



FOLKESTONE & HYTHE SEA & ROYAL MARINES CADETS



ANNUAL REPORT 2020/2021

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1.0 Report of the Trustees

The Unit Management Team (UMT) trustees are pleased to present their annual report and accounts for the year ending 31st March 2021, and confirm they comply with the requirements of the Charities Act 2011, the trust deed, and The Charities Statement of Recommended Practice (FRS 102).

2.0 Chair's Report – Mr Neil Lomas



This year has been a year like no other. Unforeseen circumstances have seen the entire world having to re-evaluate its perspective and modus operandi by adjusting to social liberties and freedoms curtailed in the effort to reduce the spread of COVID19 and associated impact on public health.

There has been good and sustained attendance from the Sea and Royal Marines Cadets to the Virtual Parade nights and a special mention must go to all the Cadet Force Adult Volunteers who have put these together to ensure the cadets all remain connected and involved - thank you.

Congratulations are also in line to Sarah Mulcahy on achieving Lieutenant RMR (Royal Marines Reserve), and to Ricky McNeice for being recognised for his efforts and hard work – being presented with the Folkestone Mayors Community Award.

With the inability to engage in fundraising activities throughout the year, the financial subsistence from the Government and Regional Councils during the Pandemic has been a lifeblood to the Unit. Alongside the tremendous efforts of Ricky McNeice, Unit Treasurer, this has put the unit on a better financial footing. Funds have been used to carry out major improvements within the structure of the Unit building, which will further improve the Unit's cashflow and environmental footprint as we move forward.

The unit has been successful in applying for grants from Head Quarters, for repairs to the building, and has also managed to agree a rent increase with Marcus the Burger Stall Holder.

Again, the unit has been ever thankful to Ricky, and new member of the UMT Mr Mick Cole, who has been instrumental in the installation of new heating, lighting facilities and intruder alarm systems at the unit. Much of these works have been funded by grants sourced by Ricky from Head Quarters.

The Unit has passed the Unit Management Audit (UMA) and maintained the honour of keeping its 'burgee'. There are three standards for passing a UMA: A standard pass; a 'pennant' pass; and 'burgee' pass (the highest level).

The biggest improvement this year has been in the Unit's finances, which although have been in part, a result of Government funding due to Covid-19 - our Treasurer, Ricky McNeice, has also chased up and received Gift Aid relief for the past four years. Fiscal controls have also been implemented.

The UMT has increased in size with the addition of 4 new members (Mandy Simpson, Mick Cole, Kimberley Bree & Kimberley Mulcahy) who bring with them a wealth of experience which will assist the Unit greatly with Facilities Management and fundraising. This increase in membership and expertise has created a positive environment and reduced some burdens on the Treasurer and instructors – the Unit can now focus on the return to Parade Nights, giving the Cadets the best experience possible and developing them to help them achieve their goals.

The UMT/CFAV's organised a virtual quiz night which raised much needed funding and raised awareness of the Unit within the local communities.

There are still some concerns to resolve - mainly the cost of utilities which seem disproportionately high. This is an area of ongoing activity and it is hoped that with the new heating system and energy efficient lighting, Unit electricity bills will see a major cost reduction going forward.

As part of the Covid-19 process and the Return to Parading (RTP) after Lockdown one was ended, a great deal of detail was discovered and actioned as part of returning the Unit to Lime Status. This was an invaluable exercise for all concerned.

It has been a pleasure to be involved with The Folkestone and Hythe Sea and Royal Marine Cadets and the Unit can go from strength to strength with the increase in UMT members and the new experience this has brought, in the forthcoming year. The future looks brighter now with Covid-19 restrictions beginning to wane and reduced spread of infection in the community, normality returning and the Unit financial situation considerably strengthened.

3.0 Our Purpose and Activities

We are a land-based training ship, TS Invicta, managed completely by volunteers. We have access to waterborne recreational adventurous activities throughout the UK. We are a youth development organisation, with a naval ethos, and we are affiliated to the Marine Society and Sea Cadets.

Our core activities act as catalyst to enable young people aged 9-18, from all walks of life, to participate in activities and experiences that give them skills, for life. These activities are encompassed by the Corps' Values of Honesty, Integrity, Self-respect, Discipline, and Courage. This is then linked with team-work, camaraderie and a fun environment which sets the cadets up for life, and the working world.

