

Family Support – India

New for this year has been the support we have offered to families in Tuticorin, South India. Tuticorin is a city with a significant seafaring population. When the pandemic arrived in the country, a national lockdown came into effect which caused panic-buying in stores and local markets. Couple this shortage with large numbers of seafarers being unable to find work and families were finding it tough to secure food. The local Mission chaplain was able to open the doors of the seafarers' centre to families from the maritime community who could register for advice and support. Working with wholesale food distributors, the chaplain managed to secure a regular supply of rice, spices, vegetables and cooking oil, which were packaged into Mission bags and distributed to needy families from the seafaring and fishing sectors. The programme began in June, and thanks to co-funding from Seafarers UK, lasted through to January 2021.

The Mission's Feeding Programme in Tuticorin

	2020 only
Number of individuals benefitting from the programme	8,153
Number of families receiving food parcels	1,688

3. In partnership with the wider industry, to play an effective role in global advocacy for seafarers

- The Secretary General joined a weekly shipping industry meeting, led by the ICS and ITF together with a wide range of key shipping organisations. This became a focus for developing policy and action in a coordinated way around a wide a range of issues, particularly in putting pressure on governments to recognise seafarers as key workers and enable crew transfers
- The Mission worked strongly at international and local level to promote maritime welfare teams as key workers and to facilitate access to ports which may have been closed. We saw a number of breakthroughs, often instigated at government level, including in Latin America where initially all our access to ships and ports had been closed
- We remained strongly proactive in addressing justice and welfare cases at a local level and we saw some increase in such cases, including abandonments.

4. To strengthen communications, ensuring mutual support, guidance and encouragement across our organisation and the effective telling of a vital story externally

- We established regular weekly zoom meetings between the Secretary General, Director of Advocacy and the nine Regional Directors enabling closer sharing of local issues around the world to enable us to respond as a global organisation

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

- Regional Directors maintained enhanced and regular virtual contact with their teams to provide support and advice and to coordinate an effective response
- Media attention was at its highest level in recent memory, with enquiries, sometimes daily, from the media with an appetite to learn more about seafarers. This continued for many months and included strong input at local level across the regions as well as at IHQ. The Rotterdam based chaplain was amongst those who were in demand and who told the seafarer story effectively.
- Opportunities to tell the Mission's story to a wider audience were grasped with articles appearing in the Guardian, the Metro and Private Eye. We thank the media for their coverage and recognition of seafarers during this time. Some stories achieved particularly strong coverage, including the extensive response of the Mission in Port Kembla, Australia, to the arrival of the cruise ship Ruby Princess, following the discovery of Covid-19 cases on board.
- Members of the Mission team took part in numerous webinars and similar across the shipping industry and beyond as part of our determination to advocate for seafarers and profile our own response

5. To respond swiftly and decisively to the financial challenges

In response we:

- immediately undertook a major budgeting exercise and released cash from our investment portfolio.
- reviewed our current fundraising strategy with the prospect of a high degree of uncertainty about the likely impacts of the pandemic on future income streams
- quickly established that the areas most likely to be affected were events and community income.
- postponed physical events and set up a new virtual events programme, leading with the highly successful Global Champions Unite campaign which raised £72,000 for the Mission
- established very creative on-line events for the church and community in place of our normal face to face approach and, although usual income was severely reduced, we took the opportunity tell our story and communicate our work. Audiences for our July Annual Service and December Carol Festival were very strong and global
- In response to the need, established by the programme team, we embarked on raising funds for PPE, Digital Chaplaincy, safe centres, safe transport and a range of other unanticipated Covid-19 related expenditure by launching the *Flying Angel Campaign* which raised £658,000 during the summer. We thank the industry for their generous support and we thank Esben Poulsson, one of our Vice Presidents for his timely interventions.
- launched a follow up campaign, 'Sustaining Crew Welfare' in the autumn to raise funds to continue the higher level of support which crew required.
- worked closely with funders to access emergency grants, particularly for our centres across the globe who faced immediate financial crisis. We were very grateful to the major maritime trusts, especially Seafarers UK, ITF Seafarers Trust and TK Foundation for their support of this Campaign and for assisting with other initiatives
- saw a wave of support from our regular individual donors who also wanted to help as they saw the increased need we faced and the threat to our usual income streams. We were very sad to lose some of our loyal supporters and remember those who have left generous legacies to us in their wills or In Memoriam tributes.

2021 Objective and activities

As the year begins, we are still significantly within the pandemic period. This reality continues to severely impact seafarers, their families and our ability to operate in normal ways. Within this context our emergency priorities continue to be those set at the start of the crisis and outlined above, with an emphasis on Covid-19 response and recovery. The following are our key goals for 2021:

- **Support the global Mission effectively through the Covid-19 response phase and successfully into the recovery period, with an emphasis on effective programme**

The operational priorities continue as above in 2021, underpinned by the standards and safe reopening protocols agreed with the industry and across the maritime welfare sector. Effective programme in difficult circumstances remains our prime focus. Continued "distanced" gangway visitation, the delivery of emergency

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

supplies and personal shopping and the gradual safe re-opening of centre and transport operations remain our core goals. In some circumstances, difficult decisions will be made to permanently close some operations, such as those in Dunkirk where the work of the Dunkirk War Memorial Trust Fund will cease by the end of 2021.

Of special concern will be the issue of older volunteers, so vital in many ports, whose ability to function has been especially compromised. Some volunteers will not be able to return. Also of concern, are numbers of local centres/operations across the world whose financial circumstances have been severely impacted.

Digital working will remain very important and we will continue to develop this in 2021, especially the Chat-to-a-Chaplain facility, the Happiness at Sea Index and the WeCare educational programmes. The Family Support Networks also remain a focus for further development.

The Mission will continue to work alongside others in seafarer advocacy at this key moment and we have begun the year by signing the important 'Neptune Declaration on Seafarer Wellbeing and Crew Change' which aims to promote and protect the welfare of seafarers and was launched in response to the crew change crisis, which has resulted in hundreds of thousands of seafarers stranded on ships because of Covid-19 related travel bans.

- **Conclude an effective strategic plan (2022-2026)**

Our strategic work, although delayed because of the pandemic, is now well advanced with an overall strategy agreed by the trustees in late 2019. This was revisited and adjusted late in 2020 in light of the pandemic. It is recognised that the pandemic has brought about change that will impact the Mission in the longer term as well as for the immediate future. The final phase of planning is well underway, ensuring as much global consensus as possible. This involves the development of regionally specific, operational and strategic plans both by the individual regions and by IHQ teams with plans in place to measure and monitor progress and that address 'models of ministry' issues. This work is due to be concluded by July 2021, with a virtual global launch in October and plans effective from 2022. Clearly, goals have been influenced by recent events and we plan to take a more "blended" approach, mixing digital with face to face work. A more strategic approach to resourcing key ports is also under urgent discussion. Amongst key fundraising goals will be effective support to our Regions in achieving self-sustainability. Strategic funding parameters for the five year period have been agreed after extensive work in 2020 and will be rolled out from 2021, including a phased reduction in our reserves

- **Build long-term sustainability on the foundations of the funding successes of 2020.**

It will be a major challenge for the Development team to build on the huge successes of 2020 and cement productive long-term partnerships, particularly with the shipping industry which faces its own challenges. Fundraising through the IHQ Development team in 2020 increased by 75% from 2019 levels. This was a spectacular result but one significantly impacted by awareness of seafarer need in crisis times. It is our aim to ensure that this does not become a "one off" and that we are working with key funding partners to effectively undergird our work for the long term. Sustainability remains a key strategic goal. In 2021 this will happen against a background in which a number of our key funding events will be severely limited.

- **Prioritise further progress in effective governance**

Effective global governance remains a strategic key objective and much has been achieved in recent years. In 2021 we will roll out newly agreed Common Standards at regional and local level. Of paramount importance will be new Safeguarding guidelines, together with further key work on Health and Safety. Our aim will be, not just to have the right policies in place, which most already are, but to ensure a strong culture (globally, regionally and locally) ensuring strong levels of buy-in to the highest professional standards. New training courses will be at the heart of this. Constitutional work will continue, supported by lawyers HFW who continue to provide us with such generous pro bono legal support.

- **Conclude the move from St Michael Paternoster Royal (SMPR), London and establish a fresh basis for longer term working.**

SMPR has been the 'home' of the Mission since the 1960s. With a cessation of the lease at 31 July 2021 and with IHQ working successfully on a fully home-based basis since March 2020, it is our intention to move to a smaller facility, with a new and much more flexible model of working. Establishing that model and supporting staff through change will be a major goal of this year.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STRATEGIC REPORT**

Thank you

The Mission to Seafarers could not exist without funding from individual donors, companies, trusts, public bodies and other associations, and we thank all of them for their support. We are particularly grateful for the continued support of Seafarers UK, the International Transport Workers' Federation Seafarers' Trust, TK Foundation, The Merchant Navy Welfare Board and lawyers HFW. We also want to thank so many companies and individuals, particularly within shipping, who have responded with unparalleled generosity during 2020.

We would also like to record our profound thanks to all the chaplains, staff and volunteers of The Mission to Seafarers, who show so much dedication and commitment to their work and to the charity. This year has been very, very difficult and levels of creative response in the midst of crisis have often been heroic.

We would like to thank our Mission to Seafarers partners who continue to share our global vision of improving the wellbeing of seafarers and their families across the world.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
FINANCIAL REVIEW

2020 - operating gain £585,000

The Consolidated Statement of Financial Activities is shown on page 28. 2020 has been an exceptional year in terms of finances for the Mission. The responses to the Covid-19 pandemic from individuals, grant givers and businesses have meant that we have seen a staggering increase in income in this most difficult of years. In 2020, the net operating position was a gain of £585,000 (2019: deficit £997,000). Part of that gain included the proceeds from the disposal of property, without which the gain would be reduced to £436,000 (2019: deficit £1,017,000) which shows a decrease in the deficit of £1,453,000 (2019: deficit increased £182,000). This is a reversal from a sustained period of operating losses and this operating gain is due to increased income.

Overall total income has increased by £1,473,000 (34%) to £5,803,000 (2019: £4,330,000), although some areas of income have decreased, including income at our hospitality centres from sales to seafarers which is down by £142,000 (34.5%), as seafarers have mostly been unable to leave their ships and centres have been closed due to the Covid-19 pandemic. The main increase in income has been from donations (including Gift Aid) which increased by £543,000 (34%) to £2,138,000 (2019: £1,595,000), legacies, which increased by £439,000 (58%) to £1,197,000 (2019: £758,000) and grants which increased by £704,000 (226%) to £1,015,000 (2019: £311,000).

Donations, grants and legacy income, together with investment income make up the Mission's principal funding sources. Together they represent 89% of total income (2019: 73%) and they are a major contribution to funding the cost of the Mission's charitable activities of £4,377,000 (2019: £4,348,000).

Donations are received from individuals, churches, fundraising committees, grant giving bodies, trusts and corporates, especially those in the maritime sector. Some donations are linked to specific appeals such as the regular Lent, summer, Christmas and Sea Sunday activities or specific events. However, in 2020 most in-person events were cancelled and new, virtual events were developed. Also, in response to the Covid-19 pandemic the highly successful *Flying Angel Campaign* was launched and generated substantial support from across the maritime sector and individuals. Other income was received as a result of successful grant applications from our regular and committed donors via standing order and direct debit or through relationships with organisations interested in supporting the welfare of seafarers. We are pleased to note that the donations included the gift-in-kind of £79,000 (2019: £89,000) from the services provided by HFW.

