



THE MISSION TO SEAFARERS

TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

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**THE MISSION TO SEAFARERS
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Introduction – the 2020 context

2020 has been a year like no other. Seafarers have faced collectively perhaps their greatest challenge outside wartime. When the full impact of the pandemic struck globally in March, the maritime industry was thrust into very significant crisis. Foremost amongst the immediate difficulties was the sudden inability to effectively carry out crew change. This left hundreds of thousands of seafarers unable to end their contracts at the due time. Despite the outstanding efforts of many in the shipping industry, such crew had no option but to continue working, often for very many months. As IMO Secretary-General Kitack Lim said, “Sadly, hundreds of thousands of seafarers, who are vital to maintaining supply chains, remain stranded at sea for months beyond their contracted time. This is causing immense strain, fatigue and exhaustion and is unsustainable.” Uncertainty and a sense of losing control over their own destinies created severe stress for many. One of our chaplains observed early in the crisis that amongst seafarers “there was a mental health epidemic paralleling the pandemic”. Shore leave when in port also became very difficult, if not impossible, preventing opportunity for a break from the ship or to access local facilities. Crews without WiFi access on board could not even maintain basic contact with family. For all those unable to end contracts, similar numbers were unable to join ships, often leading to financial hardship. Many crew, particularly in the cruise sector, lost their jobs.

These acute difficulties required us to respond swiftly. However, we faced huge problems in sustaining our normal services. Local, national, and port restrictions, combined with lack of shore leave and enhanced security measures, compromised our ability to ship visit in the regular way, to open our hospitality centres and to maintain our transport services. Some ports were closed to us altogether. However, The Mission to Seafarers has been able to continue substantial and transformational work without a break. We have done this through distanced ship visitation at the gangway wherever possible, through the delivery of personal shopping and vital supplies, including of medicine, through the provision of Mi-Fi units to facilitate communication, through crisis response and sadly even through taking funerals for seafarers who died of Covid-19 and whose bodies were unable to be repatriated. We have led on work with the industry to establish protocols for safe and trusted working. Our Family Support Networks in the Philippines and in India have offered a breadth of support to families, including the delivery of emergency food packages. We have been able to support seafarers who have found themselves trapped in ports, including support for repatriation. We rapidly developed a major new digital facility, “Chat to a Chaplain” as a vehicle for offering support and advice to seafarers we were unable to meet face to face. Our Seafarer Happiness Index has been a useful gauge for both us and the industry in understanding seafarer need.

As Secretary General I can report on an enormously testing year but one on which I am able to look back on with pride, and with enormous gratefulness to our incredible teams, partners and supporters. Our port teams have sustained work in the most testing circumstances. Our London International headquarters team (IHQ), who moved to full and effective home working at 48 hours-notice, have performed with exceptional commitment and success. Thanks to the extraordinary work of our fundraisers, and the generosity of many, especially in the shipping industry, we were able to resolve an immediate cash flow problem and raise very significant sums of money to support the abundant additional and unexpected demand on our resources. A 75% increase in our fundraising income from 2019 levels was a remarkable result. We ended the financial year in a way that we could never have imagined possible back in March and April 2020.

I also wish to pay tribute to a hard-working, engaged and highly skilled Board of Trustees who have gone the extra mile in an unprecedented year to provide the very best in support, guidance and oversight.

Finally, and most importantly, seafarers have heroically sustained vital supply lines in the most demanding of circumstances. I am glad to report that through skill, dedication and often personal sacrifice, our own teams have been able to respond in a way which has played a part both in the honouring and the transformation of those who are the focus and purpose of our work.

Andrew Wright
Secretary General

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The Mission to Seafarers Trustees' Annual Report (incorporating the Directors' report as required by Company Law) for the financial year ending 31 December 2020

Our Object

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

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

Our Common Standards

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

Our Vision

Our vision for the world's 1.5 million seafarers of all ranks, nationalities and beliefs is to:

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

Our Mission

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

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

Our Ethos

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

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

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

Our Values

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

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

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

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

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

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

Our Code of Conduct

Our membership of ICMA (International Christian Maritime Association) carries an obligation to abide by the Constitution of the Association and its Code of Conduct.

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

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

Our Standards

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

Our Common Identity

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

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

Our Ministry

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

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

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

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

Our Work 2020

The Challenges

Our current strategy was due to end in 2020 with a new strategy launched in October 2020. On the arrival of the pandemic in March both outgoing strategy and work on the new strategy were put on hold as the overwhelming challenges became clear. There were three key factors.

1. Seafarers

During 2020 seafarers and their families have faced perhaps their greatest challenges in recent times, outside wartime. Normally around 100,000 crew changes happen each month. With stringent border restrictions and a collapse in airline capacity, crew change became extremely difficult. The result of this was that high numbers of seafarers were forced to work beyond their contract ends, with some eventually working for a total of 17 months. Uncertainty, anxiety about family back home and sheer exhaustion created high levels of stress. Shore leave for crew in port was cancelled or extremely limited, restricting access to normal leisure, shopping and welfare options – and for those without access to WiFi on board, severely impacting on communications, especially with family. More widely, many crew, overwhelmingly in the collapsing cruise sector, lost jobs. And for all crew unable to end their contracts, similar numbers were unable to take up their contracts, with consequent financial uncertainty and hardship for them and their families. Some seafarers found themselves trapped far from home, including those who had left their ships but found that fast-changing travel restrictions left them unable to continue their journey home. For seafarer families, there were all the privations and fears of disease and lockdown, heightened by the absence of those at sea and worry and uncertainty about whether crew would be able to return home. The stories from our teams around the world combined with wider information we received, including from our own Seafarer Happiness Index, underline the acute seriousness of the challenges faced by seafarers and their families. One of our chaplains spoke for many when he talked about witnessing “a mental health epidemic amongst seafarers, paralleling the pandemic”. The shipping industry came together in strong advocacy partnership, but many key governments refused to recognise seafarers as key workers and to take the necessary action to resolve the crisis. In the latter months of 2020 we did see improvement. At its peak it is estimated that considerably more than 400,000 seafarers were working beyond their contract time, often very substantially so. By the end of the year that figure was considerably reduced but as this report is written, there is still no final resolution.

2. Operational Impact

Many of the ways in which we normally deliver our work came under severe pressure. Almost all our hospitality centres in ports around the world were forced to close in response to local or national regulation – and indeed few seafarers were allowed ashore. Transport services were untenable for the same reasons. Safety concerns and amended port regulations made normal ship visitation impossible,

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limiting our regular welfare and pastoral interactions. Many ports around the world were closed to us altogether, at least for an initial period. At a time of great need, seafarers were largely unable to access welfare facilities in the usual way. Our Family Support Networks faced very significant restrictions in carrying out their work, at a time when many families were suffering acute isolation and real distress.

3. Finances

Like many charities, the pandemic brought key income streams under severe pressure, including our “events” programme and vital income to hospitality centres. Our reserves reduced very significantly in March as a result of market falls and availability of cash became a concern.

Emergency strategic priorities

In the context of these challenges and acute disruption to normal business we set the following priorities.

- 1. To sustain and adapt our regular service, ensuring that we were able to meet the need of seafarers and their families**

Port-based Chaplaincy

One of the most visible signs of The Mission to Seafarers is our network of port chaplains across the world. Throughout the pandemic, we have been the only maritime welfare charity to sustain our port services and only stopped when required by national lockdown or other authority. As a result, we have been pleased to maintain port work in around 40 per cent of our network, providing a range of much-needed direct resources to seafarers.

Outputs for our UK and Grant Funded port-based work

	2020	2019
Ship Visiting	18,232, meeting 106,352 seafarers at the gangway	28,660, meeting more than 143,300 on board
Seafarers visiting our Centres	44,999	188,245
Seafarers transported	22,198	130,660

When combined with our international network, these increased to:

	2020	2019
Ship visiting	30,576, meeting 187,140 seafarers at the gangway	75,220, meeting approx. 376,000 on board
Seafarers visiting our Centres	86,996	435,000
Seafarers transported	46,063	400,000
Port-based Justice/Welfare/Medical Cases	1,426	2,616

Our ship visiting teams work to a strict set of protocols which include maintaining social distancing, sanitising hands and vehicles and wearing face coverings. In ports where we have been able to operate, teams have visited crews at the gangway and delivered Mi-Fi units as well as data cards for personal use. Care packages, often containing toiletries and our famous knitted woolly hats, have been prepared in strict hygienic conditions before being donated.

	2020	2019
Number of PPE items distributed to the global Mission network	144,612	n/a
Total amount of volunteer knitted woolly hats distributed to the global Mission network for onward giving to seafarers	810kg	1.6 tons

A familiar request to our welfare teams is to secure items from local stores. During the pandemic these requests significantly increased and teams have been working around the clock to fulfil items such as communication equipment, local specialities, items of technology and treats such as chocolate. Many of our stations made their services available online through their social media pages so that seafarers could minimise contact and pre-order before arriving in port. With shore leave either banned or cancelled in many

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places, our chaplaincy teams have been collecting and delivering life-sustaining medication so that seafarers living with chronic conditions such as diabetes, high blood pressure and HIV can continue to enjoy a good quality of life.

All 121 of our Flying Angel Centres have undergone a deep clean, and we have invested in making them as “Covid-safe” as possible. We have installed hand sanitising stations and protective screens. Furniture has been removed to facilitate social distancing and we have installed one-way systems and new check in/out procedures.

As countries began to restrict travel and close their airports, an increasing number of seafarers found themselves stranded, unable to get home. In the UK, over 100 Indian cadets found themselves stuck when their maritime colleges closed. All were visiting on temporary study visas and were struggling to pay for their accommodation and food. Working in close partnership with the Ministry of Transport in India and the Seafarers Emergency Fund, the Mission was able to provide emergency food vouchers, pay rent to their accommodation providers and help with repatriation flights.

	2020 only
Number of Indian cadets stranded in the UK and provided with food vouchers and welfare support	130

Family Support – Philippines

The Mission’s Family Network across the Philippines has been in high demand during 2020 as families and returning seafarers sought our help. The Network has nine chapters where families come together to share information, learn new skills and to support each other. The team in Manila held over 200 online events for family members including storytelling and musical activities for children and mental health and wellbeing advice.

In Manila, we were asked by the Government to support the many seafarers requiring transportation following their quarantine and to help those living in seafarers’ dormitories. The lockdowns across the country have been severe and many seafarers were forbidden to travel to access supermarkets and other services. We refitted our minibus with PPE and provided a daily transport service from the dormitories to/from the quarantine hotels. In addition, the Mission provided regular supplies of rice, meat, fish and dairy products so that seafarers living in overcrowded dormitories had enough supplies.

Our work in the Philippines

	2020	2019
Number of Covid-19 seafarer-related requests:	2,798	n/a
Made up of:		
Food aid	1,735 parcels issued	
Practical Information	1,371	
Transportation	513	
Number of Justice/Welfare/Medical cases across the Family Network	2,158	669
Made up of:		
Practical assistance and pastoral support	2,134	656
Medical referrals	17	10
Justice cases (non-payment of wages, etc)	7	3
Number of referrals to professional support or the Mission’s chaplaincy Network	400	n/a
Online Family Network events	286	n/a

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2. To develop new services in response to the challenges

Digital Chaplaincy

Within five weeks of the first lockdown being announced in the United Kingdom (February 2020), we launched a digital chaplaincy service. Chat to a Chaplain offers seafarers the chance to speak with one of our trained chaplains at any time, 24 hours a day. The service features over 30 chaplaincy teams based around the world who are on hand to offer pastoral counselling and signposting services. From the beginning, we decided that the service would reflect the broad needs of seafarers and have invited representatives from other maritime welfare services to provide information and resources.

