Caring for seafarers
around the world

The Mission to Seafarers
Trustees' Annual Report and Accounts
For the year ended 31 December 2016

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

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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

Trustees
Thomas Boardley (Chairman) (from April 2017) [*G]
Robert B Woods CBE (Chairman) (until March 2017) [*G]
Rosemary Alexander [*A]
The Revd Canon Christopher Burke [*A]
David Cockroft [*R]
Robert Ferris OBE (from July 2016) [*A]
The Rt Revd Richard M C Frith [*G]
Stephen Lyon [*G] [*R]
William MacLachlan [*I]
David Moorhouse CBE [*G] [*I]
Mark Patterson (from February 2017)
Neale Rodrigues MM [*R]
Claire Sneddon
Sam Swire (from January 2016)
The Very Revd Canon Andrew Tremlett
Andy Winbow (from January 2016) [*A]

International Advisers
The Rt Revd Brian Marajh (South Africa)
Captain John Menezes (India)
Anthony J L Nightingale (Hong Kong)

Key Management Personnel
Secretary General The Revd Canon Andrew Wright [*G]
Executive Director Martin Sandford [*I]
Director of Justice and Public Affairs,
The Revd Canon Ken Peters
Director of Development Jos Standerwick

Committees
***G. Governance and Nominations Committee**
***R. Remuneration Committee**
Su Morgan (External)
***I. Investment Committee**
***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 property and investments

Corporate Trustee
The Mission to Seafarers is a corporate trustee of;
- Centres for Seafarers, Charity No. 1106492
- Humber Seafarers' Service, Charity No. 507824
- Felixstowe and Haven Ports Seafarers' Service, Charity No. 272077
- Port of Bristol Seafarers Centre, Charity No. 286078
- Milford Haven International Seafarers Centre, Charity No. 1039266

Registered Office
St Michael Paternoster Royal,
College Hill, London EC4R 2RL

External Advisers
Auditors
Price Bailey LLP
7th Floor, Dashwood House
69 Old Broad Street
London
United Kingdom
EC2M 1QS

Bankers
HSBC Plc
20 Eastcheap
London
United Kingdom
EC3M 1ED

Investment Advisers
UBS
3 Finsbury Avenue
London
United Kingdom
EC2M 2AN

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

Our Object, Vision, Mission and Values

Our Object

The object of The Mission to Seafarers, 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 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.
- meet the needs of all seafarers and their families, irrespective of faith or cultural background

Our Mission

As a Christian network of co-operating maritime welfare charities working in 50 countries, with a presence in more than 200 ports, 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, providing 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 and around 100 honorary chaplains in addition to an army of volunteers, who visit ships, offer hospitality, drive minibuses and engage in a range of other welfare activity.

Our Values

- We behave with compassion
- We act with integrity
- We treat everyone with respect
- We believe in justice for all
- We value the resources we have been given

Strategic Report

TWO THOUSAND AND SIXTEEN has been a year of significant development and modernisation at The Mission to Seafarers as we strive to take forward our current five year strategy.[1] This, our 160th anniversary year gives cause to reflect on our illustrious history, as well as the needs of future seafarers.

We are determined to make sure our welfare work reflects the needs of the ever-changing maritime industry, and that it is relevant, dynamic, creative and sustainable.

In 2016 The Mission to Seafarers continued to significantly enhance the lives of seafarers and their families, by working to reduce isolation in ports and provide assistance to families at home. We are proud to report our achievements:

- 487,000 seafarers were visited on board their ships.
- 263,500 seafarers used our transportation services
- 5,680 seafarers signed up their families to the MtS Philippines Family Network
- 813 justice cases were managed
- 288 seafarers sought medical assistance through the MtS Family Network and;
- 16 families sought legal support.

Our figures for visiting seafarers on their ships fell in 2016 by around 10 per cent. This was due, in part, to staff changes which saw several of our ports without welfare provision for an extended period of time and partly because of increasing levels of security that ports are adopting which limit and, in some cases, prevent our chaplains and teams from accessing ships.

The continuing implementation of the Maritime Labour Convention across the maritime world has seen us deal with fewer justice cases than in previous years, but we believe that this area of work remains underreported. In 2017 we plan to overhaul our reporting systems to provide a greater picture of the needs of seafarers and our work with them.

Strategy

Our strategic development has three core themes:

- **Review:** Ensuring our front-line work is effective
- **Regionalisation:** Developing our global structure
- **Reorganisation:** Resourcing our IHQ to make it fit for the needs of our global family.

Review

The work of our port-based welfare teams lies at the heart of The Mission to Seafarers. Night and day, these teams – made up of ordained chaplains, lay staff and committed volunteers – focus on providing a range of services including ship visiting, centre hospitality, transport and emergency response. To the casual observer, this work may seem basic or mundane, but our trained teams encounter a range of pastoral and spiritual needs – and their interventions can be life-changing. Despite the advances in modern technology, a seafarer's life is still plagued by isolation which can have a detrimental impact on their health and wellbeing. We recognise, though, that we cannot be everywhere, and therefore balance our models of ministry against port requirements with an emphasis on working in locations where the need is greatest. This has led to substantial change, particularly in Europe, although our work in the Europe region remains significant.

Where appropriate, we have diversified our models of operation, focusing on partnerships with other organisations engaged in similar work. Such a collaborative approach to ministry enables us to ensure adequate provision remains strong in key locations and allows us to focus on areas of greater need where little or no provision is in place.

As well as diversifying our approach to chaplaincy, our strategy recognises that effective service to seafarers in a changing environment will mean developing new strands of work. The charitable aims of The Mission to Seafarers include the support of seafarers' families and we have initiated projects that focus on bringing families together to create a community

1. Reaffirming the Past, Resourcing the Future, launched in 2014

of like-minded individuals who can rely on each other for support. The Mission enhances the networks by providing access to a range of services including counselling, legal and medical advice. The Mission recognises that interaction with seafarers will be increasingly digital.

We have also been exploring other projects. One potential focus, again in line with charitable objectives, is on welfare need within the global fishing industry. As increasingly reported in the media, the need for welfare provision in the deep sea fishing industry can be acute.

Regionalisation

Our current strategy commits us to creating and sustaining effective regional structures. We believe that this is the best way to support our work, to make it properly accountable, to develop sustainability, to take account of regional sensitivities and to ensure a sense of local responsibility. We now have eight Mission regions.

- Europe
- The Gulf and South Asia
- East Asia
- USA
- Canada
- Australia
- Oceania (New Zealand and the South Pacific Islands)
- Africa

The first three of these are currently directly responsible to the London Trustees. The other five, with the exception of the USA, have their own governing councils but work closely with IHQ, and receive growing elements of funding. Pursuant to strategic intentions and development need, all eight regions now have a Regional Director, although models vary in line with regional context.

During 2016 we appointed Europe's first Regional Director. In addition, Oceania appointed its first paid Regional Director. Regional Directors meet regularly via video-link and once a year in person, enabling a strong flow of information and an ability to act with common purpose. In 2016 we continued to roll out an ambitious programme of training for the regional directors, with a further two completing the Maritime Labour Convention "Train the Trainers" course at the International Labour Organization in Turin, Italy. Such courses enable our regional leads to be information touchpoints for chaplaincy teams. They are able to advise on specific issues relating to seafarers' welfare which may have a profound impact on the outcome of a seafarer's problem. Our work in South and Central America, together with the Caribbean, is currently too dispersed to enable an effective region but work began in 2016 to ascertain the possibilities for growth in this area. This will be a focus for 2017, and the emergence of a ninth region is a possibility for the medium term.

The first ever meeting between all Regional Directors and London Trustees in October 2016 proved informative and transformative and resulted in a substantial number of actions, including commitments to strengthen the IHQ regional support team, to enhance regional development funding where relevant, to an overhaul of Mission training, to improved grant-making processes and to building stronger links between Regional Directors and London Trustees . Many of these actions have already been taken.

Reorganisation

IHQ must provide a strong and cost-effective resource for the global mission.

During 2016 a new Development Director was appointed and, following on from the major reorganisation in 2014, there was a restructuring of the Development Team at the end of 2016. The team will be smaller and more work will be outsourced. This will provide a great deal more flexibility, give access to a wider range of skills, enable the Mission to respond to the peaks and troughs of the year and provide cost efficiencies. In addition, working closely with the Mission's committee in Singapore, the role of International Development Director was created. While 75% of the time of this role is given to fundraising in Singapore, 25% is focused strategically on supporting the self-governing regions in fundraising. It also became clear that IHQ needed to invest in additional support to the regions and a new Advocacy and Regional Engagement role will be introduced in 2017.

Contextual Background to our Strategy

Financial

Our strategy is being rolled out in the context of ongoing significant operating deficit budgets. The aim is to achieve a balanced operational budget by 2020, but the Mission is prepared to spend down reserves in the intervening years to achieve this. Property gains and strong investments currently continue to sustain our reserve levels although these are directly affected by outside, national and global influences and will continue to be closely monitored (see also the Financial Review on page 15)

Partnership
The Mission to Seafarers has been committed to developing partnership over many years. It enjoys strong partnership relationships, with colleague maritime charities and organisations and with its colleague Anglican Societies through the Partnership in World Mission. We believe that quality partnerships ensure the best possible support to seafarers and the optimum use of resource. The Mission remains interested in seeking partners wherever possible, especially in the context of the extensive maritime welfare sector, in the UK and elsewhere. The maritime industry and some of our funding bodies are also keen to see growing partnership working within the sector. There is much that goes on already, both at an organisational and a local level.

Reporting
Effective and objective reporting, especially on outcomes is difficult, given the nature of our work, which often involves one off contacts with seafarers. However, we are committed to improving our reporting. We have invested heavily, working with partners, in the development of a reporting app which is being rolled out across our network. This facility is being constantly upgraded. Already we are seeing significantly enhanced flows of information, particularly on output but increasingly on outcomes. We will build on this information to further develop our KPI's, which involve interactions with seafarers, and then to report on our performance against them.