The Mission's investment portfolio concluded the year with a gain of £959,000 (2019: £4,353,000) contributing to a total increase in unrestricted reserves of £1,022,000 (2019: £3,350,000). However, unrealised investment gains reflect market movements during the year and are not cash surpluses or deficits. They are not available to fund expenditure unless and until the investment is finally sold. Variations in the stock market can impact on the Mission's reserves as can be clearly shown in early 2020 when almost £2.2million of the value of the portfolio was initially lost as the Covid-19 pandemic impacted on global stock markets.

Total operating expenditure decreased by £109,000 (2%) to £5,218,000 (2019: £5,327,000) with budgets frequently reviewed and costs controlled as much as possible. Expenditure for charitable activities increased slightly to £4,377,000 (2019: £4,348,000) and the costs of Raising Funds decreased by £138,000 (14%) to £841,000 (2019: £979,000) mainly due to cancelled events and fundraising activities because of the Covid-19 pandemic. An analysis of expenditure is given in note 8 to the Financial Statements. The proportion of total expenditure that the Mission considers to be of a charitable nature is 84% (2019: 82%).

The Mission participates in various pension schemes. Some are defined contribution schemes with no liabilities at the year end and others are multi-employer, defined benefit schemes where the Mission has an ongoing liability at the year end of £39,000 (2019: £118,000). The 2020 contributions to reduce this liability are £38,000 (2019: £80,000) which represent 0.7% (2019: 1.5%) of total expenditure.

The net loss before investment and foreign exchange gains for the Mission's four (2019: four) subsidiaries is £72,000 (2019: profit £8,000). With their total reserves of £165,000 (2019: restated £227,000) the trustees confirm that none are in deficit. See notes 2 and 17.2 for further information about the subsidiaries.

2019 also saw a small foreign exchange loss of £13,000 (2019: loss £5,000)

Historical results – £6,581,000 cash expended over 5 years.

It is important to stress that the sustainability of the Mission's operations, both in the UK and as a resource provider to other parts of the worldwide Mission global family, depends on its ability to generate income, and below is a summary of the Mission's results for the last five years.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
FINANCIAL REVIEW**

Historical results continued

The table below shows that, until 2020, income (excluding property sales and investment gains) has not been sufficient to achieve breakeven and that reserves have only increased due to property and investment gains.

Net income/(loss)	2020	<i>2019</i>	<i>2018</i>	<i>2017</i>	<i>2016</i>
	£'000	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Total Income	5,803	<i>4,330</i>	<i>4,911</i>	<i>3,964</i>	<i>4,458</i>
Income excluding Property and Investment Gains	5,654	<i>4,220</i>	<i>4,146</i>	<i>3,905</i>	<i>4,203</i>
Expenditure	5,218	<i>5,327</i>	<i>5,071</i>	<i>5,029</i>	<i>5,202</i>
Net Gain/(Loss) before Property and Investment/Other Gains	436	<i>(1,107)</i>	<i>(925)</i>	<i>(1,124)</i>	<i>(999)</i>
Balance Sheet					
All Fixed Assets	4,769	<i>5,025</i>	<i>5,141</i>	<i>5,206</i>	<i>5,316</i>
Investments	23,209	<i>27,249</i>	<i>23,668</i>	<i>24,042</i>	<i>24,064</i>
Net Current Assets	9,017	<i>3,272</i>	<i>3,559</i>	<i>3,811</i>	<i>2,956</i>
Defined benefit scheme Liability	(39)	<i>(118)</i>	<i>(291)</i>	<i>(379)</i>	<i>(275)</i>
Net Assets	36,959	<i>35,428</i>	<i>32,077</i>	<i>32,680</i>	<i>32,061</i>
Restricted	1,134	<i>625</i>	<i>624</i>	<i>609</i>	<i>555</i>
Designated	12,743	<i>12,321</i>	<i>12,367</i>	<i>12,607</i>	<i>12,460</i>
Unrestricted	23,082	<i>22,482</i>	<i>19,086</i>	<i>19,464</i>	<i>19,046</i>
Total reserves	36,959	<i>35,428</i>	<i>32,077</i>	<i>32,680</i>	<i>32,061</i>
Cash Flow					
Net cash outflow from operating activities	(41)	<i>(2,089)</i>	<i>(1,003)</i>	<i>(2,243)</i>	<i>(1,205)</i>

Reserves

The Mission's policy is to maintain general reserves to reflect the long-term nature of its work. As the temporary custodians of these reserves, trustees feel that it is essential that they leave The Mission to Seafarers in a state where it can continue for as long as seafarers need it and there are no signs of this need diminishing.

During 2020, the trustees reconfirmed this policy and considered how the reserves should be utilised in light of the proposed five year 2022- 2026 strategy. They continue to believe that unrestricted reserves should not fall below £15m and that there should be a continued, intentional and responsible utilisation of reserves over the strategic period, within agreed parameters. This will be achieved through a targeted reduction of deficit budgets with the aim of attaining long-term financial sustainability but allowing for intentional strategic expenditure or a response to unforeseen circumstances.

In the opinion of the trustees, a minimum of £15m reserves continues to be required to meet future working and capital requirements having taken into account the following factors:

- The Mission seeks to operate in a proactive manner, to make commitments in terms of manpower, resources and premises for the long term and to provide a reserve of funds sufficient to support operations at locations worldwide where it operates. There are continuing indications that some of the Mission's operations overseas, which endeavour to be self-funding, are struggling to maintain essential services. The Mission to Seafarers is committed to the principle of maintaining its worldwide support of seafarers and to retaining a sufficient level of funds to give stability to its work, including the provision of emergency financing where necessary for these activities.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
FINANCIAL REVIEW**

- In 2020 legacy income was £1,197,000 (2019: £758,000). Whilst the Mission has benefited from legacies in the past and hopes to do so in the future, legacy income cannot be relied upon as a continuing and certain source of incoming resources. The trustees have, therefore, made allowance for the uncertainties that arise from legacy income.
- In line with the planned, phased reduction in reserves, The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from investment reserves. The trustees have made allowance for the risk that future adverse movement in the market value of investments may impact on the ability to meet operating cash flow requirements and have revised their investment policy to mitigate this risk, including holding a minimum of one year's expenditure in cash.
- Changes in law may impose costs, such as in the area of pensions, where obligations may arise to ensure that current and retired employees are not significantly disadvantaged.

General, unrestricted reserves £23.1m

As shown above the total Group reserves are £36.9 million (2019: £35.4million) and are made up of;

<i>Designated reserves</i>	£12.7 million (2019: £12.3 million) which are not available for general purposes. (See note 21)
<i>Restricted reserves</i>	£1.1 million (2019: £625,000) (see Note 20)
<i>General reserves</i>	£23.1 million (2019: £22.5 million)

The level of the unrestricted general reserves has provided some protection to the Mission and allows time to adjust to changing financial circumstances. This has limited the risk to service provision from operating deficits, such as the Mission has experienced in recent years, or an unexpected need for unbudgeted expenditure. Indeed, in 2020 this has provided protection and security for the Mission from the impact of Covid-19 as a proportion of investments were sold to provide enough cashflow to ensure that the Mission remained a going concern whatever the performance of stock markets.

Over the past five years, the cumulative operating deficit has been £3.7 million. It is only the performance of the Mission's investment portfolio, and the sale of some property assets, that has allowed the Mission to be in a better financial position than in the last five years

Going concern

The trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis as they believe that the current level of reserves at the date of signing will enable the Mission to survive through and beyond the continued exceptional and unexpected circumstances of the Covid-19 pandemic. They will also ensure that the Mission can continue to be able to support seafarers for the foreseeable future.

Risk Management

The Board of Trustees has overall responsibility for risk management and maintains a Risks Register. This is included in the remit of the Audit and Risk Committee and continually monitored by the Senior Management Team.

The Risk Register identifies risks which could have a serious impact on the viability or survival of the Mission, estimates the likelihood of such an event occurring, assesses the impact it would have if it occurred, identifies what controls are already in place to reduce the impact or probability of the event occurring, identifies what else could be done to reduce the probability or potential impact and, identifies the person(s) responsible for monitoring the risk and taking appropriate action. The Register is reviewed as needed, but as a minimum it will be looked at annually. Following a review in February 2020, it was reviewed again in April 2020 in light of the Covid-19 pandemic and the implications on the Mission and the wider environment. Some risks have been expanded and/or repositioned based on the score of each risk.

The principal risks that the Mission faces and the actions it takes to mitigate these risks are that:

- it is unable to raise sufficient funds to permit it to maintain or expand the services it offers to seafarers to meet the level of need identified

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
FINANCIAL REVIEW**

This has partly materialised with the Covid-19 pandemic with sources of income significantly impacted. In response the Development team has diversified some fundraising methodologies including on-line challenge events and has launched several targeted appeals for funds to support various areas of the Mission's Covid-19 response and on-going operations. Additionally, budgets and income forecasts are being updated more regularly with an emphasis on reducing costs where possible and close financial monitoring is in place through forecasts, management accounts and oversight of the Audit and Risk committee.

- an employee, volunteer or any other individual who comes into contact with the Mission's work becomes subject to sexual harassment or abuse as a result.

The Mission's main resource in delivering services is its staff and volunteers who are subject to reference checks prior to engagement and DBS checks where appropriate. Staff and volunteer handbooks provide guidance and information on behaviour with training and on-going performance reviews to ensure that staff maintain the highest of standards. A Safeguarding and Professional Conduct Policy has been devised and implemented, supported by appropriate training. A Safeguarding Working group has been established with a Safeguarding lead trustee and deputy nominated. Adoption and implementation of this policy is a condition included in MOUs for all grants provided by the Mission. There are also contingency damage limitation plans in place and an Emergency Response committee.

Investment Policy

The Mission holds investments to help meet its current and future obligations and as a reserve against future shortfalls between income and expenditure. It is intended to hold reserves for the long term as the need to provide support and care to seafarers is not diminishing and it is expected that the Mission's activities, including long term housing commitments to retired employees and Church of England pension obligations, will continue for many years.

The overall aim of the Mission in holding investments is to produce the best financial return within an acceptable level of risk, in order to protect the long term reserves against inflation and produce regular flows of funds to support fixed costs and operating activities both in the UK and overseas.

The investment reserves are divided into

- reserves expected to be held for a long term time horizon (more than 3 years) to provide a total net annual return which exceeds inflation plus 5% over a five-year period
- those held for the short to intermediate term (0 to 3 years) to preserve the capital value with a minimum level of risk. These assets should be readily available to meet anticipated cash flow requirements.

In the implementation of this policy, the trustees follow the Charity Commission guidance for the investment of charitable funds. Additionally, the Mission does not wish to profit directly from, or provide capital to, activities that are materially inconsistent with Christian values. This is ensured as the trustees also follow the guidelines of the Church of England's Ethical Investment Advisory Group which may prohibit or limit the investment in stocks with exposure to certain sectors, such as armament and tobacco.

The trustees will select one or more professional investment management firm(s) to manage its investments in line with this policy. Such appointments can be in the form of bespoke agreement(s) to manage the Mission's portfolio on a segregated basis, or via investments in pooled vehicle(s). The Investment Committee will from time to time make recommendations to the Board on the best approach to use, based on its assessment of the relative merits of each. The Investment Committee also performs the oversight of the Investment Manager(s) and periodically reviews the performance, commercial terms and overall services of the Investment Manager(s) and, if appropriate, makes recommendation(s) to the Board for any change.

