



The Royal Alfred Seafarers' Society

Annual Report 2020

Caring for seafarers for more than 150 years





Patron: H.R.H. The Princess Royal



Front cover picture:

Executive Assistant to the CEO, Margaret Brazier MNM, who retired after 58 years with the Society, and Home Manager, Anne Kasey, who retired after 37 years' service



The Royal Alfred Seafarers' Society

Annual Report 2020



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Image above:
the Weston Acres estate

Registered as a Charity No. 209776

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Chairman's Introduction

Welcome to the Annual Report and Financial Statements of the Royal Alfred Seafarers' Society for the year 2020.

Lieutenant Commander Philip Wake
OBE RD* MSc FNI RNR Chairman



In common with the country as a whole and the care sector in particular, this has been a challenging year for the Society, but we continued to achieve our aim of providing the highest quality care to former seafarers and their dependants in need due to the dedication of our staff and the availability of our financial reserves.

The Trustees accepted early in the year that a breakeven position as budgeted would not be achievable due to reduced occupancy and increased costs for medical supplies, so we authorised a contingency fund from reserves of £500,000 to maintain full staffing to meet the needs of our residents, tenants and staff throughout the COVID-19 pandemic.

Our invested reserves have performed well despite the effect of the pandemic on the financial markets under the careful management of the Fund Managers at Rathbones who were retained for a further five-year period after a full review in March. Nevertheless, the portfolio income has reduced as many companies cancelled their dividend payments. The year-end result would have been substantially worse had it not been for the supportive grants of a number of maritime charities and legacies which we gratefully acknowledge and are listed in the detailed Annual Accounts.

Despite the pandemic, much has been achieved in 2020 which will be described in detail in this Annual Report. It is fitting to begin by acknowledging and thanking the families of our residents for their understanding and support throughout the year. We are fully conscious of the impact that the many restrictions on visiting have had on them and their loved ones as well as the fear that the virus would get into the Home. In the event, we did sadly lose four residents to COVID-19 after their visits to hospital for other conditions and over the months of lockdown, with the Home closed to new admissions, occupancy reduced significantly. However, isolation protocols and dedicated care minimised the impact of the pandemic, with staff helping out across departments providing cover for self-isolation or sickness absences.

It is comforting to note that our Risk Assessment had correctly identified a major infectious disease outbreak as the number one risk, so many of the mitigation procedures were

already in place when COVID hit. In addition, the Chief Executive's forward planning for Brexit disruptions had ensured three months' excess supply of personal protective equipment (PPE) was in stock. Nevertheless, the staff, and in particular the Deputy Clinical Manager, Alice Mitroi, are congratulated for their hard work in continuing to source replacement supplies.

With such a competent management team in place you may wonder what the Trustees could contribute apart from engaging in the usual meetings (via Zoom of course) and receiving regular situation reports. To ensure that we were kept at a strategic rather than operational level, the Chief Executive floated an ambitious plan during the first lockdown to consider modernisation of the Home's rooms to enlarge them slightly and provide an en-suite shower. The ensuing strategic review and project formulation kept us properly occupied and I am pleased to report that the first phase of the modernisation project is underway (February 2021). This will require a further use of our reserves with a budget of £2million for the first floor and perhaps another £2million for the ground floor in 2022, but will keep the Home fully fit for purpose for the next 20 years.

In addition, we have been involved in the changes of senior personnel with the retirement of Anne Kasey as Home Manager and Margaret Brazier as Executive Assistant. The Board looks forward to marking their retirements properly when COVID-19 restrictions are lifted and we thank them wholeheartedly for their dedication over a great many years as detailed further in this Report. We were delighted to promote internal candidates to fill both these positions, with Alice Mitroi becoming the Home Manager and Maria Jobson taking on the revised role of PA to the Chief Executive whilst remaining Head of Administration Services.

Royal Alfred continues to be well served by Definition, our PR and advertising professionals from Leeds. In addition to our website and social media presence providing an up-to-date perspective of the care we provide, they have also produced a high-quality video brochure for marketing purposes showcasing a number of our wonderful residents and staff.