Since the service began, teams have responded to a wide range of requests, from providing support to those facing extended contracts to consoling bereaved families following the death of a loved one at sea. We have also supported seafarers who have been abandoned in foreign ports and our teams were able to deploy local resources, as well as draw on contacts at government-level, to resolve them.

Digital Chaplaincy: Chat to a Chaplain

	2020 only
Meaningful interactions (consisting of at least two responses between a chaplain and a service user)	1,913
Requests for assistance	712

Family Support – India

New for this year has been the support we have offered to families in Tuticorin, South India. Tuticorin is a city with a significant seafaring population. When the pandemic arrived in the country, a national lockdown came into effect which caused panic-buying in stores and local markets. Couple this shortage with large numbers of seafarers being unable to find work and families were finding it tough to secure food. The local Mission chaplain was able to open the doors of the seafarers' centre to families from the maritime community who could register for advice and support. Working with wholesale food distributors, the chaplain managed to secure a regular supply of rice, spices, vegetables and cooking oil, which were packaged into Mission bags and distributed to needy families from the seafaring and fishing sectors. The programme began in June, and thanks to co-funding from Seafarers UK, lasted through to January 2021.

The Mission's Feeding Programme in Tuticorin

	2020 only
Number of individuals benefitting from the programme	8,153
Number of families receiving food parcels	1,688

3. In partnership with the wider industry, to play an effective role in global advocacy for seafarers

- The Secretary General joined a weekly shipping industry meeting, led by the ICS and ITF together with a wide range of key shipping organisations. This became a focus for developing policy and action in a coordinated way around a wide a range of issues, particularly in putting pressure on governments to recognise seafarers as key workers and enable crew transfers
- The Mission worked strongly at international and local level to promote maritime welfare teams as key workers and to facilitate access to ports which may have been closed. We saw a number of breakthroughs, often instigated at government level, including in Latin America where initially all our access to ships and ports had been closed
- We remained strongly proactive in addressing justice and welfare cases at a local level and we saw some increase in such cases, including abandonments.

4. To strengthen communications, ensuring mutual support, guidance and encouragement across our organisation and the effective telling of a vital story externally

- We established regular weekly zoom meetings between the Secretary General, Director of Advocacy and the nine Regional Directors enabling closer sharing of local issues around the world to enable us to respond as a global organisation

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- Regional Directors maintained enhanced and regular virtual contact with their teams to provide support and advice and to coordinate an effective response
- Media attention was at its highest level in recent memory, with enquiries, sometimes daily, from the media with an appetite to learn more about seafarers. This continued for many months and included strong input at local level across the regions as well as at IHQ. The Rotterdam based chaplain was amongst those who were in demand and who told the seafarer story effectively.
- Opportunities to tell the Mission's story to a wider audience were grasped with articles appearing in the Guardian, the Metro and Private Eye. We thank the media for their coverage and recognition of seafarers during this time. Some stories achieved particularly strong coverage, including the extensive response of the Mission in Port Kembla, Australia, to the arrival of the cruise ship Ruby Princess, following the discovery of Covid-19 cases on board.
- Members of the Mission team took part in numerous webinars and similar across the shipping industry and beyond as part of our determination to advocate for seafarers and profile our own response

5. To respond swiftly and decisively to the financial challenges

In response we:

- immediately undertook a major budgeting exercise and released cash from our investment portfolio.
- reviewed our current fundraising strategy with the prospect of a high degree of uncertainty about the likely impacts of the pandemic on future income streams
- quickly established that the areas most likely to be affected were events and community income.
- postponed physical events and set up a new virtual events programme, leading with the highly successful Global Champions Unite campaign which raised £72,000 for the Mission
- established very creative on-line events for the church and community in place of our normal face to face approach and, although usual income was severely reduced, we took the opportunity tell our story and communicate our work. Audiences for our July Annual Service and December Carol Festival were very strong and global
- In response to the need, established by the programme team, we embarked on raising funds for PPE, Digital Chaplaincy, safe centres, safe transport and a range of other unanticipated Covid-19 related expenditure by launching the *Flying Angel Campaign* which raised £658,000 during the summer. We thank the industry for their generous support and we thank Esben Poulsson, one of our Vice Presidents for his timely interventions.
- launched a follow up campaign, 'Sustaining Crew Welfare' in the autumn to raise funds to continue the higher level of support which crew required.
- worked closely with funders to access emergency grants, particularly for our centres across the globe who faced immediate financial crisis. We were very grateful to the major maritime trusts, especially Seafarers UK, ITF Seafarers Trust and TK Foundation for their support of this Campaign and for assisting with other initiatives
- saw a wave of support from our regular individual donors who also wanted to help as they saw the increased need we faced and the threat to our usual income streams. We were very sad to lose some of our loyal supporters and remember those who have left generous legacies to us in their wills or In Memoriam tributes.

2021 Objective and activities

As the year begins, we are still significantly within the pandemic period. This reality continues to severely impact seafarers, their families and our ability to operate in normal ways. Within this context our emergency priorities continue to be those set at the start of the crisis and outlined above, with an emphasis on Covid-19 response and recovery. The following are our key goals for 2021:

- **Support the global Mission effectively through the Covid-19 response phase and successfully into the recovery period, with an emphasis on effective programme**

The operational priorities continue as above in 2021, underpinned by the standards and safe reopening protocols agreed with the industry and across the maritime welfare sector. Effective programme in difficult circumstances remains our prime focus. Continued "distanced" gangway visitation, the delivery of emergency

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supplies and personal shopping and the gradual safe re-opening of centre and transport operations remain our core goals. In some circumstances, difficult decisions will be made to permanently close some operations, such as those in Dunkirk where the work of the Dunkirk War Memorial Trust Fund will cease by the end of 2021.

Of special concern will be the issue of older volunteers, so vital in many ports, whose ability to function has been especially compromised. Some volunteers will not be able to return. Also of concern, are numbers of local centres/operations across the world whose financial circumstances have been severely impacted.

Digital working will remain very important and we will continue to develop this in 2021, especially the Chat-to-a-Chaplain facility, the Happiness at Sea Index and the WeCare educational programmes. The Family Support Networks also remain a focus for further development.

The Mission will continue to work alongside others in seafarer advocacy at this key moment and we have begun the year by signing the important 'Neptune Declaration on Seafarer Wellbeing and Crew Change' which aims to promote and protect the welfare of seafarers and was launched in response to the crew change crisis, which has resulted in hundreds of thousands of seafarers stranded on ships because of Covid-19 related travel bans.

- **Conclude an effective strategic plan (2022-2026)**

Our strategic work, although delayed because of the pandemic, is now well advanced with an overall strategy agreed by the trustees in late 2019. This was revisited and adjusted late in 2020 in light of the pandemic. It is recognised that the pandemic has brought about change that will impact the Mission in the longer term as well as for the immediate future. The final phase of planning is well underway, ensuring as much global consensus as possible. This involves the development of regionally specific, operational and strategic plans both by the individual regions and by IHQ teams with plans in place to measure and monitor progress and that address 'models of ministry' issues. This work is due to be concluded by July 2021, with a virtual global launch in October and plans effective from 2022. Clearly, goals have been influenced by recent events and we plan to take a more "blended" approach, mixing digital with face to face work. A more strategic approach to resourcing key ports is also under urgent discussion. Amongst key fundraising goals will be effective support to our Regions in achieving self-sustainability. Strategic funding parameters for the five year period have been agreed after extensive work in 2020 and will be rolled out from 2021, including a phased reduction in our reserves

- **Build long-term sustainability on the foundations of the funding successes of 2020.**

It will be a major challenge for the Development team to build on the huge successes of 2020 and cement productive long-term partnerships, particularly with the shipping industry which faces its own challenges. Fundraising through the IHQ Development team in 2020 increased by 75% from 2019 levels. This was a spectacular result but one significantly impacted by awareness of seafarer need in crisis times. It is our aim to ensure that this does not become a "one off" and that we are working with key funding partners to effectively undergird our work for the long term. Sustainability remains a key strategic goal. In 2021 this will happen against a background in which a number of our key funding events will be severely limited.

- **Prioritise further progress in effective governance**

Effective global governance remains a strategic key objective and much has been achieved in recent years. In 2021 we will roll out newly agreed Common Standards at regional and local level. Of paramount importance will be new Safeguarding guidelines, together with further key work on Health and Safety. Our aim will be, not just to have the right policies in place, which most already are, but to ensure a strong culture (globally, regionally and locally) ensuring strong levels of buy-in to the highest professional standards. New training courses will be at the heart of this. Constitutional work will continue, supported by lawyers HFW who continue to provide us with such generous pro bono legal support.

- **Conclude the move from St Michael Paternoster Royal (SMPR), London and establish a fresh basis for longer term working.**

SMPR has been the 'home' of the Mission since the 1960s. With a cessation of the lease at 31 July 2021 and with IHQ working successfully on a fully home-based basis since March 2020, it is our intention to move to a smaller facility, with a new and much more flexible model of working. Establishing that model and supporting staff through change will be a major goal of this year.

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Thank you

The Mission to Seafarers could not exist without funding from individual donors, companies, trusts, public bodies and other associations, and we thank all of them for their support. We are particularly grateful for the continued support of Seafarers UK, the International Transport Workers' Federation Seafarers' Trust, TK Foundation, The Merchant Navy Welfare Board and lawyers HFW. We also want to thank so many companies and individuals, particularly within shipping, who have responded with unparalleled generosity during 2020.

We would also like to record our profound thanks to all the chaplains, staff and volunteers of The Mission to Seafarers, who show so much dedication and commitment to their work and to the charity. This year has been very, very difficult and levels of creative response in the midst of crisis have often been heroic.

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

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2020 - operating gain £585,000

The Consolidated Statement of Financial Activities is shown on page 28. 2020 has been an exceptional year in terms of finances for the Mission. The responses to the Covid-19 pandemic from individuals, grant givers and businesses have meant that we have seen a staggering increase in income in this most difficult of years. In 2020, the net operating position was a gain of £585,000 (2019: deficit £997,000). Part of that gain included the proceeds from the disposal of property, without which the gain would be reduced to £436,000 (2019: deficit £1,017,000) which shows a decrease in the deficit of £1,453,000 (2019: deficit increased £182,000). This is a reversal from a sustained period of operating losses and this operating gain is due to increased income.

Overall total income has increased by £1,473,000 (34%) to £5,803,000 (2019: £4,330,000), although some areas of income have decreased, including income at our hospitality centres from sales to seafarers which is down by £142,000 (34.5%), as seafarers have mostly been unable to leave their ships and centres have been closed due to the Covid-19 pandemic. The main increase in income has been from donations (including Gift Aid) which increased by £543,000 (34%) to £2,138,000 (2019: £1,595,000), legacies, which increased by £439,000 (58%) to £1,197,000 (2019: £758,000) and grants which increased by £704,000 (226%) to £1,015,000 (2019: £311,000).