Additionally we will focus on developing the means of measuring the impact of what we do which will enable us to ensure that resources are used in the most effective areas and to confirm the quality of the services that we provide to seafarers.

Barriers to change
Many areas of the Mission are self-governing, with many diverse contexts, and many individual stations within the network are self-financing, with long and proud histories. As a result, the process of ongoing modernisation will often rely on cultural change and will not happen overnight. We seek to create a more flexible and entrepreneurial culture. Despite so much diversity, and the geographical extent of our work, the sense of unity and common purpose, and of belonging around the "flying angel", remains extraordinarily strong. It is also the case that we do not possess unlimited funds and we have to work to clear priorities. The modernisation of our extensive network of centres, for example, would represent a level of capital expenditure unachievable in a short space of time.

Grant making
Increasingly The Mission to Seafarers sustains work through grant-making, especially outside Europe. During 2016 we launched a process which will overhaul and modernise the whole way in which we make grants and monitor their use. A group of Trustees is now working with key members of staff within a newly-formed grant-making committee. Increasingly we expect our grants will be focused on short and medium term development with an eye to future sustainability for ports and projects. However, we also recognise that in some countries and contexts achieving self-sustainability will be very hard.

OBJECTIVES and ACTIVITIES

These objectives refer back to "Reaffirming the Past, Resourcing the Future", our published plan for 2015-2019.

Objective 1: Continue to support seafarers by promoting their spiritual, moral and physical wellbeing in the ports where the need is greatest.

We recognise that all seafarers will experience "need", especially those resulting from long contracts and subsequent length of time away from home. However, in some areas, we see particularly acute need. We also seek to ensure that Mission resource is used in an appropriately balanced way in view of our global commitments.

Achievements and performance
Following the 2015 review, 2016 has been a year of further development and consolidation in Europe. This has included bringing in a new model of working in Felixstowe, the establishment of a partnership chaplaincy project in Tees (with Deutsche Seemannsmission providing the chaplain, and the Mission providing the seafarers' centre) and the commencement of a research project in Rotterdam, focused on clarifying the most effective form of chaplaincy. In Europe, as elsewhere, the development of effective volunteering, building on a proud tradition, remains a key focus, now supported by a specialist post.

We have set up a new chaplaincy with partners in Izmir, Turkey, which will be filled in early 2017. In Africa, a new Mission chaplaincy has emerged in Liberia and is working well. In East Asia, a full-time Chaplaincy has been re-established at Laem Chabang in Thailand and significant progress has been made in relation to new work in Port Klang, Malaysia. In The Gulf and South Asia our new work in JNPT, India faced numerous challenges but is making progress.

The Mission to Seafarers is very pleased with the success of its commitment to establish a number of internships. For example, three consecutive such interns have been a big success in Hong Kong, and we have also seen very positive mutual benefits from newly established internships in Kobe, Japan, in Tilbury, UK, and in Seattle, USA. We have also made a significant investment in the provision of ship visiting in Oakland, USA, on a two year basis.

In terms of wider projects, we have seen the establishment of the Myanmar family network, the significant and dramatic extension of the Philippines family network and early steps in relation to an India Family Network. In Myanmar, free English lessons are offered to cadets studying to become the seafarers of tomorrow. We have continued with our small scale family project in Ukraine.

We invested significantly in the Mare research project, conducted by the North American Maritime Ministry Association, focused on exploring options for future digital chaplaincy. We have also invested, with partners, in a research project focused on establishing the needs of fishers in Bangladesh. In 2016 work also started on two projects to be executed in conjunction with the Sailors' Society; one in relation to our work with families in India, and one in relation to a shared port welfare project in China. In addition, the Apostleship of the Sea, the Sailors' Society and The Mission to Seafarers signed a Memorandum of Understanding agreeing to a new combined way of working in the port of Southampton. This followed the closure, after 11 years, of the ecumenical centre in Southampton run by Centres for Seafarers. The centre had become little used due to its location and had ceased to be financially viable.

Following on from the major review of Europe (2015), we conducted similar reviews of our work in Lagos, Nigeria, Mombasa, Kenya and Dar es Salaam, Tanzania. A review of our work in South and Central America commenced in 2016 to help establish options for the future. Additionally all Mission regions have undertaken to conduct reviews over a five year period.

Objective 2: Champion seafarers who have suffered due to injustice and mistreatment.

The Mission to Seafarers continues its long commitment to take forward justice issues both at a local and international level. In establishing port resource priorities, its emphasis on greatest need particularly takes account of areas where acute need arising from injustice is common. This has, for example, led to enhanced investment in The Arabian Gulf.

Achievements and performance

There have been two key areas of proactive training in 2016, in support of our justice work. We have continued to invest in enabling all our Regional Directors to undertake the extensive International Labour Organization, Maritime Labour Convention training course, ensuring that each region has the skills to support its regional advocacy work. Two further Regional Directors attended this course in 2016, generously funded by the International Transport Workers' Federation Seafarers' Trust. In addition, we continued working closely with the International Critical Incident Stress Foundation, to roll out our specially created Mental Health Awareness Course to chaplains. During 2016 this course was delivered to chaplains in Australia and Oceania. This course provides the skills to enable our teams to respond better to critical incidents, including piracy, and to recognise mental health issues within their seafarer contact.

The Mission to Seafarers continues to play a key role at a macro justice level in its work at the International Labour Organization and the International Maritime Organization. Working closely with partners in the International Christian Maritime Association this provides a strong forum for taking forward advocacy at a high level, building on our experience and advocacy at a local level.

Amongst many examples of our advocacy and justice work is our continuing involvement with the Seaman Guard Ohio case, ongoing since 2013. At a local level, our teams in India have continued working to support the imprisoned seafarers and in the UK we have continued work with the families of the six UK men involved. At both the national and international level we work with others to help raise the profile of this case and to seek a resolution.

Objective 3: We will be the world leader in maritime welfare

With our very significant global presence and our developing family work, we are in a strong position to continue to deliver extensive, high quality, professionally trained and joined-up welfare support to seafarers and their families.

Achievements and performance
We remain committed, as reported above, to the modernisation of our work, to flexibility in relation to a changing industry, to effective regional structures, to appropriate models of working and to professional standards of care.

To this end, we have continued work in 2016:

- to establish agreed common standards of care across the regions
- to review our training fundamentally
- to address regional resource issues
- to build a stronger presence in South and Central America

Objective 4: We will value our colleagues and help them succeed

The Mission to Seafarers is committed to valuing its most valuable resource, its people, without whom the Mission simply could not function.

Achievements and performance
During 2016 we have invested in significant courses for front-line staff. Mental Health Awareness Training has now been delivered in all Mission Regions except East Asia (to be undertaken in 2017) and North America. The Mission supported ten chaplains in attending a course in Manila focused on cultural awareness. The Mission continues to utilise the Ship Visitor Welfare Course widely.

Additionally a project to review all our training programmes has commenced, with a view to sustaining our commitment to professionalism in all our work and a new introductory course to the Mission is in process of development.

At IHQ, all recruits continue to receive a comprehensive induction course, and many of them participate in an externally provided "Introduction to Shipping." All staff have access to training and development opportunities – and every encouragement is given to enable staff to acquire the appropriate qualifications, knowledge and skills to enable them to carry out their role with maximum effectiveness.

Regular conferences bring chaplains together in regions for discussion, support, training and the sharing of best practice. This is regarded as a priority. IHQ in London offers significant support to enable such meetings to happen. In 2016 there were conferences in East Asia, South Asia and the Gulf, Africa and Canada.

Objective 5: Work towards a balanced budget

Significant operational budget deficits have been a feature of the past and will continue in the short term with the aim of achieving a balanced operational budget by 2020. Before that date, the Mission may spend from reserves on projects aimed at achieving the breakeven goal. Investments and property movements have remained strong since 2008 and, as a result, reserves have not yet been significantly affected.

Achievements and performance
The Mission's future plans have an emphasis on enhancing support to the self-governing regions and expanding our front-line programme in line with need. However, the Regionalisation programme continues to place an emphasis on future sustainability. In addition, more of our grant-giving will be short/medium term with a view to encouraging development but with clear pathways to future sustainability being demonstrated wherever possible. There is clearly a risk that a balanced operational budget is not achieved in the required timeframe but this will be closely monitored.

To meet the costs of future plans, we have continued our work to reduce the overall cost of the IHQ operation in London and restructured the work of the Development team.

PLANS FOR 2017

During 2017 we will support a number of new port initiatives. Amongst these, will be new chaplaincies in Port Klang, Malaysia, in Port Walcott and Darwin, Australia and in Papua New Guinea. We intend to conclude the process of establishing new work in Izmir, Turkey and establish new models of working in Rotterdam, Dunkirk, Aqaba, Fiji and Lagos. We will also, in partnership, establish a new welfare officer in the UAE and conclude work on a possible Abu Dhabi chaplaincy. We will continue to expand our internship schemes, working particularly closely with the Episcopal Church in the USA as well as with the Church of England. We intend to establish a new internship in the Falkland Islands during 2017.

We remain deeply conscious of the challenges facing our port hospitality centres, including financial ones, and we will continue to work across the regions to ensure centres are fit-for-purpose and sustainable. This will include the support of a special meeting in Africa to address these issues.

We will see the formal start of our India Family Network, in association with The Sailors' Society. Other family projects will continue to expand.

During 2017, we will invest further in human resource to support the development of effective and objective reporting of outcomes and in support of the regions. New procedures will be brought into being to clarify our grants system, provide enhanced accountability, promote more openness and ensure fairness.

We will continue to work in partnership with others to establish effective digital pathways to promote seafarer welfare.

We will respond to the findings of our Bangladeshi fishers' research and work to establish other appropriate fishing projects, including enhanced involvement with the Responsible Fishing Scheme as it receives greater global traction.

We will fund a full training review with results and recommendations expected by the end of 2017.

We will support the Mental Health Awareness training programme in East Asia

A newly developed Mission course on engaging with cultural diversity will be rolled out in 2017.

We will give enhanced support to the self-governing regions, including further support for regional direction costs, start-up projects, further help with the establishment of intern schemes in the USA and special project support in Africa.