Attendees at this year's virtual AGM



Anne Kasey and her replacement, Alice Mitroi

I am most grateful to the Trustees for their support and forbearance throughout this difficult year with more challenges to face before the pandemic is beaten back by the rollout of the vaccines. We welcomed Grant Ballantine as a Trustee of the Pension Fund and I thank him, Peter Dawes (Chairman) and Anne Kasey for their continuing careful stewardship of this closed Fund for former employees of the Society.

In conclusion, I wish to thank our Patron, HRH The Princess Royal, for her ongoing support of the Society's work. We are fortunate indeed to have a Royal Patron who keeps a weather eye on our delivery of care to our community.

**Lieutenant Commander
Philip Wake OBE RD* MSc FNI RNR
Chairman**

Signed on original

Foreword

It was an interesting year. Dominated by the challenges of sustaining and maintaining a nursing care home for seafarers in accordance with our Royal Charter, 2020 also had other ingredients of a more usual kind as we struggled to keep some order of normality where possible.

Commander Brian Boxall-Hunt OBE FNI
Royal Navy, Royal Alfred CEO



Key Staff Changes

Key amongst these was the 'changing of the old guard' at the end of the year, for quite understandable and natural reasons. Sadly Anne Kasey, our Home Manager of some 15 years but whose length of service with the Society covered some 37 years in total, retired. Her place as Clinical Manager and registered Home Manager was taken by Alice Mitroi, her deputy for several years and who brings a fresh approach and style to this significant position; she in turn will be assisted by a new Deputy Clinical Manager, Luiza Jipa, both promoted internally.

Secondly, and equally sadly, Mrs Margaret Brazier MNM, Executive Assistant to the CEO, retired after a record-breaking 58 years in the Society's employ to be replaced by Maria Jobson, who now combines Head of Admin services with the post of PA to the CEO. The whole Society, top to bottom, joined together to express our heartfelt thanks to these two ladies, Anne and Margaret, for their remarkable contribution to the care of seafarers, and their photo together thus takes pride of place on our front cover.

So, into 2021 we march with changes at the top, but also with a somewhat 'battle-hardened' staff of around 100 facing continued difficulties and uncertainties associated with the pandemic and no let-up in pressure imminent yet.



The Society's Heads
of Department
during the
pandemic

Weathering Storm COVID

When the COVID-19 pandemic first hit the nation at the start of 2020, thankfully after years of careful stewardship the Society was in a relatively good position. We set in place some key principles to get us through what was then an unknown length of time with potentially serious consequences. These included keeping a full complement of staff employed even if occupancy fell dramatically, using our reserves as necessary to uphold cashflow and rigorously going after all necessary supplies of food, medical stores and personal protective equipment (PPE), whatever the cost.

These initial principles proved to be spot on, having sustained the Home throughout the pandemic and to date, even though it led to a huge in-year deficit. It is on this latter point of finances that we have had the greatest and most

welcome financial support from others in the maritime community.

In a more normal year, we budget for and generally achieve at least, 94 per cent occupancy with about 60 per cent paying the full fee and 40 per cent local authority funded; we never turn away a seafarer in need of our care or accommodation for purely financial reasons. With the fees set at a very little over actual cost of care, as a not-for-profit Society we aim to break-even at the end of each financial year.

Thus, with local authority funding falling way short of the actual cost of care, we need to fill a sizeable hole in the accounts each year to just stay afloat, without making any profit of course. This means grants from fellow maritime charities and organisations with care of seafarers at their heart, like Trinity House, Seafarers UK, Merchant

Navy Welfare Board and the Royal Navy and Royal Marines Charity, are crucial, along with income from our reserves invested.

Our common aim must remain sharply and collectively focussed on the care and support of seafarers; preferably using our substantial joint assets in the UK maritime sphere to relieve the need now rather than waiting too long into the future, whilst naturally keeping something in the locker for a 'rainy day'.

Navigating our charity through this particular spot of heavy weather throughout the year was testing. From the beginning, the key was no more than good old-fashioned leadership and management, maintaining a presence on site but letting the senior team get on with managing and using initiative whilst creating the environment for them to do so and thrive, as well as being available for advice and guidance and taking the key and difficult decisions strategically. We were well served by a Chairman and Board of Trustees who did not 'back seat drive', but made it known that they were in the background to fully support us as and when required; resisting the temptation

to continually ask how we were doing, for which I am particularly grateful!