Donations, grants and legacy income, together with investment income make up the Mission's principal funding sources. Together they represent 89% of total income (2019: 73%) and they are a major contribution to funding the cost of the Mission's charitable activities of £4,377,000 (2019: £4,348,000).

Donations are received from individuals, churches, fundraising committees, grant giving bodies, trusts and corporates, especially those in the maritime sector. Some donations are linked to specific appeals such as the regular Lent, summer, Christmas and Sea Sunday activities or specific events. However, in 2020 most in-person events were cancelled and new, virtual events were developed. Also, in response to the Covid-19 pandemic the highly successful *Flying Angel Campaign* was launched and generated substantial support from across the maritime sector and individuals. Other income was received as a result of successful grant applications from our regular and committed donors via standing order and direct debit or through relationships with organisations interested in supporting the welfare of seafarers. We are pleased to note that the donations included the gift-in-kind of £79,000 (2019: £89,000) from the services provided by HFW.

The Mission's investment portfolio concluded the year with a gain of £959,000 (2019: £4,353,000) contributing to a total increase in unrestricted reserves of £1,022,000 (2019: £3,350,000). However, unrealised investment gains reflect market movements during the year and are not cash surpluses or deficits. They are not available to fund expenditure unless and until the investment is finally sold. Variations in the stock market can impact on the Mission's reserves as can be clearly shown in early 2020 when almost £2.2million of the value of the portfolio was initially lost as the Covid-19 pandemic impacted on global stock markets.

Total operating expenditure decreased by £109,000 (2%) to £5,218,000 (2019: £5,327,000) with budgets frequently reviewed and costs controlled as much as possible. Expenditure for charitable activities increased slightly to £4,377,000 (2019: £4,348,000) and the costs of Raising Funds decreased by £138,000 (14%) to £841,000 (2019: £979,000) mainly due to cancelled events and fundraising activities because of the Covid-19 pandemic. An analysis of expenditure is given in note 8 to the Financial Statements. The proportion of total expenditure that the Mission considers to be of a charitable nature is 84% (2019: 82%).

The Mission participates in various pension schemes. Some are defined contribution schemes with no liabilities at the year end and others are multi-employer, defined benefit schemes where the Mission has an ongoing liability at the year end of £39,000 (2019: £118,000). The 2020 contributions to reduce this liability are £38,000 (2019: £80,000) which represent 0.7% (2019: 1.5%) of total expenditure.

The net loss before investment and foreign exchange gains for the Mission's four (2019: four) subsidiaries is £72,000 (2019: profit £8,000). With their total reserves of £165,000 (2019: restated £227,000) the trustees confirm that none are in deficit. See notes 2 and 17.2 for further information about the subsidiaries.

2019 also saw a small foreign exchange loss of £13,000 (2019: loss £5,000)

Historical results – £6,581,000 cash expended over 5 years.

It is important to stress that the sustainability of the Mission's operations, both in the UK and as a resource provider to other parts of the worldwide Mission global family, depends on its ability to generate income, and below is a summary of the Mission's results for the last five years.

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Historical results continued

The table below shows that, until 2020, income (excluding property sales and investment gains) has not been sufficient to achieve breakeven and that reserves have only increased due to property and investment gains.

Net income/(loss)	2020	<i>2019</i>	<i>2018</i>	<i>2017</i>	<i>2016</i>
	£'000	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Total Income	5,803	<i>4,330</i>	<i>4,911</i>	<i>3,964</i>	<i>4,458</i>
Income excluding Property and Investment Gains	5,654	<i>4,220</i>	<i>4,146</i>	<i>3,905</i>	<i>4,203</i>
Expenditure	5,218	<i>5,327</i>	<i>5,071</i>	<i>5,029</i>	<i>5,202</i>
Net Gain/(Loss) before Property and Investment/Other Gains	436	<i>(1,107)</i>	<i>(925)</i>	<i>(1,124)</i>	<i>(999)</i>
Balance Sheet					
All Fixed Assets	4,769	<i>5,025</i>	<i>5,141</i>	<i>5,206</i>	<i>5,316</i>
Investments	23,209	<i>27,249</i>	<i>23,668</i>	<i>24,042</i>	<i>24,064</i>
Net Current Assets	9,017	<i>3,272</i>	<i>3,559</i>	<i>3,811</i>	<i>2,956</i>
Defined benefit scheme Liability	(39)	<i>(118)</i>	<i>(291)</i>	<i>(379)</i>	<i>(275)</i>
Net Assets	36,959	<i>35,428</i>	<i>32,077</i>	<i>32,680</i>	<i>32,061</i>
Restricted	1,134	<i>625</i>	<i>624</i>	<i>609</i>	<i>555</i>
Designated	12,743	<i>12,321</i>	<i>12,367</i>	<i>12,607</i>	<i>12,460</i>
Unrestricted	23,082	<i>22,482</i>	<i>19,086</i>	<i>19,464</i>	<i>19,046</i>
Total reserves	36,959	<i>35,428</i>	<i>32,077</i>	<i>32,680</i>	<i>32,061</i>
Cash Flow					
Net cash outflow from operating activities	(41)	<i>(2,089)</i>	<i>(1,003)</i>	<i>(2,243)</i>	<i>(1,205)</i>

Reserves

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

During 2020, the trustees reconfirmed this policy and considered how the reserves should be utilised in light of the proposed five year 2022- 2026 strategy. They continue to believe that unrestricted reserves should not fall below £15m and that there should be a continued, intentional and responsible utilisation of reserves over the strategic period, within agreed parameters. This will be achieved through a targeted reduction of deficit budgets with the aim of attaining long-term financial sustainability but allowing for intentional strategic expenditure or a response to unforeseen circumstances.

In the opinion of the trustees, a minimum of £15m reserves continues to be required to meet future working and capital requirements having taken into account the following factors:

- The Mission seeks to operate in a proactive manner, to make commitments in terms of manpower, resources and premises for the long term and to provide a reserve of funds sufficient to support operations at locations worldwide where it operates. There are continuing indications that some of the Mission's operations overseas, which endeavour to be self-funding, are struggling to maintain essential services. The Mission to Seafarers is committed to the principle of maintaining its worldwide support of seafarers and to retaining a sufficient level of funds to give stability to its work, including the provision of emergency financing where necessary for these activities.

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- In 2020 legacy income was £1,197,000 (2019: £758,000). Whilst the Mission has benefited from legacies in the past and hopes to do so in the future, legacy income cannot be relied upon as a continuing and certain source of incoming resources. The trustees have, therefore, made allowance for the uncertainties that arise from legacy income.
- In line with the planned, phased reduction in reserves, The Mission to Seafarers anticipates continuing net cash deficits arising from insufficient cash being raised. These deficits will be funded from investment reserves. The trustees have made allowance for the risk that future adverse movement in the market value of investments may impact on the ability to meet operating cash flow requirements and have revised their investment policy to mitigate this risk, including holding a minimum of one year's expenditure in cash.
- Changes in law may impose costs, such as in the area of pensions, where obligations may arise to ensure that current and retired employees are not significantly disadvantaged.

General, unrestricted reserves £23.1m

As shown above the total Group reserves are £36.9 million (2019: £35.4million) and are made up of;

<i>Designated reserves</i>	£12.7 million (2019: £12.3 million) which are not available for general purposes. (See note 21)
<i>Restricted reserves</i>	£1.1 million (2019: £625,000) (see Note 20)
<i>General reserves</i>	£23.1 million (2019: £22.5 million)

The level of the unrestricted general reserves has provided some protection to the Mission and allows time to adjust to changing financial circumstances. This has limited the risk to service provision from operating deficits, such as the Mission has experienced in recent years, or an unexpected need for unbudgeted expenditure. Indeed, in 2020 this has provided protection and security for the Mission from the impact of Covid-19 as a proportion of investments were sold to provide enough cashflow to ensure that the Mission remained a going concern whatever the performance of stock markets.

Over the past five years, the cumulative operating deficit has been £3.7 million. It is only the performance of the Mission's investment portfolio, and the sale of some property assets, that has allowed the Mission to be in a better financial position than in the last five years

Going concern

The trustees consider that it is appropriate for the Financial Statements to be prepared on a going concern basis as they believe that the current level of reserves at the date of signing will enable the Mission to survive through and beyond the continued exceptional and unexpected circumstances of the Covid-19 pandemic. They will also ensure that the Mission can continue to be able to support seafarers for the foreseeable future.

Risk Management

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

The Risk Register identifies risks which could have a serious impact on the viability or survival of the Mission, estimates the likelihood of such an event occurring, assesses the impact it would have if it occurred, identifies what controls are already in place to reduce the impact or probability of the event occurring, identifies what else could be done to reduce the probability or potential impact and, identifies the person(s) responsible for monitoring the risk and taking appropriate action. The Register is reviewed as needed, but as a minimum it will be looked at annually. Following a review in February 2020, it was reviewed again in April 2020 in light of the Covid-19 pandemic and the implications on the Mission and the wider environment. Some risks have been expanded and/or repositioned based on the score of each risk.

The principal risks that the Mission faces and the actions it takes to mitigate these risks are that:

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

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This has partly materialised with the Covid-19 pandemic with sources of income significantly impacted. In response the Development team has diversified some fundraising methodologies including on-line challenge events and has launched several targeted appeals for funds to support various areas of the Mission's Covid-19 response and on-going operations. Additionally, budgets and income forecasts are being updated more regularly with an emphasis on reducing costs where possible and close financial monitoring is in place through forecasts, management accounts and oversight of the Audit and Risk committee.

- an employee, volunteer or any other individual who comes into contact with the Mission's work becomes subject to sexual harassment or abuse as a result.

The Mission's main resource in delivering services is its staff and volunteers who are subject to reference checks prior to engagement and DBS checks where appropriate. Staff and volunteer handbooks provide guidance and information on behaviour with training and on-going performance reviews to ensure that staff maintain the highest of standards. A Safeguarding and Professional Conduct Policy has been devised and implemented, supported by appropriate training. A Safeguarding Working group has been established with a Safeguarding lead trustee and deputy nominated. Adoption and implementation of this policy is a condition included in MOUs for all grants provided by the Mission. There are also contingency damage limitation plans in place and an Emergency Response committee.

Investment Policy

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

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

The investment reserves are divided into

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

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

The trustees will select one or more professional investment management firm(s) to manage its investments in line with this policy. Such appointments can be in the form of bespoke agreement(s) to manage the Mission's portfolio on a segregated basis, or via investments in pooled vehicle(s). The Investment Committee will from time to time make recommendations to the Board on the best approach to use, based on its assessment of the relative merits of each. The Investment Committee also performs the oversight of the Investment Manager(s) and periodically reviews the performance, commercial terms and overall services of the Investment Manager(s) and, if appropriate, makes recommendation(s) to the Board for any change.

Investment Portfolio

CCLA, which is regulated by the Financial Conduct Authority, is the investment manager for the Mission's funds. The assets have been invested with CCLA in the Church of England Investment Fund (Investment Fund) which is a multi-asset common fund worth over £1.1 billion and benefits from charitable status. Investment in the Investment Fund is based on the purchase of units that can be bought or sold at any time.