At TS Invicta, we have 58 Junior Sea Cadets (JSC), Sea Cadets (SC) and Royal Marines Cadets (RMC) and 35 Adult Volunteers.

We use accredited courses such as BTEC, DofE, First Aid, RYA, Boating and other practical skills to help our young people and prepare them to cope with this constantly changing world.

4.0 Adult Volunteers

We are run by 35 adults, volunteering their own free time to help manage the Unit, as well as acting as instructors for our cadets.

The two main groups of adults are the Unit Management Team, who act as the Charities Board of Trustees, and Instructional Staff who instruct and deliver training to the Cadets.

The majority of Instructional Staff volunteer for two parade nights per week - approximately five hours (not accounting the time taken to prepare and organise content for training). The unit parades for 50 weeks of the year, excluding bank holidays. Instructional Staff also attend volunteer training weekends which are approximately five hours per day. This equates to approximately 473 hours per month.

The UMT meets once every 8 weeks for two hours. The trustees also complete other managerial and administration tasks, organise fundraising, undertake and oversee Unit maintenance, and carry out parade night visits. This equates to approximately 396 hours per year.

On average a total of 6,066 volunteer hours are given each year. In terms of cost, if the hourly rate was £14 per hour, this would equate to approximately £85,000 per year invested into the successful running of the Unit.

5.0 Unit Management Team

Our charity is managed by a management committee, comprising 11 adult volunteers.

Each one has an allocated role and contributes to the success of our charity. They are responsible for the financial and legal management of the Charity. However, they also participate and support the instructional Staff at inspections, funding both at events and by applying for funds.

They contribute a minimum of 33 volunteer recorded hours a month; however, the actual figure can sometimes be much larger when there are various fundraising events on, or participation in the local community with Parades or Remembrance Services.

President: Derek Smith

Chair: Neil Lomas

Treasurer: Ricky McNeice

Secretary: Kimberley Bree

Other trustees: CO - S/Lt (SCC) Adam Smith RNR, Kate McNeice, Lynne Smith, Tim Geere, Keith Buckle, Mick Cole and Kimberley Mulcahy

6.0 Instructional Staff

The main role of the instructional volunteers is to take the young people through the different training programmes. This can be anything from catering or meteorology, to shooting and field-craft.

These dedicated adult volunteers meet twice a week, for the parade evenings, as well as regularly giving up their free time at the weekends to take Cadets to various courses and competitions throughout the UK.

The following table shows the courses our Instructional Staff have completed for their own progress, which helps towards improving the Cadet experience. These courses are completed by either online training or during adult training weekends.

Name	Result	Date Achieved	Module
BATES, Daren	Pass	24-May-20	Military Map Reading Phase One - Section One Core Skills Module
MCNEICE, Kate	Pass	30-May-20	E-Learning Safeguarding Awareness
BUNGAY, Daniel	Pass	31-May-20	Military Map Reading Phase One - Section One Core Skills Module
MILLER-GLENTWORTH, Benjamin	Pass	20-Jun-20	Military Map Reading Phase One - Section One Core Skills Module
BRITTON, Kevin	Pass	01-Jul-20	Health and Safety Higher Level (eLearning)
MELVILLE, Jodie	Pass	01-Jul-20	Health and Safety Higher Level (eLearning)
MCNEICE, Terri-Ann	Pass	01-Jul-20	Health and Safety Higher Level (eLearning)
JAMIESON, Andrew	Pass	01-Jul-20	Health and Safety Higher Level (eLearning)
STRONG, Caroline	Pass	01-Jul-20	Health and Safety Higher Level (eLearning)
BUNGAY, Daniel	Pass	01-Jul-20	Health and Safety Higher Level (eLearning)
BUNGAY, Daniel	Pass	11-Jul-20	Virtual Induction Safeguarding
BATES, Daren	Pass	22-Jul-20	Virtual Induction Training
BRITTON, Kevin	Pass	23-Jul-20	Virtual Induction Training
BRITTON, Kevin	Pass	09-Aug-20	Virtual Induction Safeguarding
BRITTON, Kevin	Pass	09-Aug-20	Virtual Induction COMPLETE
PERIE, Michael	Pass	24-Aug-20	Responsible for Information (General User)
BATES, Daren	Pass	05-Sep-20	Virtual Induction Safeguarding
BATES, Daren	Pass	05-Sep-20	Virtual Induction COMPLETE
BUNGAY, Daniel	Pass	17-Sep-20	Virtual Induction Training
BUNGAY, Daniel	Pass	17-Sep-20	Virtual Induction COMPLETE
SMITH, Adam	Pass	23-Sep-20	Lord Lieutenants Certificate
BUDDEN, Hayley	Pass	08-Oct-20	Responsible for Information (General User)
BUCKLE, Keith	Pass	16-Oct-20	Responsible for Information (General User)
SMITH, Lynne	Pass	16-Oct-20	Responsible for Information (General User)
GEERE, Timothy	Pass	17-Oct-20	Responsible for Information (General User)
SIMPSON, Amanda	Pass	22-Oct-20	Responsible for Information (General User)
MILLER-GLENTWORTH, Benjamin	Pass	25-Oct-20	Responsible for Information (General User)
MULCAHY, Sarah	Pass	25-Oct-20	SCC National Officer Development Programme - Phase 1 Board
MCNEICE, Kate	Pass	27-Oct-20	Responsible for Information (General User)