Our loyal and hard-working staff of around 100 did exceptionally well, and I am intensely proud of them, with at one time 25 per cent off work through either having symptoms, self-isolating or shielding. This meant that at times of peak pressure and reduced numbers, staff moved across departmental boundaries to assist where needed – impressive to watch, and not something I had seen (frankly) since my Royal Navy service time.

Being closed to visitors for lengthy periods was hard on both residents and their relatives, but at least kept them clear of the virus; it drew very much on the innate resilience of our community of tenants in sheltered accommodation, largely seafarers themselves and normally very sociable, with the bar very much at the centre of life here when times allow, but regrettably closed now for many months. As hard as we tried it was impossible to keep the virus completely out of the Home and thus we sadly lost four residents to it.



Tenants enjoy a barbecue at the Weston Acres estate



A welcome ad hoc haircut from care staff during pandemic

Light Out of Darkness

Given the tough time endured in 2020 and the necessarily lower occupancy being closed to new admissions this brought, we grasped the unlikely opportunity presented. Despite the Home being in excellent working order, we have taken a deep breath and embarked upon a phased modernisation of the Home by enlarging bedrooms and ensuring each has an en-suite shower – the days of shared bathing facilities must be consigned to the past, pre-virus, times.

This will be achieved whilst keeping operational and with the absolute minimum of disturbance to our current population; upstairs first by September 2021 then ground floor in 2022, allowing all to draw breath in between phases. Thus, out of dark times has emerged the light on the horizon – something for us all to positively concentrate on rather than dwell on the negatives.

Again, our reserves have been called upon and will be substantially reduced as a result, but needs must, and financial recovery may take some time. Although not in any way a failing provision, at least we will have a fully modernised Home fit for the next 20 years of service – having met a significant milestone in the long-term Strategic Plan.

Conclusion

So, as I conclude, first vaccinations for us all at Weston Acres have been received and weekly testing for staff and residents has been in place for some time; the escape route out of the pandemic is becoming clearer by the day. A top priority will be to restore regular visiting by relatives, and tenants to the bar! At the heart of any organisation is its people, and like many others we in the Royal Alfred at our lovely Weston Acres estate have been mightily tested and have come through so far in good spirits having, vitally, maintained a high quality and uninterrupted service.

By pulling together as a maritime community, as a microcosm of the national spirit, we have survived in good order to continue meeting our Royal Charter objectives; that of care for seafarers. We are hugely and most sincerely grateful for all the help and financial support given. I take great pride in saying, and with some relief, that the Royal Alfred Seafarers' Society is alive and well, most definitely a continuing and 'going concern', and our course is set well for continuing to meet our charitable obligations far into the future!

It is my pleasure to provide a foreword to this our annual report and hope very much that you will enjoy the narrative of our endeavours. I also hope that in my foreword next year, God willing, I shall be able to report on a less difficult year.

Commander Brian Boxall-Hunt
OBE FNI Royal Navy
Chief Executive

(Signed on original) 24 March 2021

Life at Royal Alfred



Our year in numbers



Our people



The Board

Trustees and Members of the Board of Management

Chairman

Lt Cdr P. Wake OBE RD* MSc FNI RNR

Vice-Chairman

Capt. A. McCourt

Trustees

Capt. S. Clinch
Mrs E.A. Gibb BEM
Cdr S.E. Lochner JP DL RN
A. Parker
Dr R.D. Reubin
Mrs D.A. Ross-Tomlin
B.A. Watson FCA Dip Ch A

Co-opted Visiting Committee Members

Capt. M.R. Lowle
Mrs D.M. Parker
P.E. Seager MA ACIB

Pension Fund Trustees

G Ballantine FFIA BSc(Hons)
P.G. Dawes LL.B FCG
Miss B.A. Kasey RGN RMA DipHE

Chief Executive

Cdr B.P. Boxall-Hunt OBE FNI RN

Honorary Chaplain

The Reverend Canon Bill Christianson

Life Members

Cdre I. Gibb MBE FNI FRSA FRGS MNM
Capt. M.R. Lowle

Members and Officers

Patron

HRH The Princess Royal

Vice-Patron

The Earl of Inchcape

President

The Viscount Cobham

Vice-Presidents

Capt. A.D. Braithwaite OBE RD RNR
Capt. Sir Malcolm Edge KCVO FNI
Capt. D.C. Glass OBE MNM
D.M. Gundry JP FCIPD FICS
J.A.H. West

Hon. Treasurer

B.A. Watson FCA Dip Ch A

Welcome

Welcome to the 155th Annual Report and Financial Statements of The Royal Alfred Seafarers' Society for the year ended 31st December 2020.