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The prime objective of the Investment Fund is to protect and grow the real value of the capital invested and the income that it provides and it is managed in accordance with the policies of the Church of England's Ethical Investment Advisory Group and therefore fits with the Mission's investment policy.

Investment Performance

In 2020 the total return net performance for the Mission's investments managed by CCLA was a gain of 10.2% (2019: 22.41%).

(Comparator - composite: from 01.01.18 MSCI UK IMI 30%, MSCI World Ex UK 45%, MSCI UK Monthly Property 5%, iBoxx £ Gilt 15% & 7 Day LIBID 5%.)

Fundraising

The Development team at the London IHQ is responsible for fundraising, communications and marketing. The team have worked extremely well together during 2020, certainly going the extra mile in response to the challenges we faced. The greatest impact of Covid-19 was felt in the areas of events and community fundraising. As we entered lockdown in March 2020, the team rose to the challenge of moving events and community activities on-line and embracing a new digital and virtual way of working. Our swift and innovative approach stood us in good stead throughout the year.

Total fundraised income at IHQ for 2020 was £3,663,000 (2019: £2,098,000) an increase of £1,565,000 (75%) which was due to the success of our *Flying Angel Campaign* which raised £658,000 and legacies which brought in £1,197,000 (2019: £758,000).

The *Flying Angel Campaign* was launched in June in response to increased need for emergency aid for seafarers. We bought PPE and made seafarers' centres and transport Covid-19 safe. Money was also spent on the new Digital Chaplaincy service, on Advocacy and so much more. The money was raised largely within three months and our deep appreciation must go to Esben Poulsson, our new Vice President for his huge influence in this regard. We deeply appreciate all the companies, trusts and foundations and individuals who responded so quickly and generously to the *Flying Angel Campaign* to help seafarers in so much need.

In the autumn, we launched the Sustaining Crew Welfare Campaign to continue to provide support to our centres around the world, and to provide support for training and our Family Support services. At the end of the year this had raised £158,000.

We thank all those who left valuable legacies to us and thank those who have pledged legacies during the year. This is a valuable source of income for us.

Community fundraising declined again this year due to Covid-19 raising £119,000 (2019: £142,000). Efforts were diverted into raising our profile and the team produced two excellent on-line services for Sea Sunday and our Carol service, which had the benefit of participation from our global community illustrating a true benefit from our digital solutions this year.

We are pleased that Individual Giving income increased to £462,000 (2019: £418,000) with many supporters increasing direct debits in response to clear need. We also attribute this growth to five months of focus on increasing new digital donors through our growth strategy.

Our Trusts and Foundations work not only regained ground but also grew raising £725,000 (2019: £371,000). Funds were raised for the *Flying Angel Campaign*, and for the WeCare e-learning programme too. We also assisted greatly with global support, which does not appear in these accounts – raising vital funds for Africa, India and New Zealand.

Corporate income reached £302,000 (2019: £261,000), but contributions from corporates were also allocated to the *Flying Angel Campaign*, and the Sustaining Crew Welfare Campaign. Corporates continue to be a major focus for us to increase income as we seek to build on this year on year.

Our partnership with the UKP&I Club continues into a third year, with support for the WeCare programmes. During 2020 we prepared to move these onto an e-learning platform for launch in February 2021. Our three-year partnership with HFW was kindly extended for 18 months to March 2022.

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Events income of £72,000 raised through our Global Champions Unite Campaign was allocated to *the Flying Angel Campaign*. The Singapore Seafarers Awards was moved on-line and the Special Events Manager ensured this complex webinar was a huge success. This led to a significant spike in traffic on our website. A new Mission Live webinar arranged to ensure greater connectivity to our supporters, featured our Middle East Region.

Our new Digital Communications Officer was promoted to Senior Communications Officer and her influence this year has been keenly felt, as we were plunged into a new digital way of working her skills have been invaluable. Our agency support in Blue Communications has also been vital as we experienced intense media interest in our work and the plight of seafarers, particularly during March and August 2020. This had the advantage of propelling us further into the sights of the industry as a thought leader. This was further enhanced by the Secretary General's membership of the industry group chaired by the ICS. We produced more in-house videos than ever before, with the Secretary General's regular appearances keeping seafarers and the Mission in the limelight.

As we enter 2021, we are refining and finalising the new Global strategy. Our support for the regions will increase as we roll out training and expertise as well as maintaining a global overview and sharing of best practice around the world.

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

- The Mission carefully monitors all of its fundraising activities to ensure that they are compliant with the recognised standards of fundraising (as set out in the Code of Fundraising Practice) and that none were undertaken by a professional fund-raiser or commercial participator on behalf of the Mission
- The Mission is bound by and complies with the Fundraising Regulator's voluntary regulation scheme
- No complaints were received about our fundraising activities (2019: none)
- All fundraising activities are overseen by the Director of Development who ensures that the Mission's fundraising activities do not include
 - Unreasonable intrusion on a person's privacy
 - Unreasonable persistent approaches for the purpose of soliciting a donation or
 - Placing undue pressure on a person to give money or other property

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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

Vice Presidents (from May 2020)

Esben Poulsson

Grahaeme Henderson

Trustees

Thomas Boardley (Chairman)

[*GN]

Rosemary Alexander

[*A, I from Feb 2020]

The Ven Christopher Burke (Vice Chairman)

[GN]

David Cockroft (retired January 2020)

[R]

Robert Ferris OBE

[A] [G]

William MacLachlan

[I until Feb 20] [GN] [R from Feb 2020]

David Moorhouse CBE (Vice Chairman)

[*I until Feb 20] [GN]

Neale Rodrigues MM (Vice Chairman)

[R] [GN]

Claire Sneddon

[G], [A from Feb 2020]

Sam Swire

[*G]

The Very Revd Andrew Tremlett

[*R]

Peter Cottrell

[*I from Feb 2020]

The Right Revd David Williams

[G from Feb 2020]

Company Secretary

Virginie Potbury (Governance Manager) from April 2019

Key Management Personnel

Secretary General

The Revd Canon Andrew Wright

[G] [GN]

Director of Advocacy and Regional Engagement

Ben Bailey

Director of Development

Jan Webber

Director of Finance

Eileen Reilly

[I]

Director of Human Resources and Administration

Tomilayo Toluhi

[G]

Committees

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

G. Grants and Programmes Committee (Formerly Grants Committee)

GN. Governance and Nominations Committee

R. Remuneration Committee

Su Morgan (External) - until March 2020

I. Investment Committee

Jim Aiken (External)

A. Audit and Risk Committee

Christine Freshwater (External)

Custodian Trustee

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

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CHARITY INFORMATION**

Joint Corporate Trustee

The Mission to Seafarers is a joint corporate trustee of;

- Humber Seafarers' Service, Charity No. 1159953
- Felixstowe and Haven Ports Seafarers' Service, Charity No. 272077
- Port of Bristol Seafarers Centre, Charity No. 286078

Registered Office

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

External Advisers

Auditors

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

Bankers

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

Investment Advisers

CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET.

Solicitors

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

HFW, Friary Court, 65 Crutched Friars, London, EC3N 2AE

**THE MISSION TO SEAFARERS
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GOVERNANCE, STRUCTURE AND MANAGEMENT**

The Mission to Seafarers; the charity

The Mission is a charity, constituted as a company limited by guarantee and not having share capital. The Mission is governed by a Board of Trustees (the Board) which forms the Board of Directors. Members of the Board are both trustees of the charity and directors of the company, as constituted by the Mission's *Articles of Association*. The current Articles of Association are dated 28 April 2020. They were amended during the financial year to accommodate administrative changes, including some changes to the trustees' terms of office and procedure for trustees' written resolutions.

The charity's trustees and management

The Board is drawn from prominent leaders with wide experience of seafaring life, including the shipping industry and from London's financial centre, the City of London. The Mission also invites leading members of the clergy to serve as trustees. The procedure for the election and appointment of trustees is set out in the *Articles of Association of The Mission to Seafarers*. Trustees and management regularly review the skills and experience of the current members of the Board to try to identify new candidates who might strengthen particular areas.

Trustees may normally serve on the Board for two terms of four years. In exceptional circumstances, this can be extended to three terms, with annual re-election during the last term. The Board requires a quorum of five trustees and normally meets four times a year. It is the governing council of the organisation.

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

The Board has five permanent sub-committees:

- Audit and Risk
- Grants and Programmes Committee – *Formerly named the "Grants Committee", this Committee was renamed and its scope was extended during the financial year to include the oversight of the Mission's programmes, alongside the oversight of its grants.*
- Governance and Nominations
- Investment
- Remuneration

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

The day to day management of the charity is delegated to the Secretary General who reports to the Board and leads the Senior Management Team. He also directly manages the Regional Directors for Europe, East Asia, Middle East and South Asia (formerly South Asia & the Gulf) and Latin America.

The Mission to Seafarers' International Headquarters takes a leading role in designing and rolling out processes to improve unity, protect the "brand", deliver global projects and agree strategic objectives for the Mission to Seafarers' global family. In addition, it provides a support function for the regions by disseminating information, conducting research, providing fundraising, brand and marketing services, and managing publications and digital media, including websites.

The Secretary General – amongst other duties – provides the spiritual leadership for the Ministry teams which support seafarers in need around the world. The Mission is entirely funded by voluntary donations and relies on the deep generosity of loyal supporters.

**Delivery structure of direct Mission activities
– global**

The Mission to Seafarers welfare services to seafarers in the UK, Europe, Asia, Africa, The Middle East, The Far East and North and South America, were provided through directly salaried, or grant-funded, port-based chaplaincy and/or ship visitor teams in the following areas, with 'memoranda of understanding' in place at all key locations:

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Port/Area	Directly employed by the Mission	Grant Funded and directly managed by the Mission	Grant funded, managed by independent organisations/regions
Antwerp, Belgium	✓		
Aqaba, Jordan		✓	
Bahrain Port		✓	
Baltimore, USA			✓
Bangkok, Thailand	✓		
Belem, Brazil		✓	
Belfast, N Ireland	✓		
Bermuda			✓
Buenos Aires, Argentina		✓	
Busan, South Korea		✓	
Cape Town, South Africa			
Costa Rica		✓	
Colombo, Sri Lanka		✓	
Dunkirk, France	✓		
Dubai, United Arab Emirates	✓		
Felixstowe, UK	✓		
Fujairah, United Arab Emirates	✓		
Halifax, Canada			✓
Hong Kong, China			✓
Humber, UK	✓		
Izmir, Turkey		✓	
JNPT, India		✓	
Limassol, Cyprus		✓	
Lyttelton, New Zealand			✓
Milford Haven, UK	✓		
Mombasa, Kenya			✓
Nelson, New Zealand			✓
Oaklands, USA			✓
Ontario, Canada			✓
Panama	✓		
Portbury, UK		✓	
Port Stanley, Falklands			✓
Ras Al Khaimah, UAE	✓		
Rotterdam, The Netherlands	✓		
Rouen, France			✓
Scottish Ports, UK	✓		
Seaham, UK		✓	
Seattle, USA			✓
Southampton, UK	✓		
South Wales ports, UK	✓		
Suape, Brazil		✓	
Toronto, Canada			✓
Tuticorin, India		✓	
Vlissingen, The Netherlands			✓
Yokohama, Japan			✓

- Branches;

In addition to, and in conjunction with chaplaincy services, charitable activities were carried out by the Mission's 14 (2019: 14) branches, the majority of which provide centre-based facilities. They were directly controlled by the Mission through the excellent and committed work of local volunteer committees, governed by Branch Constitutions. The branches employ 8 (2019: 8) staff paid from IHQ and 15 (2019: 11) staff employed locally, excluding their six chaplains who are included in the table above. Their financial results are consolidated into the Financial Statements set out on pages 28 to 31 of this report and they operate in the following locations;

Aqaba, Jordan
Belfast, UK

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

A branch of the Mission was also registered in Panama in August 2019 but due to the impact of the Covid-19 pandemic, it has not yet formally commenced operations.