SALTON, Zoe	Pass	27-Oct-20	Responsible for Information (General User)
SALTON, Zoe	Pass	27-Oct-20	E-Learning Safeguarding Awareness
MULCAHY, Sarah	Pass	31-Oct-20	Responsible for Information (General User)
SMITH, Adam	Pass	14-Dec-20	Water Safety Equipment (WSE) Authorised Maintainer (Buoyancy Aids ONLY)
SMITH, Virginia	Pass	14-Dec-20	Water Safety Equipment (WSE) Authorised Maintainer (Buoyancy Aids ONLY)
ABRAHAMS, Katie	Pass	18-Dec-20	Water Safety Equipment (WSE) Authorised Maintainer (Buoyancy Aids ONLY)
JAMIESON, Andrew	Pass	18-Dec-20	Water Safety Equipment (WSE) Authorised Maintainer (Buoyancy Aids ONLY)
SMITH, Adam	Pass	02-Jan-21	Responsible for Information (General User)
MILLER-GLENTWORTH, Benjamin	Pass	02-Jan-21	Water Safety Equipment (WSE) Authorised Maintainer (Buoyancy Aids ONLY)
DAVISON, Toni	Pass	07-Jan-21	Responsible for Information (General User)
MILLER-GLENTWORTH, Benjamin	Exempt	20-Jan-21	Communication Information Systems Instructor - Basic
MILLER-GLENTWORTH, Benjamin	Pass	20-Jan-21	Communication Information Systems Instructor - Intermediate (Radio)
MILLER-GLENTWORTH, Benjamin	Pass	20-Jan-21	Communication Information Systems Instructor - Intermediate (IS)
BREE, Kimberley	Pass	25-Jan-21	Responsible for Information (General User)
BREE, Kimberley	Pass	25-Jan-21	E-Learning Safeguarding Awareness
SMITH, Virginia	Pass	27-Jan-21	Responsible for Information (General User)
SMITH, Virginia	Pass	27-Jan-21	Responsible for Information (General User, DLE)
MULCAHY, Kimberley	Pass	08-Feb-21	Responsible for Information (General User, DLE)
MULCAHY, Kimberley	Pass	08-Feb-21	Health and Safety Higher Level (eLearning)
MULCAHY, Kimberley	Pass	08-Feb-21	E-Learning Safeguarding Awareness
BUNGAY, Daniel	Pass	14-Feb-21	Learning and Development Core Module
BATES, Daren	Pass	14-Feb-21	Learning and Development Core Module
BRITTON, Kevin	Pass	27-Feb-21	Core Skills - Seamanship
MCNEICE, Terri-Ann	Pass	28-Feb-21	Learning and Development Core Module
STRONG, Caroline	Pass	28-Feb-21	Learning and Development Core Module
COLE, Michael	Pass	08-Mar-21	Responsible for Information (General User)
COLE, Michael	Pass	08-Mar-21	Health and Safety Higher Level (eLearning)
COLE, Michael	Pass	08-Mar-21	E-Learning Safeguarding Awareness
BRITTON, Kevin	Pass	14-Mar-21	Learning and Development Core Module
MULCAHY, Sarah	Pass	21-Mar-21	SCC National Officer Development Programme - Phase 2 Board