Investment Portfolio

CCLA, which is regulated by the Financial Conduct Authority, is the investment manager for the Mission's funds. The assets have been invested with CCLA in the Church of England Investment Fund (Investment Fund) which is a multi-asset common fund worth over £1.1 billion and benefits from charitable status. Investment in the Investment Fund is based on the purchase of units that can be bought or sold at any time.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
FINANCIAL REVIEW

The prime objective of the Investment Fund is to protect and grow the real value of the capital invested and the income that it provides and it is managed in accordance with the policies of the Church of England's Ethical Investment Advisory Group and therefore fits with the Mission's investment policy.

Investment Performance

In 2020 the total return net performance for the Mission's investments managed by CCLA was a gain of 10.2% (2019: 22.41%).

(Comparator - composite: from 01.01.18 MSCI UK IMI 30%, MSCI World Ex UK 45%, MSCI UK Monthly Property 5%, iBoxx £ Gilt 15% & 7 Day LIBID 5%.)

Fundraising

The Development team at the London IHQ is responsible for fundraising, communications and marketing. The team have worked extremely well together during 2020, certainly going the extra mile in response to the challenges we faced. The greatest impact of Covid-19 was felt in the areas of events and community fundraising. As we entered lockdown in March 2020, the team rose to the challenge of moving events and community activities on-line and embracing a new digital and virtual way of working. Our swift and innovative approach stood us in good stead throughout the year.

Total fundraised income at IHQ for 2020 was £3,663,000 (2019: £2,098,000) an increase of £1,565,000 (75%) which was due to the success of our *Flying Angel Campaign* which raised £658,000 and legacies which brought in £1,197,000 (2019: £758,000).

The *Flying Angel Campaign* was launched in June in response to increased need for emergency aid for seafarers. We bought PPE and made seafarers' centres and transport Covid-19 safe. Money was also spent on the new Digital Chaplaincy service, on Advocacy and so much more. The money was raised largely within three months and our deep appreciation must go to Esben Poulsson, our new Vice President for his huge influence in this regard. We deeply appreciate all the companies, trusts and foundations and individuals who responded so quickly and generously to the *Flying Angel Campaign* to help seafarers in so much need.

In the autumn, we launched the Sustaining Crew Welfare Campaign to continue to provide support to our centres around the world, and to provide support for training and our Family Support services. At the end of the year this had raised £158,000.

We thank all those who left valuable legacies to us and thank those who have pledged legacies during the year. This is a valuable source of income for us.

Community fundraising declined again this year due to Covid-19 raising £119,000 (2019: £142,000). Efforts were diverted into raising our profile and the team produced two excellent on-line services for Sea Sunday and our Carol service, which had the benefit of participation from our global community illustrating a true benefit from our digital solutions this year.

We are pleased that Individual Giving income increased to £462,000 (2019: £418,000) with many supporters increasing direct debits in response to clear need. We also attribute this growth to five months of focus on increasing new digital donors through our growth strategy.

Our Trusts and Foundations work not only regained ground but also grew raising £725,000 (2019: £371,000). Funds were raised for the *Flying Angel Campaign*, and for the WeCare e-learning programme too. We also assisted greatly with global support, which does not appear in these accounts – raising vital funds for Africa, India and New Zealand.

Corporate income reached £302,000 (2019: £261,000), but contributions from corporates were also allocated to the *Flying Angel Campaign*, and the Sustaining Crew Welfare Campaign. Corporates continue to be a major focus for us to increase income as we seek to build on this year on year.

Our partnership with the UKP&I Club continues into a third year, with support for the WeCare programmes. During 2020 we prepared to move these onto an e-learning platform for launch in February 2021. Our three-year partnership with HFW was kindly extended for 18 months to March 2022.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
FINANCIAL REVIEW**

Events income of £72,000 raised through our Global Champions Unite Campaign was allocated to *the Flying Angel Campaign*. The Singapore Seafarers Awards was moved on-line and the Special Events Manager ensured this complex webinar was a huge success. This led to a significant spike in traffic on our website. A new Mission Live webinar arranged to ensure greater connectivity to our supporters, featured our Middle East Region.

Our new Digital Communications Officer was promoted to Senior Communications Officer and her influence this year has been keenly felt, as we were plunged into a new digital way of working her skills have been invaluable. Our agency support in Blue Communications has also been vital as we experienced intense media interest in our work and the plight of seafarers, particularly during March and August 2020. This had the advantage of propelling us further into the sights of the industry as a thought leader. This was further enhanced by the Secretary General's membership of the industry group chaired by the ICS. We produced more in-house videos than ever before, with the Secretary General's regular appearances keeping seafarers and the Mission in the limelight.

As we enter 2021, we are refining and finalising the new Global strategy. Our support for the regions will increase as we roll out training and expertise as well as maintaining a global overview and sharing of best practice around the world.

The Mission is a contributor to the Fundraising Regulator who regulates fundraising in England and Wales with the aim of protecting donors to charities and ensuring that fundraising is respectful, open, honest and accountable to the public. In accordance with The Charities (Protection and Social Investment) Act 2016 we confirm that;

- The Mission carefully monitors all of its fundraising activities to ensure that they are compliant with the recognised standards of fundraising (as set out in the Code of Fundraising Practice) and that none were undertaken by a professional fund-raiser or commercial participator on behalf of the Mission
- The Mission is bound by and complies with the Fundraising Regulator's voluntary regulation scheme
- No complaints were received about our fundraising activities (2019: none)
- All fundraising activities are overseen by the Director of Development who ensures that the Mission's fundraising activities do not include
 - Unreasonable intrusion on a person's privacy
 - Unreasonable persistent approaches for the purpose of soliciting a donation or
 - Placing undue pressure on a person to give money or other property

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CHARITY INFORMATION**

A charity registered in England and Wales, no.1123613

A company limited by Guarantee, registered in England and Wales no. 6220240

Patron

Her Majesty The Queen

President

Her Royal Highness The Princess Royal

Vice Presidents (from May 2020)

Esben Poulsson

Grahaeme Henderson

Trustees

Thomas Boardley (Chairman)

[*GN]

Rosemary Alexander

[*A, I from Feb 2020]

The Ven Christopher Burke (Vice Chairman)

[GN]

David Cockroft (retired January 2020)

[R]

Robert Ferris OBE

[A] [G]

William MacLachlan

[I until Feb 20] [GN] [R from Feb 2020]

David Moorhouse CBE (Vice Chairman)

[*I until Feb 20] [GN]

Neale Rodrigues MM (Vice Chairman)

[R] [GN]

Claire Sneddon

[G], [A from Feb 2020]

Sam Swire

[*G]

The Very Revd Andrew Tremlett

[*R]

Peter Cottrell

[*I from Feb 2020]

The Right Revd David Williams

[G from Feb 2020]

Company Secretary

Virginie Potbury (Governance Manager) from April 2019

Key Management Personnel

Secretary General

The Revd Canon Andrew Wright

[G] [GN]

Director of Advocacy and Regional Engagement

Ben Bailey

Director of Development

Jan Webber

Director of Finance

Eileen Reilly

[I]

Director of Human Resources and Administration

Tomilayo Toluhi

[G]

Committees

***Denotes the Chair of the relevant Committee**

G. Grants and Programmes Committee (Formerly Grants Committee)

GN. Governance and Nominations Committee

R. Remuneration Committee

Su Morgan (External) - until March 2020

I. Investment Committee

Jim Aiken (External)

A. Audit and Risk Committee

Christine Freshwater (External)

Custodian Trustee

The Mission to Seafarers Trust Corporation Ltd acts as a custodian trustee on behalf of The Mission to Seafarers holding real estate property and investments.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CHARITY INFORMATION**

Joint Corporate Trustee

The Mission to Seafarers is a joint corporate trustee of;

- Humber Seafarers' Service, Charity No. 1159953
- Felixstowe and Haven Ports Seafarers' Service, Charity No. 272077
- Port of Bristol Seafarers Centre, Charity No. 286078

Registered Office

St Michael Paternoster Royal, College Hill, London, EC4R 2RL

External Advisers

Auditors

Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP

Bankers

HSBC Plc, 20 Eastcheap, London, United Kingdom, EC3M 1ED

Investment Advisers

CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET.

Solicitors

Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh, United Kingdom, SO53 3LG

HFW, Friary Court, 65 Crutched Friars, London, EC3N 2AE

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Mission to Seafarers; the charity

The Mission is a charity, constituted as a company limited by guarantee and not having share capital. The Mission is governed by a Board of Trustees (the Board) which forms the Board of Directors. Members of the Board are both trustees of the charity and directors of the company, as constituted by the Mission's *Articles of Association*. The current Articles of Association are dated 28 April 2020. They were amended during the financial year to accommodate administrative changes, including some changes to the trustees' terms of office and procedure for trustees' written resolutions.

The charity's trustees and management

The Board is drawn from prominent leaders with wide experience of seafaring life, including the shipping industry and from London's financial centre, the City of London. The Mission also invites leading members of the clergy to serve as trustees. The procedure for the election and appointment of trustees is set out in the *Articles of Association of The Mission to Seafarers*. Trustees and management regularly review the skills and experience of the current members of the Board to try to identify new candidates who might strengthen particular areas.

Trustees may normally serve on the Board for two terms of four years. In exceptional circumstances, this can be extended to three terms, with annual re-election during the last term. The Board requires a quorum of five trustees and normally meets four times a year. It is the governing council of the organisation.

Newly appointed trustees are given an induction which provides them with information on the work of the organisation and highlights their responsibilities as a trustee. Some trustees may also undergo specific training courses as required for their roles. Trustees are also required to sign a *Code of Conduct* and complete a *Register of Interests* on appointment and annually thereafter.

The Board has five permanent sub-committees:

- Audit and Risk
- Grants and Programmes Committee – *Formerly named the "Grants Committee", this Committee was renamed and its scope was extended during the financial year to include the oversight of the Mission's programmes, alongside the oversight of its grants.*
- Governance and Nominations
- Investment
- Remuneration

Each of the above committees is made up of trustees and members of the executive staff. Where appropriate, the Board may co-opt independent and professional expertise from external sources, for the benefit of a committee's work.

The day to day management of the charity is delegated to the Secretary General who reports to the Board and leads the Senior Management Team. He also directly manages the Regional Directors for Europe, East Asia, Middle East and South Asia (formerly South Asia & the Gulf) and Latin America.

The Mission to Seafarers' International Headquarters takes a leading role in designing and rolling out processes to improve unity, protect the "brand", deliver global projects and agree strategic objectives for the Mission to Seafarers' global family. In addition, it provides a support function for the regions by disseminating information, conducting research, providing fundraising, brand and marketing services, and managing publications and digital media, including websites.

The Secretary General – amongst other duties – provides the spiritual leadership for the Ministry teams which support seafarers in need around the world. The Mission is entirely funded by voluntary donations and relies on the deep generosity of loyal supporters.