- The Mission group;

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

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

The subsidiaries employ a total of 4 staff (2019: 4) with 3 (2019: 3) directly providing welfare and services to seafarers including centres, ship visiting and transportation. In early 2021 the trustees of the Dunkirk War Memorial Trust Ltd resolved to cease operations by the end of 2021. Please see Note 2 for further information about the above subsidiaries and their 2020 results.

- regional network

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

- Europe
- East Asia
- USA
- Australia
- Middle East and South Asia
- Panama, Latin America
- Canada
- Oceania (New Zealand and South Pacific Islands)

The Regional Directors of four of these regions, Europe, East Asia, Middle East & South Asia and Latin America, are directly managed by the Secretary General and so are responsible to the Mission trustees.

The remaining five are made up of independent Mission charities with their own governing councils (except for the USA, where size does not justify). They work closely with the Mission and co-operate on matters of welfare provision and communications. They are responsible for their own financial affairs and statements. These regions provide a dynamic and responsive welfare service for seafarers, working in partnership with the four Mission regions. In 2020 the Mission continued to provide grant-funding to all independent regions to support regional development.

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

- ecumenical

Many of the global family of charities, seafarers' centres and organisations work in partnership through local ecumenical networks, and in some cases co-owned property, via their membership of the International Christian Maritime Association (ICMA). In the UK, the Mission participates in Ecumenical centres where it is a joint trustee and directly involved in their management although plans are progressing to transfer those centres to the Queen Victoria Seaman's Rest during 2021. Further information is provided in note 23.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
GOVERNANCE, STRUCTURE AND MANAGEMENT**

Remuneration

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

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

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

Lay staff salaries within the UK are benchmarked against the Croner Charity Rewards annual survey. Locally employed chaplains and lay staff are paid a fair wage based on local levels. The Remuneration Committee has adopted a policy of paying median salaries compared to charities of a similar size and nature, to ensure competitiveness. The Committee approved a policy of paying all staff above the Real Living Wage which was implemented from 2015. The Committee is also responsible for setting the salary of the Secretary General. Accordingly, the trustees consider that the remuneration policy of the charity is fair and transparent.

Public Benefit

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

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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

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

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

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

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

In so far as the trustees are aware:

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

Approved and authorised for issue by the Board on 11 May 2021 and signed on its behalf by:



Thomas Boardley
Chairman of the Board



Rosemary Alexander
Chairman Audit and Risk Committee

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinion

We have audited the financial statements of The Mission to Seafarers (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS**

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

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

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

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.

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

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

Use of our report

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

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF THE MISSION TO SEAFARERS

H Wilkinson

Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors

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

Date: 28 May 2021

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
AT 31 DECEMBER 2020**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
Income:							
Donations and legacies	3	3,042	1,434	4,476	2,427	324	2,751
Charitable activities (Provision of services to seafarers)	4	270	-	270	412	-	412
Other trading activities (Commercial Trading)	5	192	-	192	197	-	197
Investments	6	708	-	708	831	-	831
Other	7	157	-	157	139	-	139
Total income		4,369	1,434	5,803	4,006	324	4,330
Expenditure:							
Raising Funds (commercial trading and Fund raising activities)		841	-	841	979	-	979
Charitable activities (Provision of services to seafarers)		3,494	883	4,377	4080	268	4,348
Total Expenditure	8	4,335	883	5,218	5,059	268	5,327
Net income/(expenditure) from operational activities for the year		34	551	585	(1,053)	56	(997)
Net gains on investments		959	-	959	4,353	-	4,353
Net income for the year		993	551	1,544	3,300	56	3,356
Transfers between funds	20	42	(42)	-	55	(55)	-
Other recognised (losses)							
Foreign Exchange (losses)		(13)	-	(13)	(5)	-	(5)
Net Movement in Funds		1,022	509	1,531	3,350	1	3,351
Reconciliation of Funds							
Total funds brought forward		34,803	625	35,428	31,453	624	32,077
Total Funds Carried Forward	21	35,825	1,134	36,959	34,803	625	35,428

All activities are continuing except for the Dunkirk War Memorial Trust which will cease operations by 31 December 2021 (see Note 2.1). Notes 1 to 31 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 2020
Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Intangible fixed assets	16	3	-	3	-
Fixed Assets					
Tangible assets	16	4,308	461	4,769	5,025
Investments	17	23,209	-	23,209	27,249
Total fixed assets		<u>27,520</u>	<u>461</u>	<u>27,981</u>	<u>32,274</u>
Current Assets					
Stocks		18	-	18	32
Debtors	18	597	-	597	733
Investments – short term deposits		7,299	-	7,299	1,743
Cash at bank and in hand		820	673	1,493	1,091
Total current assets		<u>8,734</u>	<u>673</u>	<u>9,407</u>	<u>3,599</u>
Liabilities					
Creditors falling due within one year	19	390	-	390	327
Net current assets		<u>8,344</u>	<u>673</u>	<u>9,017</u>	<u>3,272</u>
Net assets excluding pension liability		<u>35,864</u>	<u>1,134</u>	<u>36,998</u>	<u>35,546</u>
Defined benefit pension scheme liability		39	-	39	118
Total net assets		<u><u>35,825</u></u>	<u><u>1,134</u></u>	<u><u>36,959</u></u>	<u><u>35,428</u></u>
Charity Funds					
Unrestricted general	21	23,082	-	23,082	22,482
Unrestricted designated	21	12,743	-	12,743	12,321
Restricted income funds	20	-	1,134	1,134	625
Total Charity Funds		<u><u>35,825</u></u>	<u><u>1,134</u></u>	<u><u>36,959</u></u>	<u><u>35,428</u></u>

Approved and authorised for issue by the Board on 11 May 2021. Signed on its behalf by:



Thomas Boardley
Chairman of the Board



Rosemary Alexander
Chairman Audit and Risk Committee

Notes 1 to 31 form part of these Financial Statements.

THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
COMPANY BALANCE SHEET AT 31 DECEMBER 2020
 Company Number 6220240

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Fixed Assets					
Tangible assets	16	4,102	461	4,563	4,907
Investments	17	23,110	-	23,110	21,156
Total fixed assets		<u>27,212</u>	<u>461</u>	<u>27,673</u>	<u>32,063</u>
Current Assets					
Stocks		10	-	10	21
Debtors	18	901	-	901	865
Investments – short term deposits		7,299	-	7,299	1,743
Cash at bank and in hand		627	673	1,300	892
Total current assets		<u>8,837</u>	<u>673</u>	<u>9,510</u>	<u>3,521</u>
Liabilities					
Creditors falling due within one year	19	350	-	350	265
Net current assets		<u>8,487</u>	<u>673</u>	<u>9,160</u>	<u>3,256</u>
Net assets excluding pension liability		35,699	673	36,833	35,319
Defined benefit pension scheme liability		39	-	39	118
Total net assets		<u>35,660</u>	<u>1,134</u>	<u>36,794</u>	<u>35,201</u>
Charity Funds					
Unrestricted general		23,082	-	23,082	22,482
Unrestricted designated		12,578	-	12,578	12,094
Restricted income funds	20	-	1,134	1,134	625
Total Charity Funds		<u>35,660</u>	<u>1,134</u>	<u>36,794</u>	<u>35,201</u>

Approved and authorised for issue by the Board on 11 May 2021. Signed on its behalf by:



Thomas Boardley
 Chairman of the Board



Rosemary Alexander
 Chairman Audit and Risk Committee

Notes 1 to 31 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
CONSOLIDATED STATEMENT OF CASH FLOWS AT
31 DECEMBER 2020
Company Number 6220240**

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities:			
Net cash used in operating activities	28	(41)	(2,089)
Cash flows from investing activities:			
Dividends and interest from investments		708	831
Proceeds from the sale of assets		418	206
Purchase of assets		(114)	(226)
Proceeds from sale of investments		5,000	811
Net cash provided by investing activities		6,012	1,622
Change in cash and cash equivalents in the reporting period		5,971	(467)
Cash and cash equivalents at the beginning of the reporting period		2,834	3,306
Change in cash and cash equivalents due to exchange rate movements		(13)	(5)
Cash and cash equivalents at the end of the reporting period		8,792	2,834

Notes 1 to 31 form part of these Financial Statements.

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES

The Mission to Seafarers (the Mission) a company limited by guarantee (No. 6220240) and a charity (No. 1123613) both registered in England and Wales. The registered address is St Michael Paternoster Royal, College Hill, London, EC4R 2RL.

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

1.1 Basis of preparation

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

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

1.2 Going concern

At the balance sheet date the trustees consider that there are no material uncertainties about the Mission's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacy income and pension liability. With regard to 2021, the most significant area of uncertainty for the Mission is the level of donation income which needs to be raised each and every year, especially as the impact of Covid-19 is ongoing. However, the trustees feel that the level of reserves provides resilience and that, together with the current amount of cash in hand plus plans to closely monitor and review budgets, there are no material uncertainties that the Mission can continue as a going concern.

1.3 Group Financial Statements

The Financial Statements consolidate the results of the charity and its wholly owned subsidiaries detailed in note 2 on a line-by-line basis and by eliminating intra-group transactions. No separate Statement of Financial Activities has been presented for the Company alone, as permitted by section 408 of the *Companies Act 2006*. A summary company 'Statement of Financial Activities' (SoFA) can be found at note 31. The Company's Balance Sheet on page 30 includes the assets and liabilities of the branches detailed on pages 20 and 21.

1.4 Fund accounting

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

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

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

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

1.5 Income

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

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

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

The Mission maintains a legacy pipeline system which, in addition to accrued legacies, includes further estimated legacies of which the Mission is aware but which do not meet the above criteria and are therefore not included within these accounts. The estimated value of those legacies in the pipeline is £33,000 (2019: £16,000).

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

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

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

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

1.6 Expenditure and irrecoverable VAT

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

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

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

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

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

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

**THE MISSION TO SEAFARERS
TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2020
NOTES TO FINANCIAL STATEMENTS FOR
YEAR ENDED 31 DECEMBER 2020**

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

1.7 Donated services

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

1.8 Volunteers

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

1.9 Fixed assets

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

- Licence: deemed to have an indefinite life and its value will be reviewed for impairment annually

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

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

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

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

1.10 Revaluation of tangible fixed assets

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

1.11 Investments

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

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

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1.11 Investments continued

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

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

1.12 Stocks

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

1.13 Debtors

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

1.14 Cash at bank and in hand

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

1.15 Creditors

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

1.16 Concessionary loan

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

1.17 Financial instruments

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

1.18 Pension costs

All employees are entitled to join a pension scheme. The Mission to Seafarers makes contributions to defined benefit and defined contribution 'money purchase' schemes. The defined benefit schemes are two Church of England multi-employer pension schemes, as described in Section 28 of FRS102, and are now only open to ordained chaplains. Although it is not possible to separately identify the assets and liabilities of the schemes attributable to the Mission a recovery plan with agreed deficit recovery payments has been put in place. Details of the Mission's liability for both schemes of £39,000 (2019: £118,000) are given in note 15.