We will continue to establish closer links between London Trustees and the Regions, including the arrangement of a nominated trustee to link with each region.

We will hold our annual Regional Director meeting, to include a focus on training, internships, monitoring and reporting and effective grant-making.

The Australia region has taken on responsibility for Papua New Guinea, and London Trustees have agreed to seed funding for new work there in 2017.

In Oceania, we will focus on our support work in the South Pacific Islands, particularly following the retirement of a highly active chaplain in Fiji.

Regional Conferences will be held in Europe, Australia, Oceania, East Asia, The Gulf and South Asia, and Africa.

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 which forms the Board of Directors, as constituted by The Mission's Articles of Association. Members of the Board are both Trustees of the charity and Directors of the company.

The charity's trustees and management

The Board of Trustees 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 The Mission to Seafarers. Trustees and management regularly review the skills and experience of the current members of the Board of Trustees to try to identify new candidates who might strengthen particular areas.

Trustees may serve on the Board for two periods of four years, apart from those aged 70 years or more who have to be re-elected annually. The Chairman and Vice-Chairmen are elected for a four-year 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 of Trustees has four sub-committees:
- Audit and Risk
- 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 of Trustees and directs the Ministry team. The lay staff are led by the Executive Director with direct responsibility for Development, Finance, Governance and Administration.

The Mission to Seafarers' IHQ in London UK disseminates information, conducts research, provides fundraising, brand and marketing services, and manages publications and digital media, including websites, for The Mission to Seafarers' global family. 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 charity's branches; providing services to seafarers

In addition to, and in conjunction with chaplaincy services, charitable activities are carried out by the Mission's 11 (2015: 12) branches. They are directly controlled by the Mission through the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches also employ 7 staff paid from IHQ and 28 staff employed locally. Their financial results are consolidated into the Financial Statements set out on pages 23 to 47 of this report and they operate in the following locations;

- Aqaba, Jordan
- Belfast, UK
- Falmouth, UK
- Fowey, UK
- Newport, UK
- Mombasa, Kenya
- Port Talbot, UK
- Tees (North), UK
- Tees (South), UK
- South Shields (Tyne and Wear), UK
- South Wales ports (Welsh Council), UK

Where the Mission works; providing services to seafarers

In addition to the above branches, The Mission to Seafarers provides direct welfare services to seafarers in the UK, Europe, Asia, Africa, The Middle East, The Far East and North and South America, through directly salaried, or grant-funded port-based chaplaincy teams in the following areas, with 'memoranda of understanding' in place at 34 key locations:

- Antwerp, Belgium
- Bahrain Port
- Belem, Brazil
- Busan, South Korea
- Colombo, Sri Lanka
- Dunkirk, France
- Dubai, United Arab Emirates
- Felixstowe, UK
- Fujairah, United Arab Emirates
- Great Yarmouth, UK
- Hong Kong, China
- Humber Ports, UK
- JNPT, India
- Kobe, Japan
- Limassol, Cyprus
- Milford Haven, UK
- Odessa, Ukraine
- Portbury, UK
- Rotterdam, The Netherlands
- Rouen, France
- Scottish Ports, UK
- Seaham, UK
- Singapore
- Southampton, UK
- South Wales ports
- Suape, Brazil
- Tilbury, UK
- Tuticorin, India
- Vlissingen,The Netherlands
- Yokohama, Japan

New ports/projects for 2016

- Oaklands, USA
- Port Stanley, Falklands
- Philippines (families)
- Seattle, USA
- Thailand

The Mission employs a total of 30 (2015: 23) professional maritime welfare chaplains and ship visitors, 15 (2015: 12) of those are salaried and a further 15 (2015: 11) posts are supported through grant-funded contracts. We employ a further 64 (2015: 71) staff directly in our branches and IHQ and indirectly through our subsidiaries. .

The Mission also gives support and advice to a further 150 ports through independently run Mission to Seafarers' charities and organisations across the rest of the world as part of the global Mission family.

The group

The Mission to Seafarers' consolidated figures also include the following companies, which are wholly controlled by the Mission, and are classified as subsidiaries:

- The Mission to Seafarers DMCCO, registered in Dubai.
- The Dunkirk War Memorial Trust Ltd.
- The Flying Angel Belfast Ltd.
- The Mission to Seafarers Scotland Ltd.
- The Mission to Seafarers Trust Corporation Ltd.

Please see note 2 on page 29 for further information about the above subsidiaries and their 2016 results.

The regional network

As detailed above on page 4 (Regionalisation), The Mission to Seafarers works with a global network of Mission charities across the world in the independent regions of Africa, Australia, Canada, Oceania and New Zealand and the USA which provide a dynamic and responsive welfare service for seafarers in partnership with IHQ-led regions. Whilst these are independent charities in their own right, they co-operate with the Mission on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. In 2016 we extended grant-funding to all independent regions to support regional development.

Providing global services to seafarers

Around the world, The Mission to Seafarers appoints part-time honorary chaplains to provide support for seafarers and be 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' global family of charities, seafarers' centres and organisations works in partnership through local ecumenical networks, and in some cases co-owned property, via its membership of the International Christian Maritime Association (ICMA). Ecumenical centres in the UK where the Mission is a joint trustee and directly involved in their management are detailed in note 22.

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. Accordingly the remuneration policy of the charity is fair and transparent.

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. Location allowances are awarded to some overseas chaplains based in countries where the cost of living is higher than the UK.

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 National Living Wage which was implemented from 2015. The Committee is also responsible for setting the salary of the Secretary General.

The Remuneration Committee, which consists of three Trustees and one external member, has delegated responsibility from the Board of Trustees to provide governance oversight on the principles and policies for setting pay and benefits within the charity. The Committee is advised by an external Human Resources Consultant and 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.

Public Benefit

The Mission to Seafarers is a global maritime welfare charity that puts seafarers and their families at the heart of everything it does. There are over 1.5 million seafarers currently serving at sea and together they make up a vibrant and diverse community in every country across the world. The Mission strives to meet the needs of all seafarers, irrespective of faith or cultural background in the places where need is greatest. It provides a comprehensive suite of vital outreach services in around 200 ports in 50 countries to relieve suffering and improve lives. The Mission is a vital lifeline to seafarers and reaches around 30% of all major container ports world-wide. Our work will include some or all of the following elements:

- Emergency response
- Seafarers' Centre hospitality
- Communication facilities
- Transport
- Ship-visiting
- Hospital and prison-visiting
- Spiritual support

The Mission's global work programmes are integrated with and supported by the extensive maritime shipping community, the International Maritime Organization and international maritime stakeholders; and through the worldwide Anglican Communion which operates in 165 countries.

The Mission to Seafarers' Trustees confirm that the activities of the charity 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.

Thank You

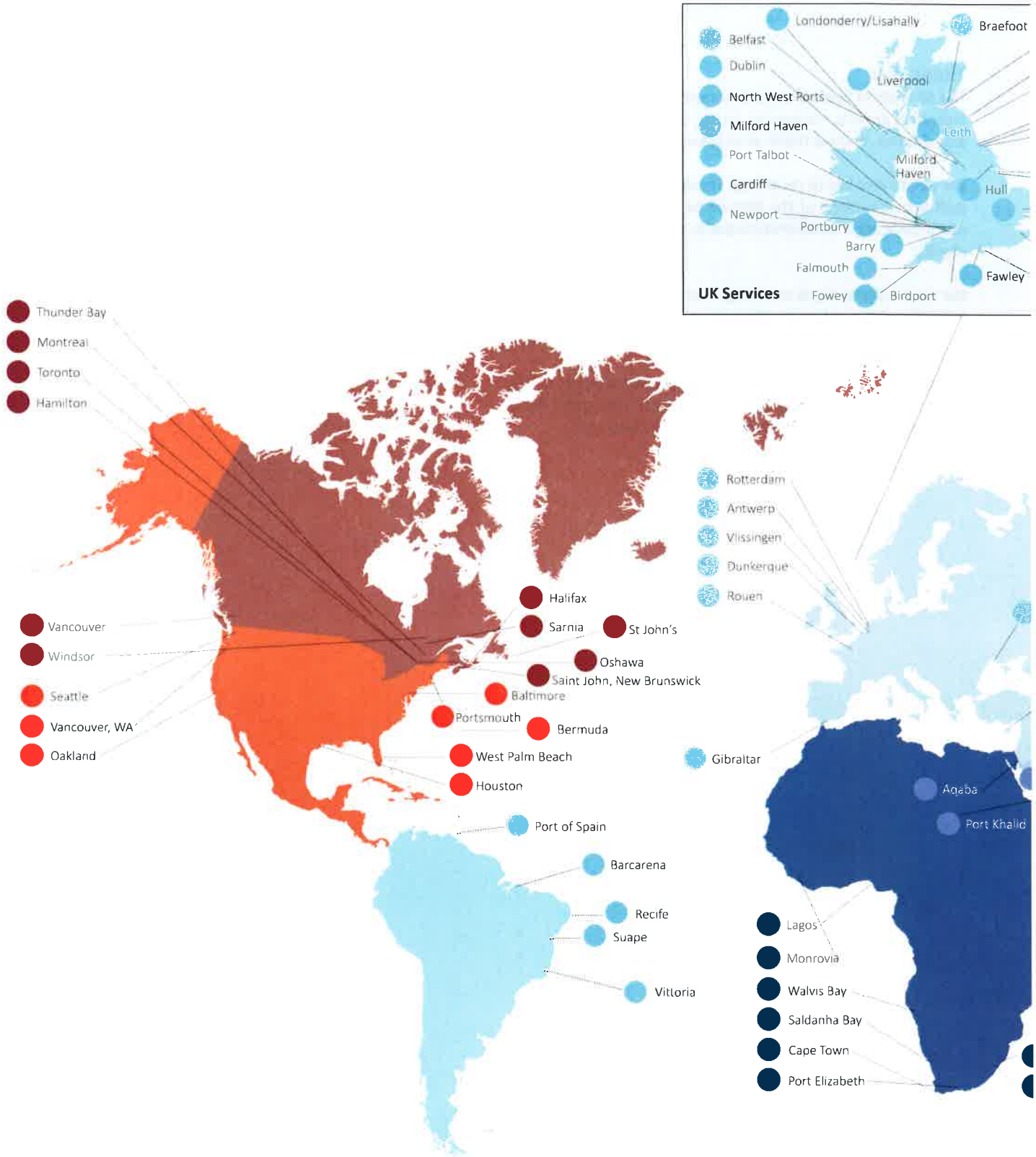
The Mission to Seafarers could not exist without funding from individual donors, companies, trusts, public bodies and other associations, and we thank all of them for their support.