This Annual Report summarises its activities during that year and presents the Society's audited Financial Statements for 2020, which are laid out in accordance with the new Charities Statement of Recommended Practice (SORP) guidelines. Besides advising subscribers and donors how their benefactions have been put to use, it describes, for the information of all those concerned with the welfare of seafarers, the establishment administered by the Society for the benefit of retired seafarers and their dependants.

At the time of signing these accounts and report, three months after the end of the Financial Year 2020, the nation is in the beginnings of a recovery phase of the COVID-19 pandemic

which hit us all so hard throughout the year. Our Society, due mainly to the teamwork, skill and dedication of all its people (staff and Trustees alike) and robustness of its financial reserves, managed to avoid the worst effects, although did not escape untouched. With occupancy necessarily lower through prolonged closure to new admissions, an opportunity was grasped to commence modernisation of the Home fit for the next 20 years of serving the seafaring community. This enabled the concentrating of minds on the passage ahead with optimism and hope rather than dwelling in hopelessness and on the difficult challenges we overcame.

The statement on 'going concern' made later in this report is thus strongly reinforced as we rightly deployed, and continue to deploy, our substantial reserves as necessary to continue meeting our Royal Charter objectives so fundamental to the core of our being.

Limited quantities of previous Annual Reports are available upon request. The most recent Reports can also be viewed and downloaded at www.royalalfredseafarers.co.uk

Registered charity (No. 209776)



Where it all happens at Weston Acres – providing a safe haven for seafarers in the leafy environs of the Surrey countryside

Operations



Belvedere House



Weston Acres

Belvedere House and Weston Acres House

Weston Acres, Woodmansterne Lane,
Banstead, Surrey SM7 3HB

T 01737 360106

E admin@royalalfred.org.uk

Registered Home Manager:

Miss B. A. Kasey R.G.N. R.M.A. Dip. H.E.
(Retired December 2020)

Business Manager:

Mrs. Karen Goddard

Medical Officer Retained:

Dr. L. A. Nathan

Head Office

Postal address as above

T 01737 353763

F 01737 362678

E enquiries@royalalfred.org.uk or
CEO@royalalfred.org.uk

W royalalfredseafarers.co.uk

Auditors: Haysmacintyre

Actuary: M.I. Owen

PR & Marketing Agents: Definition

Lawyers: Wedlake Bell LLP

Investment Managers: Rathbones

Payroll accountants: Menzies

Management and objectives of the Society

The Royal Alfred Seafarers' Society is a registered charity incorporated under Royal Charter. As stated in this Royal Charter, the objects of the Society are:

- a) to provide, carry on or maintain a Home or Homes or Housing for the care of aged, infirm or disabled seafarers or their widows or dependants.
- b) to act as trustee or almoner for granting relief to seafarers as defined above or to the widows or dependants of any such seafarers. This function has been in abeyance since 1996.

The Society is governed by a Board of Management, consisting of not less than eight nor more than 18, whose members are Trustees. All powers of the Society are vested in and exercised by the Trustees, except in so far as by the Charter or the Byelaws they are expressly required to be exercised by the Society in General Meeting. Potential

Trustees are recruited largely by word of mouth and introduced to the Society by an incumbent.

Every candidate for membership of the Board shall be a 'fit and proper person' nominated by at least one member of the Society, elected at an Annual General Meeting and may serve for up to three years and a further term of three years if so elected. Any conflict of interest should be properly declared as appropriate. Once elected, each Trustee is inducted on site at the Care Home, made fully aware of all operational aspects and duties, given the NVCO Good Trustee Guide or other similar publication for guidance/reference, and booked on any training course considered necessary at the best opportunity.