**Delivery structure of direct Mission activities
– global**

The Mission to Seafarers welfare services to seafarers in the UK, Europe, Asia, Africa, The Middle East, The Far East and North and South America, were provided through directly salaried, or grant-funded, port-based chaplaincy and/or ship visitor teams in the following areas, with 'memoranda of understanding' in place at all key locations:

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Port/Area	Directly employed by the Mission	Grant Funded and directly managed by the Mission	Grant funded, managed by independent organisations/regions
Antwerp, Belgium	✓		
Aqaba, Jordan		✓	
Bahrain Port		✓	
Baltimore, USA			✓
Bangkok, Thailand	✓		
Belem, Brazil		✓	
Belfast, N Ireland	✓		
Bermuda			✓
Buenos Aires, Argentina		✓	
Busan, South Korea		✓	
Cape Town, South Africa			
Costa Rica		✓	
Colombo, Sri Lanka		✓	
Dunkirk, France	✓		
Dubai, United Arab Emirates	✓		
Felixstowe, UK	✓		
Fujairah, United Arab Emirates	✓		
Halifax, Canada			✓
Hong Kong, China			✓
Humber, UK	✓		
Izmir, Turkey		✓	
JNPT, India		✓	
Limassol, Cyprus		✓	
Lyttelton, New Zealand			✓
Milford Haven, UK	✓		
Mombasa, Kenya			✓
Nelson, New Zealand			✓
Oaklands, USA			✓
Ontario, Canada			✓
Panama	✓		
Portbury, UK		✓	
Port Stanley, Falklands			✓
Ras Al Khaimah, UAE	✓		
Rotterdam, The Netherlands	✓		
Rouen, France			✓
Scottish Ports, UK	✓		
Seaham, UK		✓	
Seattle, USA			✓
Southampton, UK	✓		
South Wales ports, UK	✓		
Suape, Brazil		✓	
Toronto, Canada			✓
Tuticorin, India		✓	
Vlissingen, The Netherlands			✓
Yokohama, Japan			✓

- Branches;

In addition to, and in conjunction with chaplaincy services, charitable activities were carried out by the Mission's 14 (2019: 14) branches, the majority of which provide centre-based facilities. They were directly controlled by the Mission through the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches employ 8 (2019: 8) staff paid from IHQ and 15 (2019: 11) staff employed locally, excluding their six chaplains who are included in the table above. Their financial results are consolidated into the Financial Statements set out on pages 28 to 31 of this report and they operate in the following locations;

Aqaba, Jordan
Belfast, UK

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Dubai, United Arab Emirates, UK
Falmouth, UK
Fowey, UK
Humber Ports, UK
Newport, UK
Panama, Latin America
Port Talbot, UK
South Shields, UK
South Wales ports, (Welsh Council), UK
Tees (North), UK
Tees (South), UK
Bangkok, Thailand

A branch of the Mission was also registered in Panama in August 2019 but due to the impact of the Covid-19 pandemic, it has not yet formally commenced operations.

- The Mission group;

The Mission to Seafarers' group includes the following companies, which are classified as subsidiaries. Their financial results are consolidated into these accounts and they are wholly controlled by the Mission;

- The Dunkirk War Memorial Trust Ltd.
- The Flying Angel Belfast Ltd.
- The Mission to Seafarers Scotland Ltd.
- The Mission to Seafarers Trust Corporation Ltd.

The subsidiaries employ a total of 4 staff (2019: 4) with 3 (2019: 3) directly providing welfare and services to seafarers including centres, ship visiting and transportation. In early 2021 the trustees of the Dunkirk War Memorial Trust Ltd resolved to cease operations by the end of 2021. Please see Note 2 for further information about the above subsidiaries and their 2020 results.

- regional network

The Mission to Seafarers' regional network is made up of nine regions:

- Europe
- East Asia
- USA
- Australia
- Middle East and South Asia
- Panama, Latin America
- Canada
- Oceania (New Zealand and South Pacific Islands)

The Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission trustees.

The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2020 the Mission continued to provide grant-funding to all independent regions to support regional development.

Through the regional network, the Mission was able to give support and advice at around 150 ports through the independently run Mission to Seafarers' charities and organisations as part of the global Mission family. Part-time honorary chaplains appointed by the Mission also provided support for seafarers and were a point of contact for emergencies. The role of the honorary chaplain varies with the port and country in which the chaplain is located, but it is a key voluntary support system, which taps into local maritime knowledge and skills.

- ecumenical

Many of the global family of charities, seafarers' centres and organisations work in partnership through local ecumenical networks, and in some cases co-owned property, via their membership of the International Christian Maritime Association (ICMA). In the UK, the Mission participates in Ecumenical centres where it is a joint trustee and directly involved in their management although plans are progressing to transfer those centres to the Queen Victoria Seaman's Rest during 2021. Further information is provided in note 23.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Remuneration

We recognise that we are accountable to our donors, supporters and beneficiaries and we are committed to ensuring maximum value in the use of resources. We also take our duty to provide a high quality and effective service very seriously. It is dependent upon our ability to attract and retain suitably qualified employees with the right knowledge, skills and experience.

The Remuneration Committee, which consists of three trustees and one external member, has delegated responsibility from the Board to provide governance oversight on the principles and policies for setting pay and benefits within the charity. The Committee conducts an annual salary review based on forecast charity pay awards which are linked to the Retail Price Index (RPI), the Consumer Prices Index (CPI) and Average Weekly Earnings (AWE). Any inflationary awards or salary adjustments are subject to affordability.

All job descriptions are evaluated based on The Mission to Seafarers' Job Factor Framework, which consists of seven agreed organisation-wide criteria, to establish the grade of the role based on the job size, complexity and level of responsibility. The salaries of chaplaincy staff employed from IHQ are set in line with the Church of England National Stipend Benchmark.

Lay staff salaries within the UK are benchmarked against the Croner Charity Rewards annual survey. Locally employed chaplains and lay staff are paid a fair wage based on local levels. The Remuneration Committee has adopted a policy of paying median salaries compared to charities of a similar size and nature, to ensure competitiveness. The Committee approved a policy of paying all staff above the Real Living Wage which was implemented from 2015. The Committee is also responsible for setting the salary of the Secretary General. Accordingly, the trustees consider that the remuneration policy of the charity is fair and transparent.

Public Benefit

The activities, achievements and plans relating to the Mission's work are detailed in pages 2 to 16 of this report and the trustees confirm that they are carried out, in line with its charitable object and objectives, for the benefit of the public. They further confirm that the impact of our work on service users is a key criterion when deciding what activities to undertake and how best to achieve our mission. The Mission to Seafarers' trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also directors of The Mission to Seafarers for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102 (2019);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved and authorised for issue by the Board on 11 May 2021 and signed on its behalf by:



Thomas Boardley
Chairman of the Board



Rosemary Alexander
Chairman Audit and Risk Committee

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinion

We have audited the financial statements of The Mission to Seafarers (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance the act. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

H Wilkinson

Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

Date: 28 May 2021

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
AT 31 DECEMBER 2020**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
Income:							
Donations and legacies	3	3,042	1,434	4,476	2,427	324	2,751
Charitable activities (Provision of services to seafarers)	4	270	-	270	412	-	412
Other trading activities (Commercial Trading)	5	192	-	192	197	-	197
Investments	6	708	-	708	831	-	831
Other	7	157	-	157	139	-	139
Total income		4,369	1,434	5,803	4,006	324	4,330
Expenditure:							
Raising Funds (commercial trading and Fund raising activities)		841	-	841	979	-	979
Charitable activities (Provision of services to seafarers)		3,494	883	4,377	4080	268	4,348
Total Expenditure	8	4,335	883	5,218	5,059	268	5,327
Net income/(expenditure) from operational activities for the year		34	551	585	(1,053)	56	(997)
Net gains on investments		959	-	959	4,353	-	4,353
Net income for the year		993	551	1,544	3,300	56	3,356
Transfers between funds	20	42	(42)	-	55	(55)	-
Other recognised (losses)							
Foreign Exchange (losses)		(13)	-	(13)	(5)	-	(5)
Net Movement in Funds		1,022	509	1,531	3,350	1	3,351
Reconciliation of Funds							
Total funds brought forward		34,803	625	35,428	31,453	624	32,077
Total Funds Carried Forward	21	35,825	1,134	36,959	34,803	625	35,428

All activities are continuing except for the Dunkirk War Memorial Trust which will cease operations by 31 December 2021 (see Note 2.1). Notes 1 to 31 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 2020
Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Intangible fixed assets	16	3	-	3	-
Fixed Assets					
Tangible assets	16	4,308	461	4,769	5,025
Investments	17	23,209	-	23,209	27,249
Total fixed assets		<u>27,520</u>	<u>461</u>	<u>27,981</u>	<u>32,274</u>
Current Assets					
Stocks		18	-	18	32
Debtors	18	597	-	597	733
Investments – short term deposits		7,299	-	7,299	1,743
Cash at bank and in hand		820	673	1,493	1,091
Total current assets		<u>8,734</u>	<u>673</u>	<u>9,407</u>	<u>3,599</u>
Liabilities					
Creditors falling due within one year	19	390	-	390	327
Net current assets		<u>8,344</u>	<u>673</u>	<u>9,017</u>	<u>3,272</u>
Net assets excluding pension liability		<u>35,864</u>	<u>1,134</u>	<u>36,998</u>	<u>35,546</u>
Defined benefit pension scheme liability		39	-	39	118
Total net assets		<u><u>35,825</u></u>	<u><u>1,134</u></u>	<u><u>36,959</u></u>	<u><u>35,428</u></u>
Charity Funds					
Unrestricted general	21	23,082	-	23,082	22,482
Unrestricted designated	21	12,743	-	12,743	12,321
Restricted income funds	20	-	1,134	1,134	625
Total Charity Funds		<u><u>35,825</u></u>	<u><u>1,134</u></u>	<u><u>36,959</u></u>	<u><u>35,428</u></u>

Approved and authorised for issue by the Board on 11 May 2021. Signed on its behalf by:



Thomas Boardley
Chairman of the Board



Rosemary Alexander
Chairman Audit and Risk Committee

Notes 1 to 31 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
COMPANY BALANCE SHEET AT 31 DECEMBER 2020
 Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Fixed Assets					
Tangible assets	16	4,102	461	4,563	4,907
Investments	17	23,110	-	23,110	21,156
Total fixed assets		27,212	461	27,673	32,063
Current Assets					
Stocks		10	-	10	21
Debtors	18	901	-	901	865
Investments – short term deposits		7,299	-	7,299	1,743
Cash at bank and in hand		627	673	1,300	892
Total current assets		8,837	673	9,510	3,521
Liabilities					
Creditors falling due within one year	19	350	-	350	265
Net current assets		8,487	673	9,160	3,256
Net assets excluding pension liability		35,699	673	36,833	35,319
Defined benefit pension scheme liability		39	-	39	118
Total net assets		35,660	1,134	36,794	35,201
Charity Funds					
Unrestricted general		23,082	-	23,082	22,482
Unrestricted designated		12,578	-	12,578	12,094
Restricted income funds	20	-	1,134	1,134	625
Total Charity Funds		35,660	1,134	36,794	35,201

Approved and authorised for issue by the Board on 11 May 2021. Signed on its behalf by:



Thomas Boardley
 Chairman of the Board



Rosemary Alexander
 Chairman Audit and Risk Committee

Notes 1 to 31 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CONSOLIDATED STATEMENT OF CASH FLOWS AT
31 DECEMBER 2020
Company Number 6220240**

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities:			
Net cash used in operating activities	28	(41)	(2,089)
Cash flows from investing activities:			
Dividends and interest from investments		708	831
Proceeds from the sale of assets		418	206
Purchase of assets		(114)	(226)
Proceeds from sale of investments		5,000	811
Net cash provided by investing activities		6,012	1,622
Change in cash and cash equivalents in the reporting period		5,971	(467)
Cash and cash equivalents at the beginning of the reporting period		2,834	3,306
Change in cash and cash equivalents due to exchange rate movements		(13)	(5)
Cash and cash equivalents at the end of the reporting period		8,792	2,834

Notes 1 to 31 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES

The Mission to Seafarers (the Mission) a company limited by guarantee (No. 6220240) and a charity (No. 1123613) both registered in England and Wales. The registered address is St Michael Paternoster Royal, College Hill, London, EC4R 2RL.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the Financial Statements are shown below and the presentational currency of the financial statements is Sterling.