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

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1.18 Pension costs continued

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

1.19 Foreign currency translation

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

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

1.20 Taxation

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

1.21 Judgements and key sources of estimation uncertainty

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

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

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2. SUBSIDIARY AND CONNECTED UNDERTAKINGS

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

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

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Donations	50	72
Other trading	-	-
Investment Income	3	3
Charitable activities	103	175
Total Income	156	250
Raising funds	(7)	<i>(6)</i>
Charitable activities	(221)	<i>(254)</i>
Total Expenditure	(228)	<i>(260)</i>
Net expenditure	(72)	<i>(10)</i>
Net gain on investments	6	14
Foreign exchange gain	4	2
Net (Loss)/Gain Retained in Subsidiary	(62)	6

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

The Mission to Seafarers owns the whole of the issued share capital of FAME. One trustee and a current director of the Mission sit on the board of FAME but receive no remuneration for doing so.

FAME is a retailer and distributor of Christmas cards and novelties, and is party to any commercial agreement that is not considered a charitable activity of The Mission to Seafarers. Any taxable profit from trading is gifted to The Mission to Seafarers.

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Turnover	3	2
Cost of Sales	-	-
Gross Profit	3	2
Administration	(2)	<i>(2)</i>
Donation to The Mission to Seafarers	(1)	-
Net Gain Retained in Subsidiary	-	-

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2.3 The Flying Angel Belfast Ltd Company No. NI605252

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

	2020	2019
	£'000	£'000
Turnover	5	16
Cost of sales	(3)	(9)
Gross Profit	2	7
Administration	(2)	(7)
Donation to The Mission to Seafarers	-	-
Net Gain Retained in Subsidiary	-	-

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

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

	2020	2019
	£'000	£'000
Donations	87	114
Charitable activities	23	40
Other trading	-	1
Total Income	110	155
Raising Funds	(4)	(3)
Charitable activities	(106)	(125)
Total Expenditure	(110)	(128)
Net Gain Retained in Subsidiary	0	27

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

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

3. DONATIONS AND LEGACY INCOME

	Unrestricted	Restricted	2020	<i>Unrestricted</i>	<i>Restricted</i>	2019
	Funds	Funds	£'000	<i>Funds</i>	<i>Funds</i>	£'000
	£'000	£'000	Total	<i>£'000</i>	<i>£'000</i>	<i>Total</i>
General donations	1,719	419	2,138	1,582	13	1,595
Legacies	1,197	-	1,197	758	-	758
General grants	-	1,015	1,015	-	311	311
Vote 4 (<i>Pension note 15</i>)	126	-	126	87	-	87
Total	3,042	1,434	4,476	2,427	324	2,751

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4. CHARITABLE ACTIVITIES INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Provision of services to seafarers	270	<i>412</i>
Total	270	<i>412</i>

There was no restricted charitable activity income in 2020 or 2019.

5. TRADING ACTIVITIES INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Trading activities	140	<i>126</i>
Fundraising events	10	<i>28</i>
Property rental	42	<i>43</i>
Total	192	<i>197</i>

There was no restricted trading activity income in 2020 or 2019.

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

6. INVESTMENT INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Listed investments:		
Dividends – equities	694	<i>827</i>
Bank deposit interest	14	<i>4</i>
Total	708	<i>831</i>

There was no restricted investment income in 2020 or 2019. Income from unlisted investments is shown gross, including tax reclaimable.

7. OTHER INCOME

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Surplus on disposal of properties	149	<i>110</i>
Surplus on disposal of other assets	7	<i>28</i>
Other	1	<i>1</i>
Total	157	<i>139</i>

There was no restricted other income in 2020 or 2019.

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8. ANALYSIS OF EXPENDITURE

	Direct Costs £'000	Support £'000	Total 2020 £'000	<i>Direct Costs £'000</i>	<i>Support £'000</i>	<i>Total 2019 £'000</i>
Raising Funds:						
Appeals and events	519	231	750	634	253	887
Commercial trading; sale of Christmas cards and catering	12	1	13	20	1	21
Promotional materials and media	55	23	78	51	20	71
Total Raising Funds	586	255	841	705	274	979
Charitable activities:						
Port based welfare services						
Ship visiting and ministry to seafarers	1,405	247	1,652	1,289	263	1,552
Seafarer transportation	132	23	155	164	31	195
Branch and centre operations	771	118	889	1,020	139	1,159
Grants to support ministry around the world	904	163	1,067	686	151	837
<i>the Sea</i> publication for seafarers	24	4	28	80	18	98
Advocacy, welfare and emergency response	301	40	341	292	42	334
Digital welfare and support	82	15	97	39	9	48
Programmes for the wellbeing of seafarers and their families	125	23	148	102	23	125
Total Charitable Activities	3,744	633	4,377	3,672	676	4,348
TOTAL EXPENDITURE	4,330	888	5,218	4,377	950	5,327

Analysis by department 2020:

	Advocacy/ Ministry £'000	Comms £'000	Regions £'000	Fund Raising £'000	Support £'000	Total 2020 £'000
Staff Costs (note 11)	346	33	1,264	304	438	2,385
All other costs	517	137	1,447	282	450	2,833
Total expenditure	863	170	2,711	586	888	5,218

Analysis by department 2019:

	<i>Advocacy/ Ministry £'000</i>	<i>Comms £'000</i>	<i>Regions £'000</i>	<i>Fund Raising £'000</i>	<i>Support £'000</i>	<i>Total 2019 £'000</i>
Staff Costs (note 11)	427	37	1,114	359	474	2,411
All other costs	129	121	1,844	346	476	2,916
Total expenditure	556	158	2,958	705	950	5,327

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9. ANALYSIS OF SUPPORT COSTS

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

2020	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2020 Total £'000
Cost of Charitable activities	Headcount at IHQ	235	156	69	52	43	77	632
Raising funds	Headcount at IHQ	98	58	30	23	19	28	256
Support costs total		333	214	99	75	62	105	888

2019	Basis of apportionment	Management & admin £'000	Finance £'000	HR £'000	IT £'000	Property £'000	Governance £'000	2019 Total £'000
Cost of Charitable activities	Headcount at IHQ	247	160	92	43	46	88	676
Raising funds	Headcount at IHQ	105	57	39	19	20	34	274
Support costs total		352	217	131	62	66	122	950

Audit fees included in governance costs for the group amount to £23,800 (2019: £21,000) and there were no other fees in respect of non-audit services (2019: £1,650 as shown below);

	2020 £	2019 £
Non-audit services consist of:		
Advice regarding VAT	-	1,650
Total	-	1,650

Depreciation costs total £104,000 (2019: £135,000). Operating lease payments total £40,200 (buildings £37,500 and other £2,700), (2019: total £31,200; buildings £28,500 and other £2,700).

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10. MINISTRY AND PROJECT GRANTS

Grant recipient	Port/Country	2020 £'000	2019 £'000
The Mission to Seafarers Africa Region	Africa	158	106
Asociacion de la Iglesia Anglicana	Buenos Aires, Argentina	26	31
The Australian Council of The Mission to Seafarers	Australia	70	80
The Diocese of Cyprus & The Gulf	Bahrain	20	20
Bermuda Seafarers Home	Bermuda	-	5
Ordem de Sao Patricio	Belem, Brazil	23	30
The Anglican Diocese of Recife	Suape, Brazil	30	47
The Mission to Seafarers Canada	Halifax, Canada	22	37
The Mission to Seafarers Southern Ontario	Ontario, Canada	10	-
The Mission to Seafarers Colombo	Colombo, Sri Lanka	20	21
The Episcopal Church of Costa Rica	Costa Rica	1	1
The Diocese of Cyrus and The Gulf	Limassol, Cyprus	36	36
Lighthouse Seamen's Mission	Falklands	3	3
Assn Rouennaise Amis Des Marins	Rouen, France	21	6
Bombay Diocesan Council	JNPT, India	22	-
Church of South India Synod, South India	India	-	10
Tuticorin Nazareth Diocesan Trust	Tuticorin, India	57	30
The Mission to Seafarers Dublin	Ireland	8	-
The Mission to Seafarers Mombasa	Mombasa, Kenya	5	15
The Mission to Seafarers Rotterdam	Rotterdam, Netherlands	30	-
Stitching Vrienden Van MtS Vlissingen	Vlissingen, Netherlands	31	-
The Mission to Seafarers Lagos	Nigeria	15	-
Mission to Seafarers Oceania Region	Oceania	156	30
Homer Foundation Inc	Philippines	-	63
Philippine Independent Church	Philippines	-	45
NE Plus Ultra Holdings Inc	Philippines	-	7
Sesinando Suntayanna	Philippines	-	3
The Mission to Seafarers Singapore	Singapore	-	5
Daehan Sungkunghoe Yuji Jaeden	Busan, South Korea	60	58
The Anglican Church in Thailand	Thailand	-	24
The Diocese in Europe	Izmir, Turkey	10	10
Felixstowe and Haven Ports Seafarers Service	Felixstowe, UK	1	-
Humber Seafarers Service	Humber, UK	2	-
Port of Bristol Seafarers Centre	Portbury, UK	9	9
The Seaham Seafarers Centre	Seaham, UK	4	4
The Mission to Seafarers Dubai	UAE	3	-
The Mission to Seafarers Seattle	USA	36	48
North American Maritime Ministry Association	USA	5	9
Seafarers Ministry of the Golden Gate	USA	-	10
Baltimore International Seafarers Centre	USA	10	10
Total		904	813

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10. MINISTRY AND PROJECT GRANTS continued

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

11. STAFF COSTS

Staff costs 2020:

	Charitable Activities £'000	Raising Funds £'000	Support £'000	Total 2020 £'000
Wages and salaries	1,049	259	299	1,607
Social security costs	119	29	33	181
Other pension costs	84	18	25	127
Other Staff costs	382	7	81	470
Total	1,634	313	438	2,385
Average head count	46	6	9	61
Full time equivalent	36	6	9	51

Staff costs 2019:

	<i>Charitable Activities £'000</i>	<i>Raising Funds £'000</i>	<i>Support £'000</i>	<i>Total 2019 £'000</i>
<i>Wages and salaries</i>	<i>1,087</i>	<i>273</i>	<i>287</i>	<i>1,647</i>
<i>Social security costs</i>	<i>128</i>	<i>27</i>	<i>29</i>	<i>184</i>
<i>Other pension costs</i>	<i>5</i>	<i>13</i>	<i>20</i>	<i>38</i>
<i>Other Staff costs</i>	<i>347</i>	<i>57</i>	<i>138</i>	<i>542</i>
<i>Total</i>	<i>1,567</i>	<i>370</i>	<i>474</i>	<i>2,411</i>
<i>Average head count</i>	<i>45</i>	<i>8</i>	<i>9</i>	<i>62</i>
<i>Full time equivalent</i>	<i>37</i>	<i>7</i>	<i>8</i>	<i>52</i>

Other staff costs include recruitment, compensation for loss of office, training, welfare of overseas employees, temporary staff and travel related costs. Redundancy costs of £5,500 were made in 2020 (2019: none).