7.0 Commanding Officer's 2020/2021 Annual Review



Each year at the Annual General Meeting I have the pleasure of letting everyone know about the huge amount of competitions, training courses and events the Unit has been involved with. However, 2020/21 has been an unprecedented year due to the Coronavirus Pandemic that has shocked the world. The Unit has not escaped this with many of the Adult Volunteers and Cadets contracting the virus. All have made a near-to-full recovery but some have sadly lost family members. I would like to offer my condolences to all those who have lost loved ones to the virus from our TS Invicta Family.

Just after the first lockdown in March 2020, the Unit should have held a Royal Naval Parade, reviewed by the Southern Area Officer. As a Unit we were in a good position and had organised a different evening compared to usual - excited that it could be the best RNP parade yet. The Cadets and Adult Volunteers worked hard to make sure things were right and I can assure you, we were ready. Sadly, due to covid, we were unable to host the Reviewing Officer but I am pleased to say that we achieved the highest award possible, a Burgee, for 2019/20. The previous review year was a very busy time for the Unit, and it shows how much our Cadets and Volunteers were engaged with activities to achieve this high standard.

When the Prime Minister ordered us to “stay home and keep safe”, this was a disappointment for all at the Unit, as so much had already been planned. However, in true Sea Cadet style, we did not complain, but moved on with what the few weeks would bring. Little did we know that we would not be delivering face-to-face activities for a further five months.

The Pandemic gave the Sea Cadet Corps an opportunity to move into a virtual world, which has taken quite a bit of time commitment from the Adult Volunteers. We released all our weekly training via our Unit's private website (www.tsinvicta.co.uk). We were setting training for our Cadets to keep them occupied at home, and keep them progressing towards promotions. This was a new challenge for the Adult Volunteers but once again the Cadets stepped up and were sending us their work. During this lockdown, I hosted a number Virtual Standeasys via Zoom which gave the opportunity to speak with Cadets in person - albeit behind a screen.

As restrictions started to lift, we formed a Covid-19 Sub Committee so we could make the Unit Covid secure and be ready to open the doors once again to our Adult Volunteers and Cadets. This was a long process as we had to complete risk assessments and make adjustments to the Unit to allow for the new 'normal' of social distancing, and add regular hand sanitising stations and routines to get back to what we do best - making our Cadets into responsible young adults.

Several of our Royal Marines Cadets completed a Lance Corporal Board and were some of the first steps to our cadets getting back to face-to-face activity. Finally, after gaining Lime Status for return to face-to-face activity, we opened the doors in September 2020, with many of our Cadets returning. It was nice to see everyone and to present many Cadets with promotion certificates as a result of all the hard work put in whilst we could not be together. The Cadets dealt with everything very well and showed how committed they are to the Corps values - it was like we had never been away.

Now back at the Unit, we were hoping that this was the start of the new normal, but we were keeping a close eye on information released by the Government and could see the rise in infection rates. After just six weeks we were again forced to shut the doors. At the end of the financial year (March 2021) they were still shut. This time we changed our approach to training and started Virtual Parade evenings each week - running two weekly sessions for our cadets via zoom. This has been well supported and we have had many laughs along the way with the Cadets. It has been nice to see each of the Cadets and Adult Volunteers each week.

Each year we like to host a party at Christmas for our Cadets as a reward for all the hard work they put in throughout the year, and Christmas 2020 was not to be any different. I put together a Virtual

Christmas party for our Cadets and Adult Volunteers with a few Christmas Kahoot! Quizzes. This was a great evening.

We have seen Cadets book on to virtual courses and have Cadets gaining qualifications in Meteorology and Seamanship, which is great news. Cadets have been sitting in on virtual Career Awareness sessions on different topics, including: the Royal Marines Band Service; Merchant Navy; The Royal Navy; The British Army; The Royal Air Force; and even the emergency service - including the Air Ambulance Charities.