We would also like to record our thanks to all of the chaplains, staff and volunteers of The Mission to Seafarers, who show so much dedication and commitment to their work and to the charity.

We would like to thank our Mission to Seafarers partners overseas who continue to share our global vision of improving the wellbeing of seafarers and their families across the world.

We are particularly grateful for the continued support of the International Transport Workers' Federation Seafarers' Trust, The Merchant Navy Welfare Board and Seafarers UK.

The Global Mission Family

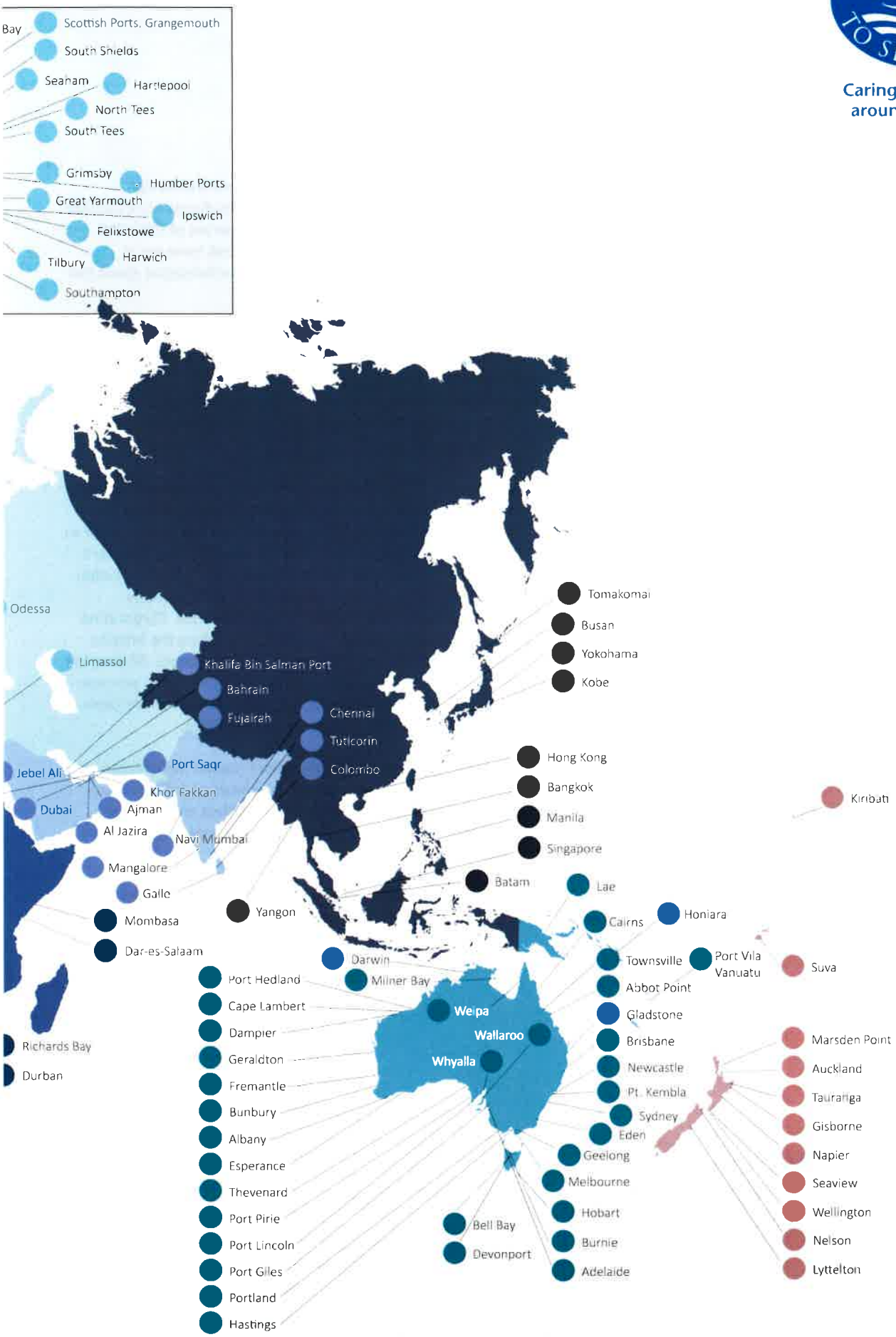


Regions

- Africa
- Australia
- East Asia
- Canada
- Gulf and South Asia
- New Zealand and the South Pacific Islands (Oceania)
- UK & Europe
- USA

THE MISSION TO SEAFARERS

Caring for seafarers around the world



Financial Review

The Group Statement of Financial Activities on page 23 shows outgoing resources before net gains on investment assets of £744,000 (2015: £451,000). If gains on disposal of property no longer required for the purposes of The Mission to Seafarers are excluded, the net outgoing resources are £999,000 (2015: £638,000).

Total incoming resources were £4,458,000 (2015: £4,441,000). The Trustees recognise that legacies of £1,214,000 (27%) (2015: £1,069,000 (24%) continue to comprise a significant proportion of incoming resources excluding gains on property and investment assets. The 2016 legacy figure includes income accrued during the year of £239,000 (2015: £546,000) in line with the legacy recognition policy (see note 1.5 Income).

The principal funding sources are donations (including Gift Aid) £1,443,000 (2015: £1,574,000) and legacies £1,214,000 (2015: £1,069,000) and they are a major contribution to the Mission's charitable activities of £4,213,000 (2015: £3,900,000). Donations are received from individuals, churches, fundraising committees, trusts and corporates. Some donations are linked to specific appeals such as Sea Sunday or events like the Festival of Nine Lessons and Carols. Others are a result of successful grant applications and, of course, from our regular and committed donors via standing order or direct debit.

Total resources expended were £5,202,000 (2015: £4,892,000). An analysis of expenditure for charitable activities and for raising funds is given in note 8 to the Financial Statements. The proportion of total expenditure that the Mission considers to be of a charitable nature was 81% (2015: 80%).

The Mission participates in various pension schemes. Some are defined contribution schemes with no liabilities at the year end and others are defined benefit schemes with an ongoing liability at the yearend of £275,000 (2015: £449,000). The annual contributions to reduce this liability are considerable at £143,000 (2015: £149,000) but represent just 2.7% (2015: 3%) of total expenditure.

Net outgoing resources before investment and foreign exchange gains for the Mission's five subsidiaries are £148,000 (2015: £60,000). However, with total reserves of £963,000 (2015: £975,000) the Trustees confirm that none are in deficit. See notes 2 and 17.2 for further information about the subsidiaries.

The UK Brexit vote in 2016 led to a fall in the value of sterling which has contributed to the exceptional £2,971,000 net realised and unrealised investment gain (2015: £348,000 gain) and increased investment income to £541,000 (2015:£489,000) as around 42% of assets are held in non-sterling currencies.

Additionally £460,000 of the £2,971,000 gain was attributable to the recognition of East African Breweries Ltd shares. The Mission had previously known about them but the East African Breweries Ltd share registrar did not recognise the Mission's custodian Trustee, the Mission to Seafarers Trust Corporation Ltd (the Trust), as the legal owner (from the previously registered owner The Missions to Seamen Trust Corporation Ltd which became dormant in 2001). Therefore the Mission had no legal entitlement to recognise these assets. After many years of effort it has been confirmed that the shares are now registered in the name of the Trust and have therefore been included on the balance sheet at market value.

Unrealised gains and/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. Variations in the stock market can impact on the Mission's reserves.

The revaluation of sterling also contributed to a foreign exchange gain of £164,000 (2015: £24,000 gain).

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 cash, and below is a summary of the Mission's results for the last five years.

History: Statement of Financial Resources

			Restated		
	2016 £'000	*2015 £'000*	*2014 £'000*	*2013 £'000*	*2012 £'000*
Total Income	**4,458**	*4,441*	*5,210*	*5,087*	*4,750*
Income excluding Property and Investment Gains	**4,203**	*4,254*	*5,055*	*4,820*	*4,355*
Expenditure	**5,202**	*4,892*	*5,671*	*5,636*	*5,370*
Net (Loss) before Property and Investment/Other Gains	**(999)**	*(638)*	*(616)*	*(816)*	*(1,015)*
Balance Sheet					
Tangible Assets	**5,316**	*5,926*	*6,263*	*7,206*	*7,157*
Investments	**24,064**	*21,216*	*21,053*	*21,065*	*19,972*
Net Current Assets	**2,956**	*2,965*	*3,106*	*1,960*	*1,762*
Defined benefit scheme liability	**(275)**	*(449)*	*(685)*	-	-
Net Assets	**32,061**	*29,658*	*29,737*	*30,231*	*28,891*
Restricted	**555**	*571*	*604*	*638*	*702*
Designated	**12,460**	*13,000*	*14,000*	*14,000*	-
Unrestricted	**19,046**	*16,087*	*15,133*	*15,593*	*28,189*
Total Reserves	**32,061**	*29,658*	*29,737*	*30,231*	*28,891*
Cash Flow					
Net cash outflow from operating activities	***(1,205)***	*(515)*	*(2,364)*	*(982)*	*(1,305)*

Risk Management

The Board of Trustees has overall responsibility for risk management and maintains in a register of risks. This is included in the remit of the Audit and Risk Committee and continually monitored by the senior management team. The register will continue to be reviewed as needed, but as a minimum will be looked at annually.