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

- £60,000 to £70,000 4 (2019: 3)
- £80,000 to £90,000 1 (2019: 1)

12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS

The 2020 Senior Management Team comprised the Secretary General, the Director of Development, the Director of Finance, the Director of Human Resources & Administration and the Director of Advocacy and Regional Engagement.

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12. KEY MANAGEMENT PERSONNEL REMUNERATION AND BENEFITS – continued

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

	2020 £'000	2019 £'000
Total salary paid to Senior Management Team	356	346
Total of other benefits	44	42
Employer social security costs on salary and benefits	46	45
	446	433
Total	446	433

13. TRANSACTIONS WITH TRUSTEES

No trustee (2019: none) received remuneration during the current year.

During the year no expenses (2019: £6,897) were reimbursed directly to any trustees (2019: 7 trustees) and £1,341 (2019: £3,803) was paid to third parties for travel and subsistence to attend meetings of and on behalf of The Mission to Seafarers. Nothing was spent on trustee leaving gifts (2019: £175). The total amount paid was £1,341 (2019: £10,875).

14. RELATED PARTY TRANSACTIONS

During the year there was one payment to a related party (2019: 3). A £7,500 membership fee was paid to the International Christian Maritime Association where the Secretary General Andrew Wright is a trustee. (2019: a £7,500 membership fee and £3,220 registration fee for the ICMA World Conference 2019 were paid to the International Christian Maritime Association where the Secretary General Andrew Wright was a trustee and £77 for travel to attend board meetings was paid to Barlow Interventions Ltd where former trustee Stephen Lyon was a director). There were no other related party transactions and no outstanding balances (2019: none) due at 31 December.

15. PENSIONS

15.1 Defined Benefit Schemes

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

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

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

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

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

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15.2 CEFPS

A valuation of the CEFPS was carried out as at 31 December 2018 and the results revealed a shortfall of assets of £50 million with assets of £1,818m and a funding target of £1,868m.

A recovery plan was put in place until 31 December 2022 and the deficit recovery contributions (as a percentage of pensionable stipends) are as set out in the table below.

% of pensionable stipends	January 2018 to December 2020	January 2021 to December 2022
Deficit repair contributions	11.9%	7.1%

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The Mission's liability and movement in the provision with effect from 1 January 2019 are set out in the table below.

The liability at the year end is the fair value of the liability and represents the present value of the deficit contributions which have been valued using the assumptions, also shown below, set by reference to the duration of the deficit recovery payments;

Deficit liability – CEFPS

	2020 £'000	<i>2019</i> <i>£'000</i>
Balance sheet liability at 1 January	118	237
Deficit contributions paid	(38)	(26)
Interest cost	1	5
Change to balance sheet liability	(42)	(98)
Balance sheet liability at 31 December	39	<i>118</i>
Assumptions:		
Discount rate	0.2% pa	<i>1.1% pa</i>
Price Inflation	3.1% pa	<i>2.8% pa</i>
Increase to total pensionable payroll	1.6% pa	<i>1.3% pa</i>

Mortality in accordance with 95% of the S3NA_VL tables, with allowance for improvements in mortality rates in line with the CMI2018 extended model with a long term annual rate of improvement of 1.5%, a smoothing parameter" of 7 and an initial addition to mortality improvements of 0.5% pa.

11 (2019: 11) of The Mission to Seafarers' employed chaplains are currently funded by the Archbishops' Council under Vote 4 provisions. Employer's contributions of £126,000, representing current contributions and the deficit repair contributions above, (2019: £87,000) were paid by the Mission to the CEFPS and are included in Staff costs (note 11). This amount was reimbursed by the Archbishops Council and is included in Donations (note 3).

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

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

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

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

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

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

A valuation of DBS is carried out once every three years. The most recent was due at 31 December 2019 and was underway as at 31 December 2020. The contributions agreed at that valuation will be reflected in the figures disclosed in the 2021 accounts.

The last finalised valuation was carried out at 31 December 2016. In this valuation, the Life Risk Section was shown to be in deficit by £2.6m and £2.6m was notionally transferred from the employers' sub-pools to the Life Risk Section. This increased The Mission to Seafarers' contributions that would otherwise have been payable. The overall deficit in DBS was £26.2m.

Following the valuation, The Mission to Seafarers entered into an agreement with the Church Workers Pension Fund to pay a contribution rate of 31.1% of pensionable salary and expenses of £2,900 per year. In addition deficit payments of £108,337 per year were agreed for 1.25 years from 1 April 2018 in respect of the shortfall in the Employer sub-pool. This obligation has been recognised as a liability within The Mission to Seafarers' financial statements.

Section 28.11A of FRS 102 requires agreed deficit recovery payments to be recognised as a liability. The movement in the provision is set out below:

The liability at the year end is the fair value of the liability and represents the present value of the deficit contributions which have been valued using the assumptions, also shown below, set by reference to the duration of the deficit recovery payments;

Deficit liability – CEDBS

	2020	<i>2019</i>
	£'000	<i>£'000</i>
Balance sheet liability at 1 January	-	54
Deficit contributions paid	-	(54)
Change to the liability	-	-
	-	-
Balance sheet liability at 31 December	-	<i>-</i>
Discount rate	0.00%pa	<i>0.00%pa</i>

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

During the year The Mission to Seafarers paid pension contributions and expenses of £11,200 (2019: £12,000). The Mission currently has one (2019: 1) active member and 6 (2019: 6) deferred pensioners. Overall the scheme has 272 active members (2019: 272) and 1,669 deferred pensioners (2019: 1,669).

15.4 Defined Contribution Schemes

Royal London. A scheme for staff was set up in 2008 with Royal London (formerly Scottish Life). Contributions to this scheme are funded 3% by the employee and 7% by The Mission to Seafarers. There are 26 (2019: 26) members of staff in this scheme at 31 December 2020. Employer contributions to this scheme in 2020 were £64,000 (2019: £56,000) with nothing due to be paid at the year end (2019; none).

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16. FIXED ASSETS

16.1 Intangible fixed assets

	Group	Licence £'000	Company	Licence £'000
Cost 1 January 2020		-		-
Additions		3		
Net book value 31 December 2020		<u>3</u>		<u>-</u>
<i>31 December 2019</i>		-		-

The licence was acquired to enable activities at the Seafarers centre in Dunkirk.

16.2 Tangible fixed assets

Group	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2020	6,012	655	891	7,558
Additions	-	1	113	114
Disposals	(265)	(43)	-	(308)
Transfers	(69)	-	69	-
Exchange difference	-	(1)	-	(1)
31 December 2020	<u>5,678</u>	<u>612</u>	<u>1,073</u>	<u>7,363</u>
Depreciation				
1 January 2020	1,234	445	854	2,533
Provided during the year	27	57	20	104
Disposals	-	(43)	-	(43)
31 December 2020	<u>1,261</u>	<u>459</u>	<u>874</u>	<u>2,594</u>
Net book value 31 December 2020	4,417	153	199	4,769
<i>31 December 2019</i>	<u>4,778</u>	<u>210</u>	<u>37</u>	<u>5,025</u>

None of the property values were found to be impaired (2019: one property impaired by £35,000.)

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16.2 Tangible fixed assets continued

The Company	Property £'000	Motor Vehicles £'000	Fixtures & Equipment £'000	Total £'000
Cost				
1 January 2020	5,943	590	795	7,328
Additions	-	-	9	9
Disposals	(265)	(43)	-	(308)
Exchange difference	-	(1)	-	(1)
31 December 2020	5,678	546	804	7,028
Depreciation				
1 January 2020	1,234	416	771	2,421
Provided during the year	27	49	11	87
Disposals	-	(43)	-	(43)
31 December 2020	1,261	422	782	2,465
Net book value 31 December 2020	4,417	124	22	4,563
<i>31 December 2019</i>	<i>4,709</i>	<i>174</i>	<i>24</i>	<i>4,907</i>

Property

The properties held are split between categories as follows:

	2019 £'000	<i>2019 £'000</i>
Freehold	3,109	<i>3,454</i>
Long term leasehold	1,308	<i>1,324</i>
Total	4,417	<i>4,778</i>

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

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17. INVESTMENTS

17.1 Listed Investments

	2020		2019	
	Group £'000	Company £'000	Group £'000	Company £'000
Market value 1 January	27,249	27,156	23,668	23,590
Additions	-	-	27	27
Disposals	(5,538)	(5,538)	(682)	(682)
Unrealised gain for the year	1,498	1,492	4,236	4,221
Market value 31 December				
Listed investments	23,209	23,110	27,249	27,156
Total	23,209	23,110	27,249	27,156
Historical Cost at 31 December	18,351	18,272	23,025	22,946

The CCLA's annual charge in relation to the CBF Church of England Investment Fund (Investment Fund) was approximately 0.55%, (2019: 0.55%) although this was not directly charged to the Mission but against the capital of the Investment Fund.

Analysis of investments

	2020		2019	
	Group £'000	Company £'000	Group £'000	Company £'000
Holdings in multi asset funds	23,197	23,098	27,237	27,144
Fixed interest securities	12	12	12	12
Total	23,209	23,110	27,249	27,156

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

	2020	2019
Overseas Equities	68%	57%
UK Equities	10%	13%
Infrastructure and Operating assets	9%	12%
Cash and near cash	-	5%
Private Equity & other	-	5%

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17.2 Investments in subsidiaries

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

Name of Company	Country of in-corporation	% Holding/Control	No of shares held and value	Net Income 2020 £'000	Net Assets as at 31/12/20 £'000	Nature of Business
The Dunkirk War Memorial Trust Ltd	UK	100	12 shares; held by the Mission 8, a trustee 1 and Mission directors 3 £12	(62)	33	Provision of spiritual and practical welfare for all seafarers
Flying Angel Marketing Enterprises Ltd	UK	100	6 shares £6	-	1	Sales of promotional goods
The Flying Angel Belfast Ltd	UK	100	1 share £1	-	-	Sales of catering services and promotional goods
The Mission to Seafarers Scotland Ltd	UK	100	Company limited by guarantee, sole member	-	131	Provision of spiritual and practical welfare for all seafarers
The Mission to Seafarers Trust Corporation Ltd	UK	100	11 shares £11	-	-	Holds property as custodian trustee on behalf of the Mission

18. DEBTORS

	2020 Group £'000	2019 Group £'000	2020 Company £'000	2019 Company £'000
Amounts owed by group/associated undertakings;				
Flying Angel Marketing Enterprises Ltd (FAME)	-	-	3	3
The Flying Angel Belfast Ltd (FAB)	-	-	21	19
The Dunkirk War Memorial Trust Ltd (DWMT)	-	-	306	139
Trade debtors	355	434	337	412
Prepayments and accrued income	187	245	185	243
Other debtors	55	54	49	49
Total	597	733	901	865

The prepayment and accrued income includes accrued legacies £18,000 (2019: £79,000).