1.1 Basis of preparation

The Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: *Statement of Recommended Practice* applicable to charities preparing their accounts in accordance with the *Financial Reporting Standard* applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) - (SORP (FRS102)) and the *Companies Act 2006*.

The Mission to Seafarers meets the definition of a public benefit entity under FRS102. The Financial Statements have been prepared in sterling under the historical cost convention (modified to present investments at market value) and in accordance with applicable UK accounting standards.

1.2 Going concern

At the balance sheet date the trustees consider that there are no material uncertainties about the Mission's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacy income and pension liability. With regard to 2021, the most significant area of uncertainty for the Mission is the level of donation income which needs to be raised each and every year, especially as the impact of Covid-19 is ongoing. However, the trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand plus plans to closely monitor and review budgets, there are no material uncertainties that the Mission can continue as a going concern.

1.3 Group Financial Statements

The Financial Statements consolidate the results of the charity and its wholly owned subsidiaries detailed in note 2 on a line-by-line basis and by eliminating intra-group transactions. No separate Statement of Financial Activities has been presented for the Company alone, as permitted by section 408 of the *Companies Act 2006*. A summary company 'Statement of Financial Activities' (SoFA) can be found at note 31. The Company's Balance Sheet on page 30 includes the assets and liabilities of the branches detailed on pages 20 and 21.

1.4 Fund accounting

Unrestricted funds are available to spend on activities that further any of the charitable objectives of the Mission.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for specific purposes. The aim and purpose of each designated fund is set out in note 21.

Restricted Funds represent capital grants received together with donations for specific purposes. Restricted funds may only be used to fulfil the donor's restriction which must also further the charitable activities of the Mission. Details of restricted funds are set out in note 20. Transfers to unrestricted funds represent the release for the year of these grants or donations. For capital grants, a transfer is made to unrestricted funds over the estimated useful lives of the assets to which they relate, matching depreciation charged to the unrestricted funds.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

1.5 Income

The value of all income is recorded in the Statement of Financial Activities (SoFA) as soon as the Mission is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. Where income has related expenditure, the income and expenditure are reported gross in the SoFA.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Mission is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued in debtors.

Legacies are recognised at the earlier of actual receipt or on receipt of Estate accounts which confirm the Mission's entitlement to receive the g, the probability of receipt and provide an accurate measure of the legacy. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the Mission.

The Mission maintains a legacy pipeline system which, in addition to accrued legacies, includes further estimated legacies of which the Mission is aware but which do not meet the above criteria and are therefore not included within these accounts. The estimated value of those legacies in the pipeline is £33,000 (2019: £16,000).

Event income received in advance for a future fundraising event or a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds and dividends on investments are recognised when the amounts can be measured reliably which is normally upon notification of the amount paid or payable by the bank or when the dividend yield has been notified by our investment advisors.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place.

Trading income, including primary purpose sales to seafarers, is recognised at the point of sale.

1.6 Expenditure and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Operating lease costs are charged on a straight line basis over the lease term.

Irrecoverable VAT is charged to support costs which are then reallocated to the headings on the SoFA. See note 8 for a further analysis of expenditure.

Charitable expenditure comprises expenditure directly relating to the objects of The Mission to Seafarers. It includes:

- Employment and associated costs of chaplains including recruitment and training
- Advice to the Mission family and linked organisations worldwide
- Services to seafarers such as providing transport, communication facilities and access to centres or specific projects to address the needs of seafarers.
- The costs of educational material and information for seafarers together with the newspaper for seafarers *the Sea*

Support costs such as irrecoverable VAT, depreciation and governance costs (including secretarial and administrative support from the Mission's International Headquarters) are allocated to Charitable Activities and Costs of Raising Funds on the basis of head count at International Headquarters. (See note 9)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

Governance costs comprise amounts related to constitutional and statutory requirements and include Staff costs, audit fees, professional fees and trustees' expenses.

1.7 Donated services

Donated services or facilities are recognised when the Mission has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

1.8 Volunteers

Volunteers make a valuable contribution to the charitable activities of the charity. With approximately 200 volunteers working in centres, transporting seafarers and ship visiting, they complement and enhance the work of our chaplains and staff in serving seafarers. No financial value is included in these accounts as it is impossible to measure but their priceless contribution to the Mission is further referred to throughout in the *Trustees' Annual Report and Accounts* and specifically in 'Our Mission' on page 2.

1.9 Fixed assets

Intangible fixed assets are non-monetary assets which will be amortised on a straight-line basis over the useful life of the asset.

- Licence: deemed to have an indefinite life and its value will be reviewed for impairment annually

Intangible and Tangible fixed assets are stated in the Balance Sheet at historical cost less amortisation/depreciation. Assets with a cost of less than £1,000 are written off in the year of purchase.

Depreciation is provided on a straight line basis over the anticipated useful life of fixed assets as follows:

- Motor vehicles: four to six years
- Fixtures and equipment: between five and ten years
- Short leasehold buildings: over the term of the lease
- Computer equipment: three years
- Freehold land and properties: Where the trustees consider that the expected useful life of freehold land and buildings is in excess of 50 years and the carrying value in the Financial Statements is not more than the estimated recoverable amount, no depreciation is charged

The trustees have carried out and will continue to carry out annual reviews of impairment for land and property. An asset will be considered impaired if the deemed value in use or the net realisable value is lower than the carrying value. Its carrying value will be written down to the deemed impaired value. For impaired assets, evidence of increased value up to a maximum of the historic cost will be recognised in the accounts.

1.10 Revaluation of tangible fixed assets

The Mission has not adopted the revaluation model for freehold property and those assets are recognised at the lower of their historical cost or impaired value.

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value at the balance sheet date using the bid-market rate, as reported by the investment managers. The trustees confirm that the difference in the value of investments between their valuation policy and the closing market valuation required by SORP (FRS102) is immaterial. Net gains and losses on revaluation and disposals throughout the year are shown in the SoFA.

The Mission does not acquire put options, derivatives or other complex instruments.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

1.11 Investments continued

All gains and losses are taken to the SoFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the 1 January. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the SoFA.

The main form of financial risk faced by the Mission is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors.

1.12 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.13 Debtors

Debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

1.14 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15 Creditors

Creditors are recognised where the Mission has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1.16 Concessionary loan

The Mission has taken advantage of section 34 of FRS (102) to recognise the loans to its trading subsidiaries as concessionary loans as the subsidiaries and the Mission form a public benefit entity group. The loans are recognised and measured at the amount paid. The carrying amount will be adjusted to reflect any repayments or any accrued interest and adjusted if necessary for any impairment. Note 18 details all concessionary loans.

1.17 Financial instruments

The Mission only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value, being the closing bid price. All other assets and liabilities are recorded at cost which is their fair value. Investments are also recorded at fair value and note 17 details all unrealised gains and losses.

1.18 Pension costs

All employees are entitled to join a pension scheme. The Mission to Seafarers makes contributions to defined benefit and defined contribution 'money purchase' schemes. The defined benefit schemes are two Church of England multi-employer pension schemes, as described in Section 28 of FRS102, and are now only open to ordained chaplains. Although it is not possible to separately identify the assets and liabilities of the schemes attributable to the Mission a recovery plan with agreed deficit recovery payments has been put in place. Details of the Mission's liability for both schemes of £39,000 (2019: £118,000) are given in note 15.

The money purchase plan is managed by Royal London (formerly Scottish Life) and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The fund is then converted into a pension upon the employee's chosen retirement age. The Mission has no liability beyond making its contributions and the deductions for the employee's contributions.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

1.18 Pension costs continued

Following the implementation of The Occupational and Personal Pension Schemes (Automatic Enrolment) Regulations 2010, The Mission to Seafarers commenced auto-enrolment from 1 March 2015, deferred to 1 June 2015 using NOW. However, following the April 2019 increase of the employee's minimum contribution to 5%, this scheme was closed and staff were eligible to join the Royal London scheme.

1.19 Foreign currency translation

With the exception of investments, transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Foreign currency investment transactions are recorded at an average rate. For overseas branches and subsidiaries, income and expenditure is recorded at an average rate for the year. Monetary assets and liabilities are shown in the balance sheet at the sterling rate ruling at the balance sheet date.

Exchange gains and losses are recognised in the Statement of Financial Activities.

1.20 Taxation

The Mission to Seafarers is considered to pass the tests set out in Paragraph 1 Schedule 6 of the *Finance Act 2010* and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Mission is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the *Corporation Tax Act 2010* or Section 256 of the *Taxation of Chargeable Gains Act 1992*, to the extent that such income or gains are applied exclusively to charitable purposes.

1.21 Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The trustees make estimates and assumptions concerning the future based on their knowledge of the Mission and the environment in which it operates. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual outcome.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

2. SUBSIDIARY AND CONNECTED UNDERTAKINGS

2.1 The Dunkirk War Memorial Trust Ltd Company No. 185130, Charity No. 236806

The Dunkirk War Memorial Trust Limited (DWMT) was set up in 1922 as a charity to provide premises and facilities for the use of seafarers within the port of Dunkirk, France. DWMT is effectively controlled by virtue of the directors being trustees or senior employees of The Mission to Seafarers. In early 2021 the trustees of the DWMT resolved to close operations in Dunkirk by the end of 2021 as they were no longer economically viable.

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Donations	50	72
Other trading	-	-
Investment Income	3	3
Charitable activities	103	175
Total Income	156	250
Raising funds	(7)	<i>(6)</i>
Charitable activities	(221)	<i>(254)</i>
Total Expenditure	(228)	<i>(260)</i>
Net expenditure	(72)	<i>(10)</i>
Net gain on investments	6	14
Foreign exchange gain	4	2
Net (Loss)/Gain Retained in Subsidiary	(62)	6

2.2 Flying Angel Marketing Enterprises Ltd (FAME) Company No. 00933115

The Mission to Seafarers owns the whole of the issued share capital of FAME. One trustee and a current director of the Mission sit on the board of FAME but receive no remuneration for doing so.

FAME is a retailer and distributor of Christmas cards and novelties, and is party to any commercial agreement that is not considered a charitable activity of The Mission to Seafarers. Any taxable profit from trading is gifted to The Mission to Seafarers.

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Turnover	3	2
Cost of Sales	-	-
Gross Profit	3	2
Administration	(2)	<i>(2)</i>
Donation to The Mission to Seafarers	(1)	-
Net Gain Retained in Subsidiary	-	-

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

2.3 The Flying Angel Belfast Ltd Company No. NI605252

The Flying Angel Belfast Ltd was set up to operate catering services in The Mission to Seafarers' Belfast premises. All the shares in this company are owned by The Mission to Seafarers. Any taxable profit is gifted to The Mission to Seafarers.