The risk register records the major risks to which The Mission to Seafarers and its subsidiaries could be exposed, together with the systems and procedures that are in place to manage them and future actions needed to reduce further the charity's exposure.

The principal risks that the Mission faces 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
  - Following the reorganisation of the Development and Communication teams at the end of 2016, the Trustees feel that the Mission is best placed to deliver professional fundraising supported by compelling and real life messages about the resources needed to support seafarers. Also, financial monitoring is in place through budgets, management accounts and oversight of the Audit and Risk committee.

- an event occurs which damages the reputation of the Mission to such an extent that it is unable to raise sufficient funds to continue
  - the Mission's main resource in delivering services is its staff and volunteers, whose references are taken up prior to engagement and DBS checks undertaken 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. There are contingency damage limitation plans in place and an Emergency Response committee.

- the Mission is unable to recruit or retain staff of sufficient calibre at national, regional or local level to raise funds or deliver services effectively.
  - The quantity and quality of applicants for vacancies is closely monitored. Information about employment trends and salary rates is considered in decisions regarding the appropriate employment package to attract the most suitable calibre of applicant.

Reserves

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. The Mission seeks to maintain general reserves to reflect the long-term nature of its work.

The Trustees take the view that, whilst they are the temporary custodians of these reserves and it is essential that they leave The Mission to Seafarers in a state where it can continue for as long as seafarers need it as there is no sign of this need diminishing, a proportion of the current reserves should be available over the next four years to implement fully the regionalisation strategy initiated in January 2014. The objective at the end of that period is that the revenues achievable and the expenditure incurred in meeting seafarers' needs should be in balance. Over the past five years, the cumulative operating loss has been over £4 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 currently have the highest reserves total in the last five years.

The consolidated reserves of The Mission to Seafarers group amount to £32 million (2015: £29.7milliion). Following Board discussions of the issue in the past few years, the Trustees have resolved, in a similar fashion to last year, to designate reserves of £12.5 million (2015: £13 million) which are not available for general purposes. This is made up of £5 million in fixed assets, £6 million in branch and subsidiary reserves and £1 million in future commitments relating to chaplain and pensioner accommodation. The final £0.5 million represents the initial market value of the East African Breweries Ltd shares added to the balance sheet for 2016. This is designated by the trustees as they cannot be sure that any subsequent sales proceeds can be transferred to the Mission's UK bank account. (See note 21 for further details). There are also restricted reserves of £555,000 (2015: £571,000). This leaves just over £19 million (2015: £16 million) in reserves for general purposes.

In the opinion of the Trustees, this level of fund 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 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.

- Long term committed expenditure at ports directly under UK control, if not funded by reliable and sufficient income streams, is a high risk strategy, which can be unsustainable without adequate reserves. The Trustees are very aware that ministry to seafarers is a long-term undertaking and, for that to be possible, a sound financial base is a prerequisite.

- In 2016 legacy income was £1,214,000 (2015: £1,069,000). 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.

- The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from the proceeds of investment and fixed asset transactions. There is a risk that future cash deficits will require continued funding from investment reserves. The Trustees have made an allowance for the element of risk arising from any future adverse movement in market values of investments held.

- 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.

In view of the level of reserves carried the Trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis.

Investment Policy

The Trustees have adopted a policy for the portfolio of investments that is designed to optimise returns over the longer term and thus provide a regular flow of funds to support The Mission to Seafarers' operating activities both in the UK and overseas.

In the implementation of this policy, the Trustees follow the Charity Commission guidance for the investment of charitable funds. They also have regard to, but are not bound by, the Church of England Ethical Investment Advisory Group guidelines.

Investment Portfolio

The Mission maintains an internationally diversified portfolio of investments including equities, fixed interest stocks and investment funds giving access to other asset classes. The portfolio is externally managed by investment managers who are regulated by the Financial Conduct Authority.

Asset Allocation and Investment Performance

The Investment Committee regularly monitors the risk characteristic and asset allocation of the portfolio by means of reports from, and review meetings with, the investment managers. The performance of UBS, the Mission's primary investment managers, is measured against a composite benchmark designed to reflect the Mission's financial objectives and appetite for risk. The Mission to Seafarers' agreement with UBS has been that performance will be assessed on a three year rolling basis. For the last three years the portfolio has produced a total return (income plus capital appreciation) of 10.3% after all costs, compared to the composite benchmark performance of 10.4%.

Over the last 12 months UBS have remained confident about the outlook for the global economy and equity markets, stating that in their view, global growth was resilient and that equities offered better risk-adjusted returns than bonds. Equities performed strongly in absolute terms during the year with much of the performance occurring post the Brexit vote (they currently make up 78% of the portfolio, with 46% of the equity portfolio being in UK shares). Largely as a result of this exposure to international equities, the portfolio has produced a total return (income plus capital appreciation) of 15.4% after all costs, compared to a weighted benchmark performance of 18.4%.

Fundraising

As mentioned earlier in this report, the main source of income is from donations and legacies and is the result of the work of the Development team together with branch staff and volunteers and our dedicated fund raising committees and supporters. The main fundraising activities in 2016 included the regular Lent, Summer and Christmas Appeals and the annual Sea Sunday campaign. Overall total fundraising income exceeded the budgeted expectations, mostly as a result of legacy income. Additionally the Appeals and Sea Sunday income increased compared to 2015 but some areas were reduced such as church and corporate donations, reflecting both the difficult times within the maritime industry and for individuals.

At the end of 2016 a reorganisation of the Development and Communications team was undertaken (see Reorganisation on page 4) and the new team will provide more support for branch and port fundraising. Additionally their work will be complemented with consultancy services with regard to individual and community engagement, corporate communications and trusts and foundations.

Within the fundraising sector, the trustees note the new Charities (Protection and Social Investment) Act 2016 which became effective from 1 November 2016. The Mission is also 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.

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 company law the Trustees 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 (Statement of Recommended Practice)
- Make judgements and 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 disclose with reasonable accuracy at any time the financial position of the 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.

Disclosure of Information to the Auditor

In so far as the Trustees of the charity at the date of approval of this report are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information
- The Trustees have approved the Strategic Report

Approved and authorised for issue by the Board on 5 June 2017 and signed on its behalf by:

Thomas Boardley
Chairman of the Board

Rosemary Alexander
Chairman Audit and Risk Committee

Independent Auditor's Report to the Members of The Mission to Seafarers

We have audited the Financial Statements of The Mission to Seafarers for the year ended 31 December 2016 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

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. Our audit work has been undertaken so that we might state to the charitable company's members 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, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditor

As explained more fully in the Statement of Trustees' Responsibilities set out on page 18, 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.

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act. Our responsibility is to audit and express an opinion on the Financial Statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of; whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial Statements

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2016, 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.
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion 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' Annual Report (including the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees Annual Report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees Annual Report.

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

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

HWilkinson

Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of:

Price Bailey LLP
Chartered Accountants
Statutory Auditors

7th Floor
Dashwood House
69 Old Broad Street
London
United Kingdom
EC2M 1QS

14 June 2017

Financial Statements

Consolidated Statement of Financial Activities (incorporating a consolidated Income and Expenditure Account) at 31 December 2016

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**Total 2016 £'000**	*Total 2015 £'000*
Income from:					
Donations and legacies	3	2,839	266	**3,105**	*3,076*
Charitable activities *Provision of services to seafarers*	4	364	-	**364**	*372*
Other trading activities *Commercial trading*	5	168	-	**168**	*299*
Investments	6	541	-	**541**	*489*
Other	7	280	-	**280**	*205*
Total Income		4,192	266	**4,458**	*4,441*
Expenditure on:					
Raising Funds; *Commercial trading and fundraising activities*		989	-	**989**	*992*
Charitable activities *Provision of services to seafarers*		3,999	214	**4,213**	*3,900*
Total expenditure	8	4,988	214	**5,202**	*4,892*
Net (expenditure) income from operational activities for the year		(796)	52	**(744)**	*(451)*
Net gains on investments		2,971	-	**2,971**	*348*
Net income (expenditure)		2,175	52	**2,227**	*(103)*
Transfers between funds	20	68	(68)	-	-
Other recognised gains/(losses)		-	-	-	-
Foreign Exchange gains		164	-	**164**	*24*
Other recognised gains		12	-	**12**	-
Net Movement in Funds		2,419	(16)	**2,403**	*(79)*
Reconciliation of Funds					
Total funds brought forward		29,087	571	**29,658**	*29,737*
Total Funds Carried Forward		31,506	555	**32,061**	*29,658*

Notes 1 to 29 form part of these Financial Statements.

The Mission to Seafarers Company Number 6220240
Consolidated Balance Sheet at 31 December 2016

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**Total 2016 £'000**	*Total 2015 £'000*
Fixed Assets:					
Tangible assets	16	4,813	503	**5,316**	*5,926*
Investments	17	24,064	-	**24,064**	*21,216*
Total fixed assets		28,877	503	**29,380**	*27,142*
Current Assets:					
Stocks		23	-	**23**	*25*
Debtors	18	751	-	**751**	*1,064*
Investments: short term deposits		1,046	-	**1,046**	*811*
Cash at bank and in hand		1,416	52	**1,468**	*1,345*
Total current assets		3,236	52	**3,288**	*3,245*
Liabilities:					
Creditors falling due within one year	19	332	-	**332**	*280*
Net current assets		2,904	52	**2,956**	*2,965*
Net assets excluding pension liability		31,781	555	**32,336**	*30,107*
Defined benefit scheme liability	15	275	-	**275**	*449*
Total Net Assets		31,506	555	**32,061**	*29,658*
Charity Funds:					
Unrestricted general		19,046	-	**19,046**	*16,087*
Unrestricted designated	21	12,460	-	**12,460**	*13,000*
Restricted income funds	20	-	555	**555**	*571*
Total Charity Funds		31,506	555	**32,061**	*29,658*

Approved and authorised for issue by the Board on 5 June 2017. Signed on its behalf by:

Thomas Boardley
Chairman of the Board

Rosemary Alexander
Chairman Audit and Risk Committee

Notes 1 to 29 form part of these Financial Statements.