This last year has been an awful time for many, but we have learnt new things and while being very busy making our headquarters a future-proof venue. While the doors have been closed, this has given us the opportunity to complete a large amount of contractor work, including installing new lighting; new heating; and fixing many leaks to the building by having conducting roof repairs or replacing the whole roof, in parts. This will be great when we are in the Unit and hopefully reduce our utility costs, be better for the environment and keep us dry inside. We have also secured some funds and purchased a new minibus so we can increase the amount of Cadets we take out on activities or courses.

This year has seen many changes. Our normal has been taken away, replaced with a new normal to which our Cadets and Adult Volunteers have adapted in a professional manner. I would like to thank all personnel from TS Invicta for this and hope that the new normal is better than ever before. Also thank you to all the Parents / Guardians for supporting your child with Sea Cadets at home. I know personally this has an impact on the family with Cadets being online more when we want our children to be more active.

As we start 2021/22 I hope that, as D:Ream said in 1993, "Things can only get better" and I look forward to a busy year once again in the Sea Cadet World!

Recruitment and Personnel Figures:

The Unit has been successful in recruiting new Adult Volunteers to the Unit Management Team and Cadets to boost our numbers. During lockdowns, we have hosted online recruitment evenings via Zoom. Our new Cadets have not even stepped inside the building but are enjoying the Sea Cadet Experience so far. This will get better when we are face-to-face and enjoying the full range of activities over the coming year.

	2016/17	2017/18	2018/19	2019/20
Junior Sea Cadets	8	8	10	17
JSC Pilot			19	
Sea Cadets	20	23	19	26
Royal Marines Cadets	10	9	9	15
CFAV	17	20	23	24
UMT	10	15	11	11
Total Personnel	65	75	91	93

The table above shows the current recorded personnel figures, but I know that there is quite a bit of admin to complete as some Cadets have decided to not return to TS Invicta. Next year, the full impact of the pandemic on numbers will be shown at the AGM.

The Unit Management Team have set our five-year strategy and recruitment is part of our regeneration as we come out the other side of the Pandemic.

8.0 Finances



I would like to start off with a huge thank you to all Cadets and Adult Volunteers for your incredible work in this very challenging year.

As the new year kicked off in April 2020, we were already in full lockdown, with no pathway back to normal operations. At the time, we were not prepared for virtual activity, so had to make the decision to suspend all Cadet contributions, despite the ongoing costs within the building.

This of course put a financial strain on the charity, with no idea when face-to-face activities could resume. Funders very quickly put out emergency funding adverts, and we were successful in applying for a grant of £1,500 to help towards our utility costs (thank you KCF).

Because of the hard work undertaken at the end of the 2020/21 financial year, we had in fact set up a Gift Aid account, and under the Government Guidelines, were able to backdate 4 years, for our 1st application. This thankfully brought in £4,498.77 in April 2021 and gave us a small buffer for any further months of non-activity.

We soon welcomed our Cadets back via virtual activity twice a week, as well as wellbeing phone calls to parents/guardians and Cadets. At this time, the UMT believed it only right that Cadet fees were reduced - keeping them as small as possible to allow families who weren't back to work to keep their children attending and learning.

With many of our Adult Volunteers having a lot more time to give, we spent the majority of the summer applying for funds so that we could make vital repairs to the building ready for the return of Cadets, as well as the purchase of a new minibus. This new minibus is the correct size to allow all adults with a driving license to be able to take the Cadets to various course and activities. With the old minibus, adults had to have a special driving license, meaning most of our instructors weren't able to take our Cadets away.

Again, the UMT decided that this new minibus would help us deliver an improved Cadet experience by increasing the number of adults who could now drive this minibus.

The repairs to our premises included repairs to the leaking stores roof; upgrades to our security systems; additional radiators in the hallway; a new door; repairs to some internal walls; and new brighter LED lighting throughout the building. By the end of the 2020/21 financial year, we had already secured further funding for the start of 2021/22 for further repairs. These new repairs include a new heating system for the main deck and stores; new windows in two of our classrooms; repairs to another roof; re-routing a section of our gutter system; unblocking sections of our underground drainage; and painting classrooms.