All matters dealt with by the Board are decided by a simple majority of those members present, unless the Charter or Byelaws otherwise provide, each member having one vote excepting the Chairman of Board meetings who has a second or casting vote.

The Board is responsible for appointing a Chief Executive, who runs the Society on its behalf and is the nominated Responsible Individual under the Care Act 2014 for the Care Home and may appoint any other officers and employees to carry on the business of the Society. Some elements of the Society's affairs are either outsourced or draw on the expertise of retained consultancies, e.g. payroll, human resources, health and safety and clinical governance.

Belvedere House is subjected to regular inspection, at least every three years, from the Care Quality Commission and the most recent results of these audits of our establishment (April 2019) found us to be GOOD overall accompanied by an outstanding written report.

The Society's Chairman Lieutenant Commander Philip Wake at this year's virtual AGM



How the Society is meeting its current objectives

The Society, then known as The Belvedere Institution, had as its original objectives in 1865 the maintenance of establishments for the care of aged and infirm merchant seamen and the provision of grant assistance to those living in the wider community and in need of help. The grant-making function has been in abeyance since 1996, when our remaining beneficiaries were passed to the Shipwrecked Mariners' Society. Although the care of seafarers and their dependants is at our core, the present Royal Charter gives much wider latitude as to who may be admitted to our Homes and Housing.

As our raison d'être thus remains, of course, the care of seafarers and their dependants, it is incumbent upon the Board of Management to ensure that our Homes and Housing are available to all such persons, irrespective of their financial situation, who fit the current necessary criteria.

For some years our facilities maintained seafarer numbers at a substantial proportion of around two-thirds of the total complement, and this in recent years is now regularly around 90

per cent, reaching 96 per cent towards the end of 2018, although dipping sharply in 2020 due to the external effects of the COVID-19 pandemic. During the year 2020, a total of 115 men and women were accommodated permanently in the Home and Housing, of whom 100 qualified as seafarers.

It is our aim to not only maintain the usual high proportion of seafarers in our care, but to actually increase it as much as possible. We realise that to do so will require the Society to maintain its high standards of care and extend its profile within the seafaring and ex-service community; to this aim a marketing strategy and plan are used as a guide. Assisted by our marketing and advertising agent, Definition, this plan regularly delivers solid success.

The Society has a strategic plan from which a rolling five-year business and financial plan is derived and updated. Our strategic vision is to maintain the Weston Acres site, meeting current demands, whilst exploring options for providing care and accommodation services in other more traditional seafaring locations nationwide.



List of subscribers

The Society is most grateful to Her Majesty and our other subscribers listed below:

W & R Barnett Limited	The Inchcape Foundation	Royal Naval Association, Hanworth
Dr A P Bevan	Kepwick Estate	The Royal Navy & Royal Marines Charity
Mr M Brookman	(The West Hartlepool Steam Navigation Company)	Samares Investments Limited (Sir James Knott Trust)
Mr R Brooks	The Edgar Lee Foundation	Captain E M Scott
Capital International Limited in honour of Steve Way	The "Lest We Forget" Association	Scottish White Fish Producers' Association, Fraserburgh Branch
Mr M R F Cartwright	The Federation of Merchant Mariners	Seafarers UK
Mrs A L Cawley	Merchant Navy Masonic Lodge no. 781	St Peter's Church PCC, Woodmansterne
Mr J Conacher	Merchant Navy Welfare Board	Trinity House Maritime Charity
Dauntless Association	Niarchos (London) Limited	Mrs M Turner
Mr S Dickens	The "Not Forgotten" Association	Mrs S A Ward
Mr J & Mrs C Fitt	The Privy Purse Charitable Trust	Mr Gareth Williams
The Joseph Strong Frazer Trust		
Cdre & Mrs I Gibb		
Mr J A Gunning		
Mr B M Hutchins		

...and many others who wished to remain anonymous.

The Society 'In the News'

In a year when the media spotlight has been firmly on care homes across the country, the Society continued to share good news from the Home when appropriate, with positive stories about our inspiring residents and committed workforce, as well as marking the 75th anniversary of VE-Day, International Women's Day, our first virtual AGM, and the retirement of our two longest-serving members of staff, Margaret Brazier and Anne Kasey.