	2020	2019
	£'000	£'000
Turnover	5	16
Cost of sales	(3)	(9)
Gross Profit	<u>2</u>	<u>7</u>
Administration	(2)	(7)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	<u>-</u>	<u>-</u>

2.4 The Mission to Seafarers Scotland Ltd Company No. SC389483, Charity No. SCO41938

The Mission to Seafarers Scotland Ltd was set up as a company limited by guarantee and a registered charity in Scotland to raise funds and deliver services to seafarers and their families in Scotland. The Mission to Seafarers is the sole member

	2020	2019
	£'000	£'000
Donations	87	114
Charitable activities	23	40
Other trading	-	1
Total Income	<u>110</u>	<u>155</u>
Raising Funds	(4)	(3)
Charitable activities	(106)	(125)
Total Expenditure	<u>(110)</u>	<u>(128)</u>
Net Gain Retained in Subsidiary	<u>0</u>	<u>27</u>

2.5 The Mission to Seafarers Trust Corporation Ltd (MTSTC) Company No. 38498

MTSTC holds real property and investments as custodian trustee on behalf of The Mission to Seafarers. It has no transactions on its own account. All the shares are owned by the Mission.

3. DONATIONS AND LEGACY INCOME

	Unrestricted	Restricted	2020	<i>Unrestricted</i>	<i>Restricted</i>	2019
	Funds	Funds	£'000	<i>Funds</i>	<i>Funds</i>	£'000
	£'000	£'000	Total	<i>£'000</i>	<i>£'000</i>	<i>Total</i>
General donations	1,719	419	2,138	1,582	13	1,595
Legacies	1,197	-	1,197	758	-	758
General grants	-	1,015	1,015	-	311	311
Vote 4 (<i>Pension note 15</i>)	126	-	126	87	-	87
Total	<u>3,042</u>	<u>1,434</u>	<u>4,476</u>	<u>2,427</u>	<u>324</u>	<u>2,751</u>

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

4. CHARITABLE ACTIVITIES INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Provision of services to seafarers	270	<i>412</i>
Total	270	<i>412</i>

There was no restricted charitable activity income in 2020 or 2019.

5. TRADING ACTIVITIES INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Trading activities	140	<i>126</i>
Fundraising events	10	<i>28</i>
Property rental	42	<i>43</i>
Total	192	<i>197</i>

There was no restricted trading activity income in 2020 or 2019.

Rental Income represents monies received from properties held as fixed assets that are not fully occupied for The Mission to Seafarers' own activities and are let out in furtherance of our charitable activities or because they are temporarily surplus to operational requirements.

6. INVESTMENT INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Listed investments:		
Dividends – equities	694	<i>827</i>
Bank deposit interest	14	<i>4</i>
Total	708	<i>831</i>

There was no restricted investment income in 2020 or 2019. Income from unlisted investments is shown gross, including tax reclaimable.

7. OTHER INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Surplus on disposal of properties	149	<i>110</i>
Surplus on disposal of other assets	7	<i>28</i>
Other	1	<i>1</i>
Total	157	<i>139</i>

There was no restricted other income in 2020 or 2019.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020

8. ANALYSIS OF EXPENDITURE

	Direct Costs £'000	Support £'000	Total 2020 £'000	<i>Direct Costs £'000</i>	<i>Support £'000</i>	<i>Total 2019 £'000</i>
Raising Funds:						
Appeals and events	519	231	750	634	253	887
Commercial trading; sale of Christmas cards and catering	12	1	13	20	1	21
Promotional materials and media	55	23	78	51	20	71
Total Raising Funds	586	255	841	705	274	979
Charitable activities:						
Port based welfare services						
Ship visiting and ministry to seafarers	1,405	247	1,652	1,289	263	1,552
Seafarer transportation	132	23	155	164	31	195
Branch and centre operations	771	118	889	1,020	139	1,159
Grants to support ministry around the world	904	163	1,067	686	151	837
<i>the Sea</i> publication for seafarers	24	4	28	80	18	98
Advocacy, welfare and emergency response	301	40	341	292	42	334
Digital welfare and support	82	15	97	39	9	48
Programmes for the wellbeing of seafarers and their families	125	23	148	102	23	125
Total Charitable Activities	3,744	633	4,377	3,672	676	4,348
TOTAL EXPENDITURE	4,330	888	5,218	4,377	950	5,327

Analysis by department 2020:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2020 £'000
Staff Costs (note 11)	346	33	1,264	304	438	2,385
All other costs	517	137	1,447	282	450	2,833
Total expenditure	863	170	2,711	586	888	5,218

Analysis by department 2019:

	<i>Advocacy/ Ministry £'000</i>	<i>Comms £'000</i>	<i>Regions £'000</i>	<i>Fund Raising £'000</i>	<i>Support £'000</i>	<i>Total 2019 £'000</i>
Staff Costs (note 11)	427	37	1,114	359	474	2,411
All other costs	129	121	1,844	346	476	2,916
Total expenditure	556	158	2,958	705	950	5,327

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020

9. ANALYSIS OF SUPPORT COSTS

Support costs not directly attributable to the headings on the Statement of Financial Activities are reallocated on the basis of headcount at the Mission's International Headquarters as follows;

2020	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2020 Total £'000
Cost of Charitable activities	Headcount at IHQ	235	156	69	52	43	77	632
Raising funds	Headcount at IHQ	98	58	30	23	19	28	256
Support costs total		333	214	99	75	62	105	888

2019	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2019 Total £'000
Cost of Charitable activities	Headcount at IHQ	247	160	92	43	46	88	676
Raising funds	Headcount at IHQ	105	57	39	19	20	34	274
Support costs total		352	217	131	62	66	122	950

Audit fees included in governance costs for the group amount to £23,800 (2019: £21,000) and there were no other fees in respect of non-audit services (2019: £1,650 as shown below);

	2020 £	2019 £
Non-audit services consist of:		
Advice regarding VAT	-	1,650
Total	-	1,650

Depreciation costs total £104,000 (2019: £135,000). Operating lease payments total £40,200 (buildings £37,500 and other £2,700), (2019: total £31,200; buildings £28,500 and other £2,700).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

10. MINISTRY AND PROJECT GRANTS

Grant recipient	Port/Country	2020 £'000	2019 £'000
The Mission to Seafarers Africa Region	Africa	158	106
Asociacion de la Iglesia Anglicana	Buenos Aires, Argentina	26	31
The Australian Council of The Mission to Seafarers	Australia	70	80
The Diocese of Cyprus & The Gulf	Bahrain	20	20
Bermuda Seafarers Home	Bermuda	-	5
Ordem de Sao Patricio	Belem, Brazil	23	30
The Anglican Diocese of Recife	Suape, Brazil	30	47
The Mission to Seafarers Canada	Halifax, Canada	22	37
The Mission to Seafarers Southern Ontario	Ontario, Canada	10	-
The Mission to Seafarers Colombo	Colombo, Sri Lanka	20	21
The Episcopal Church of Costa Rica	Costa Rica	1	1
The Diocese of Cyrus and The Gulf	Limassol, Cyprus	36	36
Lighthouse Seamen's Mission	Falklands	3	3
Assn Rouennaise Amis Des Marins	Rouen, France	21	6
Bombay Diocesan Council	JNPT, India	22	-
Church of South India Synod, South India	India	-	10
Tuticorin Nazareth Diocesan Trust	Tuticorin, India	57	30
The Mission to Seafarers Dublin	Ireland	8	-
The Mission to Seafarers Mombasa	Mombasa, Kenya	5	15
The Mission to Seafarers Rotterdam	Rotterdam, Netherlands	30	-
Stitching Vrienden Van MtS Vlissingen	Vlissingen, Netherlands	31	-
The Mission to Seafarers Lagos	Nigeria	15	-
Mission to Seafarers Oceania Region	Oceania	156	30
Homer Foundation Inc	Philippines	-	63
Philippine Independent Church	Philippines	-	45
NE Plus Ultra Holdings Inc	Philippines	-	7
Sesinando Suntayanna	Philippines	-	3
The Mission to Seafarers Singapore	Singapore	-	5
Daehan Sungkunghoe Yuji Jaeden	Busan, South Korea	60	58
The Anglican Church in Thailand	Thailand	-	24
The Diocese in Europe	Izmir, Turkey	10	10
Felixstowe and Haven Ports Seafarers Service	Felixstowe, UK	1	-
Humber Seafarers Service	Humber, UK	2	-
Port of Bristol Seafarers Centre	Portbury, UK	9	9
The Seaham Seafarers Centre	Seaham, UK	4	4
The Mission to Seafarers Dubai	UAE	3	-
The Mission to Seafarers Seattle	USA	36	48
North American Maritime Ministry Association	USA	5	9
Seafarers Ministry of the Golden Gate	USA	-	10
Baltimore International Seafarers Centre	USA	10	10
Total		904	813

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

10. MINISTRY AND PROJECT GRANTS continued

The Mission to Seafarers makes grants to maritime organisations whose work will fulfill our charitable objectives. Grants are to support direct maritime ministry, the development of maritime ministry or seafarer welfare projects. Amounts are agreed annually and the terms and amounts will be set out in a Memorandum of Understanding (MoU). Funded organisations are required to report to The Mission to Seafarers annually to ensure that the terms of the MoU have been met.

11. STAFF COSTS

Staff costs 2020:

	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2020 £'000
Wages and salaries	1,049	259	299	1,607
Social security costs	119	29	33	181
Other pension costs	84	18	25	127
Other Staff costs	382	7	81	470
Total	1,634	313	438	2,385
Average head count	46	6	9	61
Full time equivalent	36	6	9	51

Staff costs 2019:

	<i>Charitable Activities £'000</i>	<i>Raising Funds £'000</i>	<i>Support £'000</i>	<i>Total 2019 £'000</i>
<i>Wages and salaries</i>	<i>1,087</i>	<i>273</i>	<i>287</i>	<i>1,647</i>
<i>Social security costs</i>	<i>128</i>	<i>27</i>	<i>29</i>	<i>184</i>
<i>Other pension costs</i>	<i>5</i>	<i>13</i>	<i>20</i>	<i>38</i>
<i>Other Staff costs</i>	<i>347</i>	<i>57</i>	<i>138</i>	<i>542</i>
<i>Total</i>	<i>1,567</i>	<i>370</i>	<i>474</i>	<i>2,411</i>
<i>Average head count</i>	<i>45</i>	<i>8</i>	<i>9</i>	<i>62</i>
<i>Full time equivalent</i>	<i>37</i>	<i>7</i>	<i>8</i>	<i>52</i>

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. Redundancy costs of £5,500 were made in 2020 (2019: none).

Employees with remuneration (excluding benefits in kind) in excess of £60,000:

- £60,000 to £70,000 4 (2019: 3)
- £80,000 to £90,000 1 (2019: 1)

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS

The 2020 Senior Management Team comprised the Secretary General, the Director of Development, the Director of Finance, the Director of Human Resources & Administration and the Director of Advocacy and Regional Engagement.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS – continued

The team's total remuneration and benefits package consisted of salary, pension contributions, health insurance and the tax thereon.

	2020 £'000	2019 £'000
Total salary paid to Senior Management Team	356	346
Total of other benefits	44	42
Employer social security costs on salary and benefits	46	45
	446	433
Total	446	433

13. TRANSACTIONS WITH TRUSTEES

No trustee (2019: none) received remuneration during the current year.

During the year no expenses (2019: £6,897) were reimbursed directly to any trustees (2019: 7 trustees) and £1,341 (2019: £3,803) was paid to third parties for travel and subsistence to attend meetings of and on behalf of The Mission to Seafarers. Nothing was spent on trustee leaving gifts (2019: £175). The total amount paid was £1,341 (2019: £10,875).

14. RELATED PARTY TRANSACTIONS

During the year there was one payment to a related party (2019: 3). A £7,500 membership fee was paid to the International Christian Maritime Association where the Secretary General Andrew Wright is a trustee. (2019: a £7,500 membership fee and £3,220 registration fee for the ICMA World Conference 2019 were paid to the International Christian Maritime Association where the Secretary General Andrew Wright was a trustee and £77 for travel to attend board meetings was paid to Barlow Interventions Ltd where former trustee Stephen Lyon was a director). There were no other related party transactions and no outstanding balances (2019: none) due at 31 December.