I would like to say a huge thank you to Mick Cole who only joined us at the start of the year, but with his efforts, knowledge and contacts, has helped the Charity bring in some much-needed repairs. I am sure once we return to face-to-face activities, everyone involved with TS Invicta, will appreciate the transformation that has occurred.

Although face-to-face Cadet activities have been minimal, the UMT have not rested on their laurels, and as you can see, have been very busy securing the long-term future of our Charity, and ensuring that when Cadets do return, their experience is improved.

TS Invicta
Financial Year 1st April 2020 to 31st March 2021
Year to Date Detail Report

Receipts

Donations	£2,226.02
Bursaries - restricted	£0.00
Bursaries - unrestricted	£0.00
Cadet	£2,048.00
P&SA	£0.00
Third party - restricted	£0.00
Third party - unrestricted	£178.02
Ward Room	£0.00

Fundraising	£1,847.89
Bag packs	£0.00
Flag week	£0.00
Social events	£110.00
Community events	£0.00
Other	£1,737.89

Generated	£1,350.00
Property Rental	£1,350.00
Sale of Assets	£0.00
Sale of Goods	£0.00
SCAVA	£0.00

Grants	£36,020.03
External - restricted	£6,450.00
External - unrestricted	£20,497.03
MS-SC Restricted Grant	£9,073.00

Training	-£290.00
Competition Fees - external provider	£0.00
Competition Fees - internal provider	£0.00
Course Fees - external provider	£0.00
Course Fees - internal provider	-£290.00

Unearned	£4,503.05
Bank Interest	£4.28
Gift Aid	£4,498.77
Investment Income	£0.00

£45,656.99

Payments

Charitable Activity	£134.16
Competition Fees - external provider	£0.00
Competition Fees - internal provider	£0.00
Course Fees - external provider	£0.00
Course Fees - internal provider	£0.00
Training Materials	£43.17
Fuel	£0.00
3rd Party travel	£40.00
MSSC Travel Refund (enter as credit)	£0.00
Catering	£0.00
Fundraising Costs	£0.00
Special Events	£50.99

Operating	£27,910.64
Unit Health, Hygiene & Well-being	£519.96
Office Equipment <£250.00	£5.00
Office Stationery, Printing & Postage	£0.00
IT Consumables	£34.50
Building maintenance	£16,005.43
Grounds maintenance	£0.00
Boat maintenance	£18.00
Vehicle maintenance, MOT & RFT	£257.45
Other maintenance	£735.80
Goods for resale	£0.00
PPE & Branded clothing	£20.50
Various Unit Assets	£10,314.00

Overheads	£6,875.30
Rent	£25.00
Rates	£0.00
Lease Fees	£0.00
Water Rates	£49.35
Sewage Rates	£5.80
Electricity	£2,395.03
Gas	£119.53
Broadband	£362.53
Telephone	£260.70
Alarm Monitoring	£288.00
Insurance - MS-SC provided	£3,211.86
Insurance - Non MS-SC provided	£0.00
Roadside assistance	£0.00
Certification	£157.50

Fees Charges	£22.01
Audit/Accountancy fees	£0.00
Legal fees	£0.00
Other professional fees	£0.00
Other revenue costs	£22.01
Bank charges	£0.00

£34,942.11

Surplus / Deficit
Financial Year 1st April 2020 to 31st March 2021 **£10,714.88**

9.0 Support and Thank You

As well as saying a huge thank you for your continued support to all Cadets, Parents and Adult volunteers, we would also like to show our appreciation to the following (in alphabetical order):

Channel Rotary Club
Cllr Peter Gane
Cllr John Collier
Cllr Rebecca Shoob
Cllr Tim Prater
Cllr Gary Fuller
Folkestone and Hythe Town Council
Folkestone Sports Centre
Globe and Laurel Lodge
Kent Community Foundation
KMC Choir
Leaf Hotels
Lt Cdr Bill Hagger RN Ret
Marine Officers' Club of Dover and Folkestone
Roger West
Rotary Club of Folkestone
Royal Naval Association, Folkestone Branch
SwissRe
The Educational Fund of James Morris
The Roger De Haan Charitable Trust
The Ronald Cruickshank Foundation