Our dedicated communications agency, Definition, continued to raise the profile of the Home in print and digital publications, with a particular focus on themes including staff recruitment and retention and employee wellbeing, as well as highlighting the consistently high quality care delivered within the Home throughout the unprecedented challenges of the COVID-19 pandemic.

It is always important to us to acknowledge historic moments and mark commemorations accordingly and this year, with in-person events unable to take place to commemorate the 75th anniversary of the end of the Second World War, we worked with the local Woodmansterne Primary School to teach pupils about the sacrifices made by those who fought for their country.

Our activities team created educational activity packs to teach pupils about the significance of VE Day and share some of the residents' memories of when the news first broke in 1945. In turn, the pupils, who usually visit Belvedere House for our annual Open Day, created flags and posters for our residents.

Chief Executive Brian Boxall-Hunt said: "Now more than ever – despite being unable to come together in person – it's important that we maintain our community spirit. This year's celebration really demonstrates the importance of staying in touch with loved ones and communicating with neighbours, as well as just how uplifting community spirit can be."

Tenant John Eiffes was inspired by Captain Tom Moore to take up his own challenge to raise £5,000 for the Society's keyworker staff by walking laps of the Weston Acres grounds for 30 days.

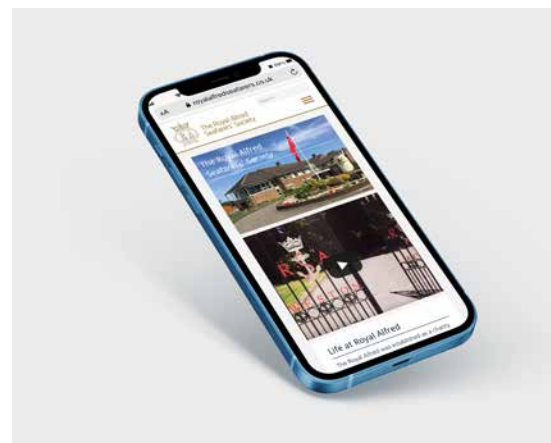
John wanted to recognise the team for the around-the-clock care they provided throughout the pandemic, and walked 365 metres each day, 13,950km overall, to raise more than £5,000 in donations. The money bought each staff member a £50 voucher to thank them for their hard work.

John said: "I wanted to show our immense gratitude to the wonderful team and getting out to fundraise was the least I could do for the people that give so much to us every day."

The Society is fortunate in that so many of our staff stay with us for many years, but none more-so than our Home Manager Anne Kasey and Executive Assistant Margaret Brazier, both of whom retired this year after decades serving the Society. Though we would usually celebrate with an event for staff, residents and tenants, it was still important for us to recognise their dedication and service and we look forward to being able to celebrate their Royal Alfred careers once restrictions allow.

Royal Alfred online

Social media has for some time played a big role in keeping residents' families and friends in contact with the goings on at the Royal Alfred, but it has never been as important as this year. With face-to-face visits unable to take place due to Government restrictions, our team used our online channels to communicate with family and friends, and share pictures and messages from residents and staff at Belvedere House.



Keeping in touch

We were able to use the Society's website and Facebook page, in particular, to share updates around the rapidly-changing situation, advising when visits and admissions were able to take place, and the steps the Society was taking towards keeping residents in the Home safe.

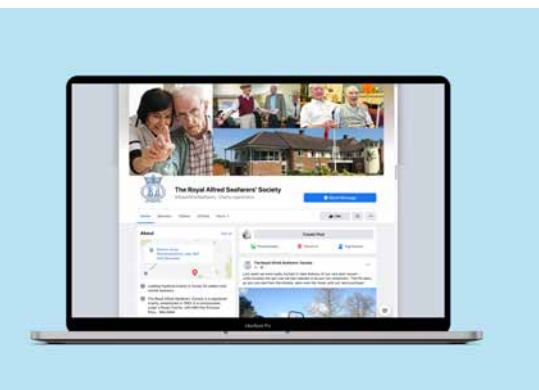
The team also shared regular updates from the residents, including details of activities whilst visits were prohibited and pictures and videos for friends and families to see, which were often a lifeline for those outside the home.