The Mission to Seafarers Company Number 6220240
Company Balance Sheet at 31 December 2016

Company Balance Sheet	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**Total 2016 £'000**	*Total 2015 £'000*
Fixed Assets:					
Tangible assets	16	4,747	503	**5,250**	*5,851*
Investments	17	23,987	-	**23,987**	*21,056*
Total fixed assets		28,734	503	**29,237**	*26,907*
Current Assets:					
Stocks		15	-	**15**	*19*
Debtors	18	702	-	**702**	*942*
Investments: short term deposits		1,006	-	**1,006**	*772*
Cash at bank and in hand		625	52	**677**	*701*
Total current assets		2,348	52	**2,400**	*2,434*
Liabilities:					
Creditors falling due within one year	19	264	-	**264**	*209*
Net current assets		2,084	52	**2,136**	*2,225*
Net assets excluding pension liability		30,818	555	**31,373**	*29,132*
Defined benefit scheme liability	15	275	-	**275**	*449*
Total Net Assets		30,543	555	**31,098**	*28,683*
Charity Funds:					
Unrestricted general		19,083	-	**19,083**	*16,112*
Unrestricted designated	21	11,460	-	**11,460**	*12,000*
Restricted income funds	20	-	555	**555**	*571*
Total Charity Funds		30,543	555	**31,098**	*28,683*

Approved and authorised for issue by the Board on 5 June 2017. Signed on its behalf by:

Thomas Boardley
Chairman of the Board

Rosemary Alexander
Chairman Audit and Risk Committee

Notes 1 to 29 form part of these Financial Statements.

The Mission to Seafarers Company Number 6220240
Statement of Cash Flows and Consolidated Statement of Cash Flows at 31 December 2016

	Notes	2016 £'000	2015 £'000
Cash flows from operating activities:			
Net cash used in operating activities	**26**	**(1,205)**	*(515)*
Cash flows from investing activities:			
Dividends and interest from investments		**541**	*489*
Proceeds from the sale of property and motor vehicles		**875**	*401*
Purchase of property and motor vehicles		**(124)**	*(64)*
Proceeds from the sale of investments		**4,583**	*4,457*
Purchase of investments		**(4,387)**	*(5,028)*
Net cash provided by investing activities		**1,488**	*255*
Change in cash and cash equivalents in the reporting period		**283**	*(260)*
Cash and cash equivalents at the beginning of the reporting period		**3,978**	*4,214*
Change in cash and cash equivalents due to exchange rate movements		**164**	*24*
Cash and cash equivalents at the end of the reporting period		**4,425**	*3,978*

Notes 1 to 29 form part of these Financial Statements.

Notes to the Financial Statements for Year Ended 31 December 2016

1. Accounting policies

The Mission to Seafarers is 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.

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 2015) - (SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (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 under the historical cost convention (modified to present investments at market value) and in accordance with applicable UK accounting standards.

1.2. Going concern
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 2017, the most significant areas of uncertainty of the Mission are the level of donation income which needs to be raised each and every year. This is covered in more detail in the Financial Review section of the Trustees' annual report.

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 25 includes the assets and liabilities of the branches detailed on page 9.

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.

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 legacy, the probability of receipt and provide an accurate measure of the legacy. This is a change in policy on adoption of SORP (FRS102) with effect from the transition date 1 January 2014. Previously legacies were recognised when there was adequate certainty and reliability of receipt and their value could be measured accurately.

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 £21,000 (2015 £41,000).

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.
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
- 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 IHQ) are allocated to Charitable Activities and Costs of Raising Funds on the basis of head count at IHQ. (See note 9)

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 in the Trustees' Annual Report and Accounts.

1.9. Fixed assets
Tangible fixed assets are stated in the Balance Sheet at historical cost less 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
- *MV Flying Angel* (vessel in Dubai): fifteen 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, property and the vessel. 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 mid-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.

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.

1.17. Financial instruments
The Mission only has financial assets and financial liabilities of the kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. (See note 29)

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 £275,000 (2015: £449,000) 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 to Seafarers commenced auto-enrolment from 1 March 2015, deferred to 1 June 2015 using NOW. Eligible staff who have not indicated any pension option after three months' service are automatically enrolled in NOW.

The costs of the schemes are included in the associated staff costs and allocated to raising funds, charitable activities, support or governance costs and charged to the unrestricted funds of the charity. Full details of the pension schemes and the Mission's contributions are given in note 15.

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 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 and uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

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 Mission to Seafarers DMCCO (A Dubai Maritime City Company)

The shares are held in the Nominee names of The Mission to Seafarers Trust Corporation and FAME (see below). This company provides services to seafarers and their families in Dubai and operates a vessel to enable chaplains and volunteers to visit seafarers on board their ships.

	2016 £'000	*2015 £'000*
Donations	**467**	*418*
Other trading	**49**	*38*
Investment Income	**-**	*5*
Total Income	**516**	*461*
Raising funds	**38**	*23*
Charitable activities	**662**	*485*
Other expenditure	**-**	*24*
Total Expenditure	**700**	*532*
Foreign exchange gain	**129**	*36*
Net Loss Retained in Subsidiary	**(55)**	*(35)*

2.2. 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.

	2016 £'000	*2015 £'000*
Donations	**50**	*34*
Other trading	**14**	*10*
Investment Income	**2**	*3*
Charitable activities	**116**	*96*
Total Income	**182**	*143*
Raising funds	**6**	*6*
Charitable activities	**165**	*146*
Total Expenditure	**171**	*152*
Net incoming/(outgoing) resources	**11**	*(9)*
Net gain/(loss) on investments	**5**	*(3)*
Foreign exchange gains/(loss)	**7**	*(2)*
Net Gain/(Loss) Retained in Subsidiary	**23**	*(14)*

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

The Mission to Seafarers owns the whole of the issued share capital of FAME. One past Trustee of the Mission and senior employees 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.

	2016 £'000	2015 £'000
Turnover	4	33
Cost of sales	-	-
Gross Profit	4	33
Administration	(2)	(3)
Donation to The Mission to Seafarers	(2)	(30)
Net Gain Retained in Subsidiary	-	-

2.4. 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. Any taxable profit is gifted to The Mission to Seafarers.

	2016 £'000	2015 £'000
Turnover	23	26
Cost of sales	(14)	(15)
Gross Profit	9	11
Administration	(9)	(11)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

2.5. 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.

	2016 £'000	2015 £'000
Donations	119	107
Charitable activities	30	11
Total Income	149	118
Raising Funds	-	6
Charitable activities	129	92
		-
Total Expenditure	129	98
Net Gain Retained in Subsidiary	20	20

2.6. 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	Total 2016 £'000	*Unrestricted*	*Restricted*	*Total 2015 £'000*
General donations	1,399	44	1,443	*1,568*	*6*	*1,574*
Legacies	1,209	5	1,214	*1,069*	*-*	*1,069*
General grants	132	217	349	*103*	*210*	*313*
Vote 4 (See Pension note 15)	99	-	99	*120*	*-*	*120*
Total	2,839	266	3,105	*2,860*	*216*	*3,076*

4. Charitable activities income

	2016 £'000	*2015 £'000*
Provision of services to seafarers	360	*364*
Rental income	4	*8*
Total	364	*372*

There was no restricted Charitable income in 2016 or 2015.

5. Trading activities income

	2016 £'000	*2015 £'000*
Trading activities	104	*68*
Fundraising events	21	*167*
Property rental	43	*64*
Total	168	*299*

There was no restricted Trading activities income in 2016 or 2015.

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

	2016 £'000	*2015 £'000*
Listed investments		
Dividends – equities	525	*454*
Interest – fixed interest securities	5	*14*
Bank deposit interest	11	*21*
Total	541	*489*

There was no restricted Investment income in 2016 or 2015.

Income from listed and unlisted investments is shown gross, including tax reclaimable.

7. Other income

	2016 £'000	*2015 £'000*
Surplus on disposal of properties	255	*187*
Surplus on disposal of other assets	23	*17*
Other	2	*1*
Total	280	*205*

There was no restricted Other income in 2016 or 2015.

8. Analysis of expenditure

2016	Direct costs £'000	Support £'000	Total 2016 £'000
Raising funds:			
Appeals and events	516	257	773
Commercial trading; sale of Christmas cards	30	-	30
Investment management	42	23	65
Promotional materials and media	79	42	121
Total raising funds	667	322	989
Charitable activities:			
Ship visiting and ministry to seafarers	1,056	251	1,307
Justice and welfare	176	42	218
Seafarer transportation	176	40	216
Branch and centre operations	1,431	136	1,567
Grants to support ministy around the world	652	156	808
The Sea publication for seafarers	78	19	97
Total charitable activities	3,569	644	4,213
Total expenditure	4,236	966	5,202

2015	Direct costs £'000	Support £'000	Total 2015 £'000
Raising funds:			
Appeals and events	525	309	834
Commercial trading; sale of Christmas cards	3	-	3
Investment management	14	9	23
Promotional materials and media	82	50	132
Total raising funds	624	368	992
Charitable activities:			
Ship visiting and ministry to seafarers	988	189	1,177
Justice and welfare	200	38	238
Seafarer transportation	160	31	191
Branch and centre operations	1,251	239	1,490
Grants to support ministy around the world	591	113	704
The Sea publication for seafarers	85	15	100
Total charitable activities	3,275	625	3,900
Total expenditure	3,899	993	4,892

Analysis by department

2016	Ministry £'000	Comms £'000	Regions £'000	Fundraising £'000	Support £'000	Total 2016 £'000
Staff costs (Note 11)	320	116	1,234	332	441	2,443
All other costs	68	146	1,864	156	525	2,759
Total expenditure	**388**	**262**	**3,098**	**488**	**966**	**5,202**

2015	Ministry £'000	Comms £'000	Regions £'000	Fundraising £'000	Support £'000	Total 2015 £'000
Staff costs (Note 11)	360	105	1,422	359	499	2,745
All other costs	9	116	1,377	151	494	2,147
Total expenditure	**369**	**221**	**2,799**	**510**	**993**	**4,892**