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

Amounts due from DWMT include a £188,000 concessionary loan to undertake essential repairs to the centre in Dunkirk. The loan terms state that it is repayable on the sale of property owned by DWMT ideally within a two year period and is at a zero interest rate. However, following the decision of the DWMT trustees to close operations and the agreed sale of the property in March 2021 this loan is expected to be repaid in full in 2021.

A proportion of legacies receivable may be received after more than 1 year, but this figure cannot be determined with any accuracy due to the inherent uncertainty in the timing of legacy income receipt.

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19. CURRENT LIABILITIES

	2020	<i>2019</i>	2020	<i>2019</i>
	Group	<i>Group</i>	Company	<i>Company</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade creditors	176	74	168	69
Social security and tax	52	62	38	36
Accruals and other creditors	162	191	144	160
Total	390	<i>327</i>	350	<i>265</i>

20. RESTRICTED FUNDS

Restricted funds 2020	Opening Balance	Income	Expenditure	Transfer	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Africa five projects; Seafarers UK	-	25	(25)		-
Belfast branch building reserve fund	393	-	-	(9)	384
Cadetship project; TK Foundation	43	37	(37)	-	43
Christmas welfare for seafarers; International Christian Maritime Association £18.5k; Mission to Seafarers Rotterdam £0.5k		19	(13)		6
Dubai,UAE Welfare worker; International Transport Workers' Federation	-	43	(43)		-
Dublin vehicle; Stena Line		8	(8)		-
<i>Flying Angel Campaign</i>	-	335	(165)	-	170
i.in response to the Covid-19 pandemic; Clearwater Foundation £20k and many others					
ii.technical Solutions; DNV GL £29k, TK Foundation £90k, The Marine Society £17k, Seafarers UK £38k, Norden Shipping £12.5k,Tindall Riley £3k, Wallen Group £11k, Baltic Charitable fund £15k, Trinity House £10k, Ship Owners £10k,Vickers £4k and many others		301	(93)		208
iii resilience in ports, PPE, safer centres & vehicles and advocacy; Trinity House £10k, The Medway Mission £5k, Seafarers UK £40k and many others		95	(95)		-
ILO training re MLC 2006; International Transport Workers' Federation	5		(1)	-	4
Job Retention Scheme; HMRC		21	(21)		-
Lagos Centre, Nigeria repairs; International Transport Workers' Federation		50	(15)		35
Maritime conference New Zealand/Australia; International Transport Workers' Federation TK Foundation	25	24	(49)		-
Monrovia, Liberia vehicle; International Transport Workers' Federation		31	(31)		-
Philippines family projects and We Care resources; UK P&I Club £50k; Bengal Tiger Lines £2k; Tindall Riley £3k	-	55	(23)	-	32
Port costs and advocacy Seafarers UK		222	(100)	-	122
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	37	-	-	(7)	30

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Rouen centre repairs; TK Foundation	15		(15)	-	-
Saldhana Bay, S Africa vehicle; International Transport Workers' Federation		27	(27)		-
Stranded seafarers aide, Covid-19 response; ISWAN		41	(41)		-
Tauranga centre, New Zealand Covid-19 support; TK Foundation		15			15
Tuticorin, India seafarers and families emergency feeding programme, Seafarers UK	-	36	(36)	-	-
Vehicles for use in UK Ports; Merchant Navy Welfare Board	73	-	-	(26)	47
Vlissingen; David Pellet	10		(10)		-
We Care e-learning resource; Prime Training		10			10
Wellington, New Zealand vehicle and mi-fi; International Transport Workers' Federation		37	(35)		2
Others	26		-	-	26
Total	625	1,434	(883)	(42)	1,134

Restricted funds 2019	Opening Balance £'000	Income £'000	Expenditure £'000	Transfer £'000	Closing Balance £'000
Baltic Charitable Trust (vehicles running costs)		15	(15)	-	-
Belfast branch building reserve fund	408	-	-	(15)	393
Burgess Yachts (Superyacht crew welfare)		8	(8)		-
David Pellet (Vlissingen)		10	-		10
Garfield Weston (Diversity & growth of volunteer support base)		10	(10)		-
International Transport Workers' Federation (New Zealand/Australia maritime conference)		25	-	-	25
International Transport Workers' Federation (Welfare worker, Dubai)	-	43	(43)	-	-
International Transport Workers' Federation (ILO training re MLC 2006)		10	(5)	-	5
Merchant Navy Welfare Board (Vehicles for use in UK Ports)	76	30	-	(33)	73
Merchant Navy Welfare Board (Newport centre disabled facilities)	8	2	(10)	-	-
Port Talbot building costs; Merchant Navy Welfare Board; Garfield Weston The Austin Bailey Foundation, Maurice & Hilda Laing Charitable Trust	44	-	-	(7)	37
Seafarers UK (Port costs)	-	110	(110)	-	-
Trinity House (Tilbury intern)	3	-	(3)	-	-
TK Foundation (cadetship project)	42	42	(41)	-	43
TK Foundation (Repairs to Rouen centre)		15	-	-	15
UK P&I Club (Family project, Philippines)	12	-	(12)	-	-
Others	31	4	(11)	-	24
Total	624	324	(268)	(55)	625

Restricted funds represent capital grants (note 1.4) received together with donations for specific purposes. Transfers to unrestricted funds represent the release for the year of these grants or donations.

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21. UNRESTRICTED FUNDS

Unrestricted funds 2020	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds	4,522	117	(104)	(224)	4,311
Fixed assets	4,522	117	(104)	(224)	4,311
Branch and subsidiary reserves	6,499	1,939	(1,267)	-	7,171
African Region Fund	300	-	(39)	-	261
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	12,321	2,056	(1,410)	(224)	12,743
General Funds	22,482	3,272	(2,714)	42	23,082
Total unrestricted funds	34,803	5,328	(4,124)	(182)	35,825
Unrestricted funds 2019	Opening Balance	Income	Expenditure	Transfer/ Disposals	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Designated funds	4,613	216	(44)	(263)	4,522
Fixed assets	4,613	216	(44)	(263)	4,522
Branch and subsidiary reserves	6,400	1,721	(1,622)	-	6,499
African Region Fund	354	-	(54)	-	300
Commitments to Retired Chaplains	1,000	-	-	-	1,000
Total designated funds	12,367	1,937	(1,720)	(263)	12,321
General Funds	19,086	6,422	(3,081)	55	22,482
Total unrestricted funds	31,453	8,359	(4,801)	(208)	34,803

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

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

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

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22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2020	Unrestricted General £'000	Unrestricted Designated £'000	Restricted £'000	Total £'000
Intangible fixed assets	-	3	-	3
Tangible fixed assets	-	4,308	461	4,769
Investments	17,872	5,337	-	23,209
Net current assets	5,249	3,095	673	9,017
Long term liability	(39)	-	-	(39)
Total	<u>23,082</u>	<u>12,743</u>	<u>1,134</u>	<u>36,959</u>
 <i>2019</i>				
<i>Intangible fixed assets</i>	-	-	-	-
<i>Tangible fixed assets</i>	-	4,522	503	5,025
<i>Investments</i>	22,255	4,994	-	27,249
<i>Net current assets</i>	345	2,805	122	3,272
<i>Long term liability</i>	(118)	-	-	(118)
<i>Total</i>	<u>22,482</u>	<u>12,321</u>	<u>625</u>	<u>35,428</u>

23. ECUMENICAL CENTRES

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

	Humber Seafarers' Service Ltd Charity No 1159953	Felixstowe Charity No 272077	Port of Bristol Charity No 286078
Proportion of controlling influence	33.3%	33.3%	33.3%
Proportion of net assets on dissolution:			
Property	-	33.3%	33.3%
Other	-	33.3%	33.3%
Last published accounts date	31/03/20	31/03/20	31/03/20
Net Surplus/(Deficit) in £000s	2	(90)	18
Net Assets in £000s	<u>106</u>	<u>416</u>	<u>227</u>

During 2020 The Mission to Seafarers agreed in principle, along with the other joint trustees, to transfer the three ecumenical centres to the Queen Victoria Seaman's Rest (QVSR). Work will continue during 2021 to enable and support the QVSR takeover.

24. CAPITAL COMMITMENTS

At 31 December 2020 there was no contracted capital expenditure (2019: Board had contracted to purchase a chaplain's vehicle at a cost of £31,000).

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25. FINANCIAL COMMITMENTS

At 31 December 2020 the Group and Company had total commitments under non-cancellable operating leases which expire as set out below:

	Land and Buildings 2019 £'000	<i>Land and Buildings 2019 Restated £'000</i>
Not later than 1 year	24	40
Later than 1 year and not later than 5 years	-	136

26. CONTINGENT LIABILITIES

The Mission to Seafarers supports certain ecumenical centres. Although these centres operate independently of the Mission, there would be certain obligations on The Mission to Seafarers if any of them were to run into financial difficulty. The Mission to Seafarers appoints one or more of their trustees, normally a Mission trustee or senior member of staff, to these centres and, as far as they are aware, there are currently no material matters that would give rise to a liability. During 2021 work will continue to transfer those centres to the Queen Victoria Seaman's Rest (QVSR). See Note 23 Ecumenical Centres.

27. CONTINGENT ASSET

The Mission to Seafarers has been notified in October 2020 of a legacy distribution that did not meet the criteria for recognition as of the balance sheet date. The value of this distribution is understood to be approximately £2,000,000. Prior to the signing of these accounts, an interim sum of £1,820,000 was received.

28. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £'000	<i>2019 £'000</i>
Net income for the reporting period <i>(as per the statement of financial activities)</i>	1,544	3,356
Adjustments for:		
Depreciation charges	104	170
(Gains) on investments	(959)	(4,353)
Dividends and interest	(708)	(858)
Profit on sale of fixed assets	(156)	(46)
Decrease/(Increase) in stocks	14	(2)
Decrease/(Increase) in debtors	136	(112)
(Decrease) in creditors	(16)	(244)
Net cash provided by operating activities	(41)	(2,089)

29. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2019 £'000	<i>2019 £'000</i>
Cash in hand	1,493	1,091
Notice deposits (less than 3 months)	7,299	1,743
Cash held by investment managers	-	-
Total cash and cash equivalents	8,792	2,834

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30. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN DEBT	2019	2019
	£	£
Net increase (decrease) in cash and cash equivalents in the year	5,958	(472)
Cash flow from (increase)/decrease in debt financing	-	-
Change in net debt resulting from cash flows	(5,958)	472
Movement in net debt in the year		
Net debt at the start of the year	<u>-</u>	<u>-</u>
Net debt at the end of the year	<u>-</u>	<u>-</u>
31. SUMMARY SOFA FOR THE MISSION TO SEAFARERS COMPANY NO. 622024		
	2020	2019
	£'000	£'000
Income	5,649	4,044
Gains/(loss) on investments	953	4,339
Expenditure	(4,992)	(4,953)
Net income/(expenditure)	<u>1,610</u>	<u>3,430</u>
(Loss)/gain on foreign exchange	(17)	(8)
Total funds brought forward	35,201	31,904
Funds transferred out from the Mombasa branch to a separate entity registered in Kenya	-	(125)
Total funds carried forward	<u><u>36,794</u></u>	<u><u>35,201</u></u>