Facebook advertising






This year, the Society commissioned a campaign of targeted Facebook advertising to help raise awareness of the Home with our key audiences. Our campaign helped increase traffic to the Royal Alfred's website and ensured relevant messaging was conveyed to our visitors.

Online growth

Web traffic has continued to grow over the last 12 months, with an average of 1,745 page views per month, up eight per cent from 2019. New visitors far outweighed returning visitors at 86 per cent, likely as a result of our Facebook advertising and an increase in people looking for information and news about the pandemic from the Society.



Follow us online and on social media to keep up to date with all our activities:

-  royalalfredseafarers.co.uk
-  The Royal Alfred Seafarers' Society
-  Royal Alfred Seafarers
-  @RASearfers
-  @royalalfredseafarers

Life at the Royal Alfred

Activities and events

This year, with visits restricted and many of our usual activities and trips unable to take place, our activities team had to get creative to entertain residents at the Home. Whether it was rolling up their sleeves and offering haircuts and manicures, or holding socially-distanced concerts outdoors, we tried to make sure life at the Royal Alfred could go on as normally as possible.



Tucking in!

Food has always played a big role at the Royal Alfred and those who know us well will know of our fondness for high tea and cake! This year was no different and our wonderful staff made lots of delicious cakes to celebrate birthdays, anniversaries and everything in between.

We celebrated International Beer Day with lager and ginger beer for all, International Ice Cream Day with frozen treats for residents, and enjoyed a few mocktails at our cocktail afternoon. We also held regular coffee mornings, a tenants' barbecue and had themed meals for Halloween, Italian Day and St George's Day!



Creative therapy programmes

We always look for innovative ways of delivering care for those living at Belvedere House and use an array of techniques, including art and music, to provide different forms of therapy for those in our care. After implementing a rapid testing programme at the end of the year, we were fortunate enough to be able to welcome back therapy animals from Kingswood Shetland Ponies to the Society at Christmas to spend time with our residents.

Caring for others can be hugely beneficial for residents, as well as being a lot of fun – we also use doll therapy and Companion Pets to help reduce anxiety and loneliness and encourage social interaction and stimulation amongst those at the Home.

The great outdoors

The Royal Alfred is known for its beautiful grounds and with visits not allowed this year, our maintenance team has worked especially hard to make the views from the Home extra special. As part of a national campaign to thank key workers and NHS staff for their hard work during the pandemic, our staff planted poppy seeds in the North Field to remember all the lives that have been lost across the country.

We also held a firework display to keep the residents entertained, and held outdoor socially-distanced concerts with performances from Lest We Forget. We were even surprised by Dennis Dino and PJ Panda, two local entertainers in fancy dress who toured the local community to bring joy to those stuck indoors!



Meet our people

Alice Mitroi, Home Manager

I have worked in the adult social care industry since I was 19 and always knew it was the career path for me. I have a master's degree in Management of Health and Social Care, a bachelor's degree in General Nursing and in Social Work, and a diploma in Dementia Care, so it's an industry I have a real passion for.

I first joined the Society as a staff nurse back in 2016, before being promoted to Deputy Clinical Manager and then Home Manager at the end of 2020. I've worked in other care settings over my years in the industry, but when I came to the Royal Alfred it was amazing to see just how much everyone here really cared about staff progression and learning. The whole team is behind you and genuinely wants you to succeed and be the best you can be, because we must be able to deliver the best not just for our residents but for ourselves too.



"Working in the midst of a global pandemic hasn't been easy, but I think one positive from the last year was just how much we all came together to support one another."

The atmosphere here at Belvedere House is fantastic and working with a great team makes such a difference. Working in the midst of a global pandemic hasn't been easy, but I think one positive from the last year is just how much we all came together to support one another. Like all other healthcare professionals working on the front line during COVID-19, we all made sacrifices to look after those in our care, but we did so with a smile on our face and as part of a large and caring team.

I'm excited about my future career here at the Royal Alfred. Being a Home Manager is such an important role that is integral to the running of Belvedere House and I'm looking forward to seeing what I can bring to the table at this already outstanding care home.