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 IHQ as follows

2016

Analysis of support costs	Basis of apportionment	Management and admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	Total 2016 £'000
Cost of charitable activities	Headcount at IHQ	282	117	66	49	105	25	644
Cost of Raising funds	Headcount at IHQ	141	59	33	24	53	12	322
Support costs total		**423**	**176**	**99**	**73**	**158**	**37**	**966**

2015

Analysis of support costs	Basis of apportionment	Management and admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	Total 2015 £'000
Cost of charitable activities	Headcount at IHQ	323	108	60	37	64	33	625
Cost of Raising funds	Headcount at IHQ	190	63	36	22	38	19	368
Support costs total		**513**	**171**	**96**	**59**	**102**	**52**	**993**

Audit fees included in governance costs for the group amount to £32,900 (2015: £30,800) and other fees paid to the auditors for non-audit services total £8,450 (2015: £8,050) as shown below;

Non-audit services consist of:

	2016 £'000	*2015 £'000*
Tax services for HMRC PAYE Settlement Agreement	**1,750**	*1,750*
Tax advice regarding overseas property purchase	-	*800*
Accountancy services to Belfast branch	**5,500**	*5,500*
Trustees' training session	**1,200**	-
Total	**8,450**	*8,050*

Depreciation costs total £165,000 (2015:£158,000) including one impairment gain in relation to the historic book value for a property in N Ireland of £11,000. Operating lease payments total £51,700 (buildings £50,000 and other £1,700) (2015: total £51,000; buildings £50,000 and other £1,000).

10. Ministry grants

Grant recipient:	Country/Port	2016	2015
The Australian Council of The Mission to Seafarers	Australia	64	60
Bahrain Anglican Church Council	Bahrain	16	15
Ordem de Sao Patricio	Belem	3	-
Daehan Sungkunghoe Yuji Jaeden	Busan	67	60
The Mission to Seafarers Vancouver	Canada	12	11
The Mission to Seafarers Colombo	Colombo	11	11
Trustees Stanley Seamen's Mission	Falklands	3	-
Good Work (Norfolk and Waveney Industrial Mission Ltd)	Great Yarmouth	13	13
Bombay Diocesan Council CNI	Mumbai India	22	36
The Mission to Seafarers Kobe	Kobe	-	1
The Diocese of Cyrus and The Gulf	Limassol	24	19
CSI Karnataka Southern Diocese	Mangalore	-	10
Mission to Seafarers Oceania Region	Oceania	19	32
The Mission to Seafarers Odessa	Odessa	-	19
Philippine Independent Church	Philippines	27	9
Port of Bristol Seafarers Centre	Portbury	9	10
The Mission to Seafarers Rotterdam	Rotterdam	10	6
Assn Rouennaise Amis Des Marins	Rouen	10	4
The Aberdeen Seafarers Centre	Scotland	5	-
Iain Brown volunteer for Migrant Offshore Aid Station	Scotland	1	-
The Seaham Seafarers Centre	Seaham	4	20
The Synod of the Diocese of Singapore	Singapore	-	72
The Mission to Seafarers Singapore	Singapore	84	35
The Mission to Seafarers in Southern Africa	Southern Africa	37	6
Durham Diocesan Board of Finance	South Shields	-	12
Centres for Seafarers	Southampton	14	31
Associacao Anglicana do Nordeste	Suape	31	-
The Anglican Church in Thailand	Thailand	39	22
Thoothukudi Nazareth Diocese Trust	Tuticorin	25	-
International Seafarers Welfare and Assistance Network	UK	6	5
Seaman Relief Fund ASOL	Ukraine	8	10
The Mission to Seafarers Seattle	USA	20	25
North American Maritime Ministry Association	USA	25	-
Seafarers Ministry of the Golden Gate	USA	23	36
Oud Katholieke Kerk van Nederland	Vlissingen	20	-
Total		**652**	591

The Mission to Seafarers makes grants to other maritime organisations whose work will fulfill our charitable objectives. Grants are to support direct maritime ministry or the development of maritime ministry. 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

2016	Charitable Activities	Raising Funds	Support	Total 2016
	£'000	£'000	£'000	**£'000**
Wages & salaries	1,103	298	269	**1,670**
Social security costs	106	33	29	**168**
Other pension costs	73	12	26	**111**
Other staff costs	353	24	117	**494**
Total	1,635	367	441	**2,443**
Staff number – full time equivalent	51	11	7	**69**
Average head count	**60**	**11**	**8**	**79**

2015	Charitable Activities	Raising Funds	Support	Total 2015
	£'000	£'000	£'000	**£'000**
Wages & salaries	1,108	284	271	**1,663**
Social security costs	105	32	27	**164**
Other pension costs	378	11	62	**451**
Other staff costs	296	32	139	**467**
Total	1,887	359	499	**2,745**
Staff number – full time equivalent	56	10	7	**73**
Average head count	**63**	**11**	**9**	**83**

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. As part of the ongoing strategic reorganisation redundancy payments of £20,500 were made in 2016 (2015: £32,000).

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

- £60,000 to £70,000 1 (2015: none)
- £70,000 to £80,000 2 (2015: 2)

Employers' pension contributions for these employees are 7%. £6,000 (2015: £11,000)

12. Key management personnel remuneration and benefits

The 2016 senior management team comprised Secretary General, Executive Director, Director of Justice and Public Affairs, Director of Development and Regional Director for Europe for 10 months. In 2015 the team comprised the same posts apart from Regional Director for Europe. Their total remuneration and benefits package consisted of an amalgam of salary, pension contributions, health insurance, company car, housing and the tax thereon. No Director received every type of benefit (2015: none).

	2016 £'000	2015 £'000
Total salary paid to senior management team	293	250
Total of other benefits	32	37
Employer tax on salary and benefits	66	54
Total	391	341

13. Transactions with Trustees

One Trustee (2015: none) received remuneration during the current year. Stephen Lyon received £2,250 for acting as a facilitator for The Mission to Seafarers future strategy planning. There were no other payments to Trustees outstanding at the year end.

During the year expenses were reimbursed to 3 Trustees (2015: 6) for travel to attend meetings of and on behalf of The Mission to Seafarers. The total amount reimbursed to Trustees in 2016 was £1,000 (2015: £1,000).

14. Related party transactions

During the year there were three payments to related parties (2015: none). The payments were made to Barlow Interventions Ltd where trustee Stephen Lyon is a director (£2,250 for consultancy), International Christian Maritime Association where the Secretary General Andrew Wright is a trustee (£10,713 membership fee) and International Seafarers' Welfare and Assistance Network where trustee Andy Winbow is a director (£6,000 contribution to research costs, £344 for a conference stand and £68 for a member of staff's conference accommodation).

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. 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 CEFPS was carried out as at 31 December 2015 and revealed a shortfall of assets of £236 million with assets of £1,308m and a funding target of £1,544m. A recovery plan was put in place until 31 December 2025. 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 2015 are set out in the table opposite.

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	2016 £'000	2015 £'000
Balance sheet liability at 1 January	324	446
Deficit contributions paid	(35)	(41)
Interest cost	8	10
Change to balance sheet liability	(40)	(91)
Balance sheet liability at 31 December	257	324
Assumptions;		
Discount rate	1.5% pa	2.5% pa
Price Inflation	3.1% pa	2.4% pa
Increase to total pensionable payroll	1.6% pa	0.9% pa

All of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £107,000, representing current contributions and the deficit repair contributions above, (2015: £120,000) 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

For funding purposes the CEDBS is divided into a Life Risk Section and a General Fund, which is made up of participating employer sub-sections. The Life Risk Section provides pensions and death in service benefits on a pooled basis thereby sharing certain risks between employers, including those relating to mortality and post retirement investment returns. The General Fund contains the employers' active employees and members who have left and retained entitlement to deferred pensions.

A valuation of the CEDBS is carried out once every three years and for the review carried out as at 31 December 2013, the Life Risk Section was shown to be in deficit by £4.9m. A recovery plan was put in place until 31 December 2025. 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 2015 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 - CEDBS	2016 £'000	2015 £'000
Balance sheet liability at 1 January	125	239
Deficit contributions paid	(108)	(108)
Interest cost	1	2
Change to balance sheet liability	-	(8)
Balance sheet liability at 31 December	18	125
Discount rate	0.00% pa	1.3% pa

During the year The Mission to Seafarers paid pension contributions and expenses of £13,000 (2015 £12,000). The Mission currently has one (2015: 1) active member and 8 (2015:8) deferred pensioners. Overall the scheme has 553 active members (2015: 553) and 1,697 deferred pensioners (2015:1,697).

A review as at 31 December 2016 is currently underway.

15.4 Defined Contribution Schemes

a) 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 19 (2015: 19) members of staff in this scheme at 31 December 2016. Employer contributions to this scheme in 2016 were £48,000 (2015: £42,000) with £4,000 due to be paid at the yearend (2015: £4,800).

b) NOW. 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. There are three members of staff in this scheme at 31 December 2016 (2015: five). Employer contributions to this scheme in 2016 were £2,000 (2015: £1,000 part year only) with £100 (2015: £300) due to be paid at the year end. Eligible staff who have not indicated any pension option after three months' service are automatically enrolled in NOW.

Amounts paid in respect of unfunded pensions during the year were £1,500 (2015: £1,000).