15. PENSIONS

15.1 Defined Benefit Schemes

The Mission to Seafarers participates in two of the Church of England's Defined Benefits Schemes administered by the Church of England Pensions Board. These are;

- The Church of England Funded Pensions Scheme (**CEFPS**) for the clergy
- The Church of England Defined Benefits Scheme (**CEDBS**) for lay employees of Church of England organisations

The assets of both schemes are held separately from those of The Mission to Seafarers. The Church of England Pensions Board has stated that it is unable to identify the Mission's share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the schemes.

The Mission to Seafarers has treated these schemes as multi-employer schemes as described in Section 28 of FRS102. This means that contributions are accounted for as if the Schemes were defined contribution schemes. Each participating Responsible Body in the scheme pays contributions at a common contribution rate applied to pensionable stipends. The legal structure of the scheme is such that if another Responsible Body fails, The Mission to Seafarers could become responsible for paying a share of that Responsible Body's pension liabilities.

The pensions costs charged to the SoFA in the year are contributions payable towards benefits and expenses accrued in the year, plus any impact of deficit contributions.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

15.2 CEFPS

A valuation of the CEFPS was carried out as at 31 December 2018 and the results revealed a shortfall of assets of £50 million with assets of £1,818m and a funding target of £1,868m.

A recovery plan was put in place until 31 December 2022 and the deficit recovery contributions (as a percentage of pensionable stipends) are as set out in the table below.

% of pensionable stipends	January 2018 to December 2020	January 2021 to December 2022
Deficit repair contributions	11.9%	7.1%

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The Mission's liability and movement in the provision with effect from 1 January 2019 are set out in the table below.

The liability at the year end is the fair value of the liability and represents the present value of the deficit contributions which have been valued using the assumptions, also shown below, set by reference to the duration of the deficit recovery payments;

Deficit liability – CEFPS

	2020 £'000	<i>2019</i> <i>£'000</i>
Balance sheet liability at 1 January	118	237
Deficit contributions paid	(38)	(26)
Interest cost	1	5
Change to balance sheet liability	(42)	(98)
Balance sheet liability at 31 December	39	<i>118</i>
Assumptions:		
Discount rate	0.2% pa	<i>1.1% pa</i>
Price Inflation	3.1% pa	<i>2.8% pa</i>
Increase to total pensionable payroll	1.6% pa	<i>1.3% pa</i>

Mortality in accordance with 95% of the S3NA_VL tables, with allowance for improvements in mortality rates in line with the CMI2018 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter" of 7 and an initial addition to mortality improvements of 0.5% pa.

11 (2019: 11) of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £126,000, representing current contributions and the deficit repair contributions above, (2019: £87,000) were paid by the Mission to the CEFPS and are included in Staff costs (note 11). This amount was reimbursed by the Archbishops Council and is included in Donations (note 3).

15.3 CEDBS (also known as the Church Workers Pension Fund)

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

For funding purposes, DBS is divided into sub-pools in respect of each participating employer as well as a further sub-pool, known as the Life Risk Pool. The Life Risk Pool exists to share certain risks between employers, including those relating to mortality and post-retirement investment returns. The division of the DBS into sub-pools is notional and is for the purpose of calculating ongoing contributions. They do not alter the fact that the assets of the DBS are held as a single trust fund out of which all the benefits are to be provided. From time to time, a notional premium is transferred from employers' sub-pools to the Life Risk Pool and all pensions and death benefits are paid from the Life Risk Pool.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

15.3 CEDBS (also known as the Church Workers Pension Fund) continued

The scheme is a multi-employer scheme as described in Section 28 of FRS 102. It is not possible to attribute DBS assets and liabilities to specific employers, since each employer, through the Life Risk Section, is exposed to actuarial risks associated with the current and former employees of other entities participating in DBS. This means that contributions are accounted for as if DBS were a defined contribution scheme.

A valuation of DBS is carried out once every three years. The most recent was due at 31 December 2019 and was underway as at 31 December 2020. The contributions agreed at that valuation will be reflected in the figures disclosed in the 2021 accounts.

The last finalised valuation was carried out at 31 December 2016. In this valuation, the Life Risk Section was shown to be in deficit by £2.6m and £2.6m was notionally transferred from the employers' sub-pools to the Life Risk Section. This increased The Mission to Seafarers' contributions that would otherwise have been payable. The overall deficit in DBS was £26.2m.

Following the valuation, The Mission to Seafarers entered into an agreement with the Church Workers Pension Fund to pay a contribution rate of 31.1% of pensionable salary and expenses of £2,900 per year. In addition deficit payments of £108,337 per year were agreed for 1.25 years from 1 April 2018 in respect of the shortfall in the Employer sub-pool. This obligation has been recognised as a liability within The Mission to Seafarers' financial statements.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The movement in the provision is set out below:

The liability at the year end is the fair value of the liability and represents the present value of the deficit contributions which have been valued using the assumptions, also shown below, set by reference to the duration of the deficit recovery payments;

Deficit liability – CEDBS

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Balance sheet liability at 1 January	-	54
Deficit contributions paid	-	(54)
Change to the liability	-	-
	-	-
Balance sheet liability at 31 December	-	<i>-</i>
 Discount rate	 0.00%pa	 <i>0.00%pa</i>

The legal structure of the scheme is such that if another employer fails, The Mission to Seafarers could become responsible for paying a share of that employer's pension liabilities.

During the year The Mission to Seafarers paid pension contributions and expenses of £11,200 (2019: £12,000). The Mission currently has one (2019: 1) active member and 6 (2019: 6) deferred pensioners. Overall the scheme has 272 active members (2019: 272) and 1,669 deferred pensioners (2019: 1,669).

15.4 Defined Contribution Schemes

Royal London. A scheme for staff was set up in 2008 with Royal London (formerly Scottish Life). Contributions to this scheme are funded 3% by the employee and 7% by The Mission to Seafarers. There are 26 (2019: 26) members of staff in this scheme at 31 December 2020. Employer contributions to this scheme in 2020 were £64,000 (2019: £56,000) with nothing due to be paid at the year end (2019; none).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

16. FIXED ASSETS

16.1 Intangible fixed assets

	Group	Licence £'000	Company	Licence £'000
Cost 1 January 2020		-		-
Additions		3		
Net book value 31 December 2020		<u>3</u>		<u>-</u>
<i>31 December 2019</i>		-		-

The licence was acquired to enable activities at the Seafarers centre in Dunkirk.

16.2 Tangible fixed assets

Group	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2020	6,012	655	891	7,558
Additions	-	1	113	114
Disposals	(265)	(43)	-	(308)
Transfers	(69)	-	69	-
Exchange difference	-	(1)	-	(1)
31 December 2020	<u>5,678</u>	<u>612</u>	<u>1,073</u>	<u>7,363</u>
Depreciation				
1 January 2020	1,234	445	854	2,533
Provided during the year	27	57	20	104
Disposals	-	(43)	-	(43)
31 December 2020	<u>1,261</u>	<u>459</u>	<u>874</u>	<u>2,594</u>
Net book value 31 December 2020	4,417	153	199	4,769
<i>31 December 2019</i>	<u>4,778</u>	<u>210</u>	<u>37</u>	<u>5,025</u>

None of the property values were found to be impaired (2019: one property impaired by £35,000.)

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

16.2 Tangible fixed assets continued

The Company	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2020	5,943	590	795	7,328
Additions	-	-	9	9
Disposals	(265)	(43)	-	(308)
Exchange difference	-	(1)	-	(1)
31 December 2020	5,678	546	804	7,028
Depreciation				
1 January 2020	1,234	416	771	2,421
Provided during the year	27	49	11	87
Disposals	-	(43)	-	(43)
31 December 2020	1,261	422	782	2,465
Net book value 31 December 2020	4,417	124	22	4,563
<i>31 December 2019</i>	<i>4,709</i>	<i>174</i>	<i>24</i>	<i>4,907</i>

Property

The properties held are split between categories as follows:

	2019 £'000	<i>2019 £'000</i>
Freehold	3,109	<i>3,454</i>
Long term leasehold	1,308	<i>1,324</i>
Total	4,417	<i>4,778</i>

Freehold and leasehold property represents the book value of staff houses, pensioners' houses, and club and office premises. Premises and club leases are long term with many at peppercorn rent. All assets are used by the charity for its charitable purposes or rented out if surplus to current operational requirements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

17. INVESTMENTS

17.1 Listed Investments

	2020		2019	
	Group £'000	Company £'000	Group £'000	Company £'000
Market value 1 January	27,249	27,156	23,668	23,590
Additions	-	-	27	27
Disposals	(5,538)	(5,538)	(682)	(682)
Unrealised gain for the year	1,498	1,492	4,236	4,221
Market value 31 December				
Listed investments	23,209	23,110	27,249	27,156
Total	23,209	23,110	27,249	27,156
Historical Cost at 31 December	18,351	18,272	23,025	22,946

The CCLA's annual charge in relation to the CBF Church of England Investment Fund (Investment Fund) was approximately 0.55%, (2019: 0.55%) although this was not directly charged to the Mission but against the capital of the Investment Fund.

Analysis of investments

	2020		2019	
	Group £'000	Company £'000	Group £'000	Company £'000
Holdings in multi asset funds	23,197	23,098	27,237	27,144
Fixed interest securities	12	12	12	12
Total	23,209	23,110	27,249	27,156

As part of a multi asset Investment Fund, significant individual holdings cannot be identified, however the significant class of holdings (over 5%) at 31 December were:

	2020	2019
Overseas Equities	68%	57%
UK Equities	10%	13%
Infrastructure and Operating assets	9%	12%
Cash and near cash	-	5%
Private Equity & other	-	5%

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

17.2 Investments in subsidiaries

The Company controls the following principal active subsidiaries, the results of which have been consolidated.

Name of Company	Country of in-corporation	% Holding/Control	No of shares held and value	Net Income 2020 £'000	Net Assets as at 31/12/20 £'000	Nature of Business
The Dunkirk War Memorial Trust Ltd	UK	100	12 shares; held by the Mission 8, a trustee 1 and Mission directors 3 £12	(62)	33	Provision of spiritual and practical welfare for all seafarers
Flying Angel Marketing Enterprises Ltd	UK	100	6 shares £6	-	1	Sales of promotional goods
The Flying Angel Belfast Ltd	UK	100	1 share £1	-	-	Sales of catering services and promotional goods
The Mission to Seafarers Scotland Ltd	UK	100	Company limited by guarantee, sole member	-	131	Provision of spiritual and practical welfare for all seafarers
The Mission to Seafarers Trust Corporation Ltd	UK	100	11 shares £11	-	-	Holds property as custodian trustee on behalf of the Mission

18. DEBTORS

	2020 Group £'000	2019 Group £'000	2020 Company £'000	2019 Company £'000
Amounts owed by group/associated undertakings;				
Flying Angel Marketing Enterprises Ltd (FAME)	-	-	3	3
The Flying Angel Belfast Ltd (FAB)	-	-	21	19
The Dunkirk War Memorial Trust Ltd (DWMT)	-	-	306	139
Trade debtors	355	434	337	412
Prepayments and accrued income	187	245	185	243
Other debtors	55	54	49	49
Total	597	733	901	865

The prepayment and accrued income includes accrued legacies £18,000 (2019: £79,000).