16. Tangible Fixed Assets

Group	Property £'000	Motor Vehicles £'000	Vessel £'000	Fixtures & Equipment £'000	Total £'000
Cost					
1 January 2016	6,658	742	725	1,089	**9,214**
Additions	6	52		54	**112**
Disposals	(557)	(122)		(38)	**(717)**
Exchange difference				12	**12**
31 December 2016	**6,107**	**672**	**725**	**1,117**	**8,621**
Depreciation					
1 January 2016	1,040	575	675	998	**3,288**
Provided during the year	50	89		37	**176**
Disposals		(110)		(38)	**(148)**
Impairment charges/(gains)	(11)				**(11)**
31 December 2016	**1,079**	**554**	**675**	**997**	**3,305**
Net book value					
31 December 2016	**5,028**	**118**	**50**	**120**	**5,316**
31 December 2015	*5,618*	*167*	*50*	*91*	*5,926*

The Company	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2016	6,658	670	950	**8,278**
Additions	6	52	53	**111**
Disposals	(557)	(122)	(38)	**(717)**
Exchange difference			12	**12**
31 December 2016	**6,107**	**600**	**977**	**7,684**
Depreciation				
1 January 2016	1,040	517	870	**2,427**
Provided during the year	50	84	32	**166**
Disposals		(110)	(38)	**(148)**
Impairment charges/(gains)	(11)			**(11)**
31 December 2016	**1,079**	**491**	**864**	**2,434**
Net book value				
31 December 2016	**5,028**	**109**	**113**	**5,250**
31 December 2015	*5,618*	*153*	*80*	*5,851*

Property
The properties held are split between categories as follows: 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.

	2016 £'000	2015 £'000
Freehold	3,978	4,544
Long term leasehold	1,050	1,074
Total	5,028	5,618

17. Investments

17.1. Listed investments

	2016		2015	
	Group £'000	Company £'000	Group £'000	Company £'000
Market value 1 January	19,394	19,244	18,429	18,282
Additions	4,387	4,335	5,028	4,967
Disposals	(4,330)	(4,193)	(3,718)	(3,663)
Unrealised gain/(loss) for the year	2,702	2,701	(345)	(342)
Market value 31 December				
Listed Investments	22,153	22,087	19,394	19,244
Cash held by Investment Managers	1,911	1,900	1,822	1,812
Total	24,064	23,987	21,216	21,056
Historical Cost at 31 December	16,284	16,218	16,454	16,300

The Mission to Seafarers' main investment advisors charge a management fee offset by the commission charged on each transaction up to a maximum amount. The fees for 2016 were £43,000 (2015: £36,000). The commission charges refunded £1,000 (2015: £11,000) are included in the additions and deducted from the proceeds of investment transactions and then offset the fees against the commission. Other fees, including intermediary charges, total £3,000 (2015: £4,000).

Analysis of investments	2016		2015	
	Group £'000	Company £'000	Group £'000	Company £'000
Equities	19,360	19,360	16,916	16,916
Fixed interest securities	2,793	2,727	2,478	2,328
Total	22,153	22,087	19,394	19,244

Significant investment holdings (over 5%) based on market value at 31 December 2016 were:

UBS Inv Funds ICVC S&P 500	14%
UBS ETF PLC MSCI UK Soc Res UCITS ETF Fund	8%
Charities Property Fund Income	5%
ISHARES II PLC CORE UK GILTS UCITS	5%

17.2 Investments in subsidiaries

Name of Company	Country of incorporation	% Holding/ Control	No of shares held and value	Net Incoming Resources 2016 £'000	Net Assets as at 31 December 2016 £'000	Nature of Business
The Mission to Seafarers DMCCO	UAE	100	5 shares held by MtSTC 4 FAME 1 £0	(55)	708	Provision of spiritual and practical welfare for all seafarers
The Dunkirk War Memorial Trust Ltd	UK	100	12 shares held by one trustee, the Executive Director and the MtS £12	23	153	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	20	101	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

	Group		Company	
	2016 £'000	*2015 £'000*	**2016 £'000**	*2015 £'000*
Flying Angel Marketing Enterprises Ltd (FAME)	-	-	**17**	*53*
The Flying Angel Belfast Ltd (FAB)	-	-	**17**	*17*
DWMT	-	-	-	*83*
Trade debtors	**76**	*290*	**71**	*88*
Prepayments & accruals	**609**	*756*	**549**	*701*
Other	**66**	*18*	**48**	-
Total	**751**	*1,064*	**702**	*942*

The prepayment and accrued income includes accrued legacies £425,000 (2015: £546,000).

Amounts due from FAME include a £12,500 loan made to FAME at a market rate of interest that is repayable on demand.

Amounts due from FAB include a £10,000 loan made to FAB which is secured and carries a market rate of interest and is repayable on demand.

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

	Group		Company	
	2016 £'000	*2015 £'000*	**2016 £'000**	*2015 £'000*
Trade creditors	**72**	*143*	**66**	*108*
Social security	**23**	*19*	**-**	*-*
Accruals and other creditors	**237**	*118*	**198**	*101*
Total	**332**	*280*	**264**	*209*

20. Restricted funds

	Opening Balance £'000	Income £'000	Expenditure £'000	Transfer £'000	**Closing Balance £'000**
ITF ILO training	-	8	(8)	-	**-**
Trinity House volunteer development	-	20	(20)	-	**-**
Merchant Navy Welfare Board (Vehicles for use in UK Ports)	76	34	-	(46)	**64**
Belfast (Property Costs)	455	-	-	(16)	**439**
Samaritan Fund (Helping Seafarers affected by disasters)	6	-	(4)	-	**2**
Seafarers UK (Port costs)	-	147	(147)	-	**-**
London Diocesan House	6	-	-	(6)	**-**
Allchurches Trust	7	-	(7)	-	**-**
Seaman Guard Ohio prisoners fund	-	44	(20)	-	**24**
Milford Haven Port Authority	-	8	(8)	-	**-**
Others	21	5	-	-	**26**
Total	**571**	**266**	**(214)**	**(68)**	**555**

Restricted funds represent capital grants (note 1.5) received together with donations for specific purposes. Transfers to unrestricted funds represent the release for the year of these grants or donations.

21. Unrestricted funds

Designated funds	Opening Balance £'000	Income £'000	Expenditure & gains £'000	Transfer/disposal £'000	Closing Balance £'000
Fixed Assets	6,000	100	(1,100)	-	**5,000**
Branch and subsidiary reserves	6,000	1,500	(1,500)	-	**6,000**
Commitments to retired chaplains	1,000	-	-	-	**1,000**
East African Breweries Ltd shares	-	460	-	-	**460**
Total designated funds	**13,000**	**2,060**	**(2,600)**	-	**12,460**
General funds	**16,087**	**2,132**	**759**	**68**	**19,046**
Total unrestricted funds	**29,087**	**4,192**	**(1,841)**	**68**	**31,506**

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

The Reserves of the branches and subsidiary companies 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 East African Breweries Ltd shares fund represents assets that are listed on the Nairobi, Uganda and Dar Es Salaam Stock Exchanges.

22. Ecumenical centres

Financial details of organisations in which the charity is a joint Trustee and involved in the management are:

	Centres for Seafarers Charity No. 1106492	Humber Seafarers' Service Charity No. 1159953	Felixstowe Charity No. 272077	Port of Bristol Charity No. 286078	Milford Haven Charity No. 1039266
Proportion of controlling influence	25%	33.3%	33.3%	33.3%	33.3%
Proportion of net assets on dissolution:					
Property	25%	-	33.3%	33.3%	33.3%
Other	25%	-	33.3%	33.3%	-
Last published accounts date	29 June 2016	31 March 2016	31 March 2016	31 March 2016	31 Dec 2015
Net Surplus/(Deficit) in £000s	(188)	191	(66)	8	(91)
Net Assets in £000s	-	**191**	**616**	**126**	**142**

Centres for Seafarers ceased trading on 29 June 2016 and the remaining net assets were distributed by the Trustees.

The Humber Seafarers Service (HSS) ceased to manage the centre in Hull from 4 November 2016. The lease held by the Mission will be transferred to the Apostleship of the Sea. The HSS centre at Immingham continues to provide services to seafarers.

As previously reported The Milford Haven centre was closed in November 2015. The charity will be wound up when the freehold property has been sold.

23. Capital commitments

At 31 December 2016 the Board had not contracted for any capital expenditure for the Group or Company.

24. Financial commitments

At 31 December 2016 the Group and Company had annual commitments under non-cancellable operating leases which expire as set out below:

	Land and Buildings 2016 £'000	*Land and Buildings 2015 £'000*
Not later than 1 year	53	*50*
Later than 1 year and not later than 5 years	85	*125*

25. Contingent liabilities

As explained in note 22, The Mission to Seafarers supports other 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.

26. Reconciliation of net expenditure to net cash flow from operating activities

	2016 £'000	*2015 £'000*
Net (expenditure)/income for reporting period (as per statement of financial activities)	2,227	*(103)*
Adjustments for:		
Depreciation charges	162	*158*
Gains on investments	(2,971)	*(348)*
Dividends and interest	(541)	*(489)*
Profit on sale of fixed assets	(278)	*(204)*
Decrease in stocks	2	*6*
Decrease in debtors	313	*792*
Decrease in creditors	(122)	*(327)*
Net cash provided by operating activities	(1,205)	*(515)*

27. Analysis of cash and cash equivalents

Analysis of cash and cash equivalents	2016 £'000	*2015 £'000*
Cash in hand	1,468	*1,345*
Notice deposits (less than 3 months)	1,046	*811*
Cash held by investment managers	1,911	*1,822*
Total	4,425	*3,978*

28. Summary SoFA for The Mission to Seafarers Company No. 6220240

	2016 £'000	*2015 £'000*
Income	3,747	*3,856*
Gains on investments	2,966	*351*
Expenditure	(4,338)	*(4,247)*
Net income/(expenditure)	2,375	*(40)*
Gain/(Loss) on foreign exchange	40	*(10)*
Total funds brought forward	28,683	*28,733*
Total funds carried forward	31,098	*28,683*

29. Financial instruments

	Group		Company	
	2016 £'000	*2015 £'000*	2016 £'000	*2015 £'000*
Financial assets Financial assets that are debt instruments measured at amortised cost	566	*854*	577	*704*
Total	566	*854*	577	*704*
Financial liabilities Financial liabilities are measured at amortised cost	(309)	*(261)*	(264)	*(209)*
Total	(309)	*(261)*	(264)	*(209)*

Financial assets that are debt instruments, measured at amortised cost, comprise trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise trade and other creditors and accruals.

Caring for seafarers
around the world

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The Mission to Seafarers Trustees' Annual Report and Accounts

For the year ended
31 December 2016