Amounts due from FAB include a £10,000 concessionary loan made to FAB which is secured and carries a market rate of interest and is repayable on demand.

Amounts due from DWMT include a £188,000 concessionary loan to undertake essential repairs to the centre in Dunkirk. The loan terms state that it is repayable on the sale of property owned by DWMT ideally within a two year period and is at a zero interest rate. However, following the decision of the DWMT trustees to close operations and the agreed sale of the property in March 2021 this loan is expected to be repaid in full in 2021.

A proportion of legacies receivable may be received after more than 1 year, but this figure cannot be determined with any accuracy due to the inherent uncertainty in the timing of legacy income receipt.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

19. CURRENT LIABILITIES

	2020	<i>2019</i>	2020	<i>2019</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade creditors	176	74	168	69
Social security and tax	52	62	38	36
Accruals and other creditors	162	191	144	160
Total	390	<i>327</i>	350	<i>265</i>

20. RESTRICTED FUNDS

Restricted funds 2020	Opening Balance	Income	Expenditure	Transfer	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Africa five projects; Seafarers UK	-	25	(25)		-
Belfast branch building reserve fund	393	-	-	(9)	384
Cadetship project; TK Foundation	43	37	(37)	-	43
Christmas welfare for seafarers; International Christian Maritime Association £18.5k; Mission to Seafarers Rotterdam £0.5k		19	(13)		6
Dubai,UAE Welfare worker; International Transport Workers' Federation	-	43	(43)		-
Dublin vehicle; Stena Line		8	(8)		-
<i>Flying Angel Campaign</i>	-	335	(165)	-	170
i.in response to the Covid-19 pandemic; Clearwater Foundation £20k and many others					
ii.technical Solutions; DNV GL £29k, TK Foundation £90k, The Marine Society £17k, Seafarers UK £38k, Norden Shipping £12.5k,Tindall Riley £3k, Wallen Group £11k, Baltic Charitable fund £15k, Trinity House £10k, Ship Owners £10k,Vickers £4k and many others		301	(93)		208
iii resilience in ports, PPE, safer centres & vehicles and advocacy; Trinity House £10k, The Medway Mission £5k, Seafarers UK £40k and many others		95	(95)		-
ILO training re MLC 2006; International Transport Workers' Federation	5		(1)	-	4
Job Retention Scheme; HMRC		21	(21)		-
Lagos Centre, Nigeria repairs; International Transport Workers' Federation		50	(15)		35
Maritime conference New Zealand/Australia; International Transport Workers' Federation TK Foundation	25	24	(49)		-
Monrovia, Liberia vehicle; International Transport Workers' Federation		31	(31)		-
Philippines family projects and We Care resources; UK P&I Club £50k; Bengal Tiger Lines £2k; Tindall Riley £3k	-	55	(23)	-	32
Port costs and advocacy Seafarers UK		222	(100)	-	122
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	37	-	-	(7)	30

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

Rouen centre repairs; TK Foundation	15		(15)	-	-
Saldhana Bay, S Africa vehicle; International Transport Workers' Federation		27	(27)		-
Stranded seafarers aide, Covid-19 response; ISWAN		41	(41)		-
Tauranga centre, New Zealand Covid-19 support; TK Foundation		15			15
Tuticorin, India seafarers and families emergency feeding programme, Seafarers UK	-	36	(36)	-	-
Vehicles for use in UK Ports; Merchant Navy Welfare Board	73	-	-	(26)	47
Vlissingen; David Pellet	10		(10)		-
We Care e-learning resource; Prime Training		10			10
Wellington, New Zealand vehicle and mi-fi; International Transport Workers' Federation		37	(35)		2
Others	26		-	-	26
Total	625	1,434	(883)	(42)	1,134

Restricted funds 2019	Opening Balance £'000	Income £'000	Expenditure £'000	Transfer £'000	Closing Balance £'000
Baltic Charitable Trust (vehicles running costs)		15	(15)	-	-
Belfast branch building reserve fund	408	-	-	(15)	393
Burgess Yachts (Superyacht crew welfare)		8	(8)		-
David Pellet (Vlissingen)		10	-		10
Garfield Weston (Diversity & growth of volunteer support base)		10	(10)		-
International Transport Workers' Federation (New Zealand/Australia maritime conference)		25	-	-	25
International Transport Workers' Federation (Welfare worker, Dubai)	-	43	(43)	-	-
International Transport Workers' Federation (ILO training re MLC 2006)		10	(5)	-	5
Merchant Navy Welfare Board (Vehicles for use in UK Ports)	76	30	-	(33)	73
Merchant Navy Welfare Board (Newport centre disabled facilities)	8	2	(10)	-	-
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	44	-	-	(7)	37
Seafarers UK (Port costs)	-	110	(110)	-	-
Trinity House (Tilbury intern)	3	-	(3)	-	-
TK Foundation (cadetship project)	42	42	(41)	-	43
TK Foundation (Repairs to Rouen centre)		15	-	-	15
UK P&I Club (Family project, Philippines)	12	-	(12)	-	-
Others	31	4	(11)	-	24
Total	624	324	(268)	(55)	625

Restricted funds represent capital grants (note 1.4) received together with donations for specific purposes. Transfers to unrestricted funds represent the release for the year of these grants or donations.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

21. UNRESTRICTED FUNDS

Unrestricted funds 2020	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds	4,522	117	(104)	(224)	4,311
Fixed assets	4,522	117	(104)	(224)	4,311
Branch and subsidiary reserves	6,499	1,939	(1,267)	-	7,171
African Region Fund	300	-	(39)	-	261
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	12,321	2,056	(1,410)	(224)	12,743
General Funds	22,482	3,272	(2,714)	42	23,082
Total unrestricted funds	34,803	5,328	(4,124)	(182)	35,825
Unrestricted funds 2019	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds	4,613	216	(44)	(263)	4,522
Fixed assets	4,613	216	(44)	(263)	4,522
Branch and subsidiary reserves	6,400	1,721	(1,622)	-	6,499
African Region Fund	354	-	(54)	-	300
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	12,367	1,937	(1,720)	(263)	12,321
General Funds	19,086	6,422	(3,081)	55	22,482
Total unrestricted funds	31,453	8,359	(4,801)	(208)	34,803

The Fixed Asset reserves represent the cost value, net of depreciation, of the investment in fixed assets owned by The Mission to Seafarers.

The Reserves of the branches, subsidiary companies and the African region fund are held for the purpose of delivering services in the relevant geographical locations.

Any chaplain employed prior to 1983 with a minimum service of 30 years is entitled to be provided with housing for the remainder of their life. Although there are no further properties to be purchased, the Mission has an on-going commitment to retired chaplains' property costs including maintenance and council tax.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2020	Unrestricted General £'000	Unrestricted Designated £'000	Restricted £'000	Total £'000
Intangible fixed assets	-	3	-	3
Tangible fixed assets	-	4,308	461	4,769
Investments	17,872	5,337	-	23,209
Net current assets	5,249	3,095	673	9,017
Long term liability	(39)	-	-	(39)
Total	<u>23,082</u>	<u>12,743</u>	<u>1,134</u>	<u>36,959</u>
 <i>2019</i>				
<i>Intangible fixed assets</i>	-	-	-	-
<i>Tangible fixed assets</i>	-	4,522	503	5,025
<i>Investments</i>	22,255	4,994	-	27,249
<i>Net current assets</i>	345	2,805	122	3,272
<i>Long term liability</i>	(118)	-	-	(118)
<i>Total</i>	<u>22,482</u>	<u>12,321</u>	<u>625</u>	<u>35,428</u>

23. ECUMENICAL CENTRES

Financial details of organisations in which the charity is a joint trustee and involved in the management are:

	Humber Seafarers' Service Ltd Charity No 1159953	Felixstowe Charity No 272077	Port of Bristol Charity No 286078
Proportion of controlling influence	33.3%	33.3%	33.3%
Proportion of net assets on dissolution:			
Property	-	33.3%	33.3%
Other	-	33.3%	33.3%
Last published accounts date	31/03/20	31/03/20	31/03/20
Net Surplus/(Deficit) in £000s	2	(90)	18
Net Assets in £000s	<u>106</u>	<u>416</u>	<u>227</u>

During 2020 The Mission to Seafarers agreed in principle, along with the other joint trustees, to transfer the three ecumenical centres to the Queen Victoria Seaman's Rest (QVSR). Work will continue during 2021 to enable and support the QVSR takeover.

24. CAPITAL COMMITMENTS

At 31 December 2020 there was no contracted capital expenditure (2019: Board had contracted to purchase a chaplain's vehicle at a cost of £31,000).

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

25. FINANCIAL COMMITMENTS

At 31 December 2020 the Group and Company had total commitments under non-cancellable operating leases which expire as set out below:

	Land and Buildings 2019 £'000	<i>Land and Buildings 2019 Restated £'000</i>
Not later than 1 year	24	40
Later than 1 year and not later than 5 years	-	136

26. CONTINGENT LIABILITIES

The Mission to Seafarers supports certain ecumenical centres. Although these centres operate independently of the Mission, there would be certain obligations on The Mission to Seafarers if any of them were to run into financial difficulty. The Mission to Seafarers appoints one or more of their trustees, normally a Mission trustee or senior member of staff, to these centres and, as far as they are aware, there are currently no material matters that would give rise to a liability. During 2021 work will continue to transfer those centres to the Queen Victoria Seaman's Rest (QVSR). See Note 23 Ecumenical Centres.

27. CONTINGENT ASSET

The Mission to Seafarers has been notified in October 2020 of a legacy distribution that did not meet the criteria for recognition as of the balance sheet date. The value of this distribution is understood to be approximately £2,000,000. Prior to the signing of these accounts, an interim sum of £1,820,000 was received.

28. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £'000	<i>2019 £'000</i>
Net income for the reporting period (<i>as per the statement of financial activities</i>)	1,544	3,356
Adjustments for:		
Depreciation charges	104	170
(Gains) on investments	(959)	(4,353)
Dividends and interest	(708)	(858)
Profit on sale of fixed assets	(156)	(46)
Decrease/(Increase) in stocks	14	(2)
Decrease/(Increase) in debtors	136	(112)
(Decrease) in creditors	(16)	(244)
Net cash provided by operating activities	(41)	(2,089)

29. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2019 £'000	<i>2019 £'000</i>
Cash in hand	1,493	1,091
Notice deposits (less than 3 months)	7,299	1,743
Cash held by investment managers	-	-
Total cash and cash equivalents	8,792	2,834

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

30. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN DEBT	2019	2019
	£	£
Net increase (decrease) in cash and cash equivalents in the year	5,958	(472)
Cash flow from (increase)/decrease in debt financing	-	-
Change in net debt resulting from cash flows	(5,958)	472
Movement in net debt in the year		
Net debt at the start of the year	<u>-</u>	<u>-</u>
Net debt at the end of the year	<u>-</u>	<u>-</u>
31. SUMMARY SOFA FOR THE MISSION TO SEAFARERS COMPANY NO. 622024		
	2020	2019
	£'000	£'000
Income	5,649	4,044
Gains/(loss) on investments	953	4,339
Expenditure	(4,992)	(4,953)
Net income/(expenditure)	<u>1,610</u>	<u>3,430</u>
(Loss)/gain on foreign exchange	(17)	(8)
Total funds brought forward	35,201	31,904
Funds transferred out from the Mombasa branch to a separate entity registered in Kenya	-	(125)
Total funds carried forward	<u><u>36,794</u></u>	<u><u>35,201</u></u>