Meet our people

Louise Watson, Temporary Assistant Housekeeper

I joined the team at the Royal Alfred in 2017 and having moved from different roles across the housekeeping team, have never looked back. I started as a Cleaner in August 2017, before becoming a Laundry Assistant and then Kitchen Assistant and have been in my role as Temporary Assistant Housekeeper since May 2020.

My job includes everything from labelling residents' clothes to keeping track of their personal belongings and coordinating and distributing laundry and toiletries every week, supporting the Home's Housekeeper. My responsibilities also include cleaning the Home's main reception and lounge, tenants' communal areas, offices and bedrooms. This has been particularly important during the COVID-19 pandemic and the extra cleaning required.

The role also includes supporting the Housekeeper with management duties, including managing rotas, and in pre-lockdown times, holding wakes, birthdays celebrations, and other visits which involved the setting up of food, coffee,



"The Royal Alfred treats me with respect and kindness. When I walk into Belvedere House it feels like walking into my own home – warmth and love abounds."

crockery, cutlery, serving such to the guests and cleaning up after.

My favourite thing about my job is getting the opportunity to interact with residents, from making their rooms the best they can be, to chatting to them, arranging photos, plants and knick-knacks. Most importantly, I consider it my job to make sure they are happy in their home.

I have spent so many years in different roles within the Royal Alfred and the best moments are working as part of the wonderful team. I felt so proud when I was appointed as Temporary Assistant Housekeeper, and the Society's management always support us through our careers and celebrate and acknowledge our achievements with events and internal recognition. This year has been emotional and difficult at times, and there have been many moments of sadness due to the pandemic, especially for the residents who have been unable to have visitors. However, we have all pulled together as a team, no matter what our role and working wherever we were needed and enjoying it.

I would like to thank Matt Goodman and Shirley Campbell for believing in me and giving me the opportunity to fulfil this role, as well as Nick Potranchenu for his great support. I look forward to many more years with the Royal Alfred working within the team and continuing to serve all our residents and tenants.

Meet our people

Trevor Kirby OBE, resident

I was always interested in serving my country from the moment I joined the Air Defence Cadet Corps in 1940. After volunteering for naval pilot training in 1944 and then two years awaiting training, I finally started flying in 1947 at a small grass airfield near Farringdon. For three months we were in heaven flying Tiger Moths with no radio contact from the ground, but too soon we passed back into the real world.

Some 18 months later, in 1950, I was qualified as a pilot and joined my squadron in the 15th Carrier Air Group as we disembarked at RNAS Cudrose in Cornwall whilst our ship, HMS Vengeance, completed a maintenance programme. It was here that I met my wife Isabelle, who was based there as a Naval Nurse.

We married in 1951 and went on to move around many times over the years in line with my transfers; from Macrihanish on the Mull of Kintyre, to flying Seafires as an instructor at the Operational Flying School in Lossiemouth, and then Yeovilton and Pembrokeshire. My career included tours in Attack, ASW and Fighter squadrons, service in the aircraft carriers Illustrious, Vengeance, Centaur, Eagle and Ark Royal, and the destroyer Battleaxe. I was fortunate to fly more than 70 aircraft types, plus 45 different marques, and was awarded a Queen's Commendation for Valuable Service in the Air.

After hanging up my goggles, I was appointed in command of HMS Rooke, the Naval Base Establishment, Gibraltar, and then moved to the NATO Headquarters in Brussels. I retired in 1992 and was honoured with an OBE for my services to the North Atlantic Alliance.

Retirement meant many happy years spending time with Isabelle, our son and two daughters and painting and gardening at our home in Northumberland. We heard about the Royal Alfred from the Association of Royal Navy Officers and moved to the Weston Acres estate in Autumn 2020, where we were lucky to get

"Being able to continue living together has given us the time to relax as a couple and spend quality time together and we feel much better for it."



adjoining rooms allowing us to continue to live together and see each other every day.

The care here is second to none, everyone is so helpful and bend over backwards to help us, and it is so interesting to be able to live with people who have a similar background to us and can share their experiences of life at sea. Being able to continue living together has given us the time to relax as a couple and spend quality time together and we feel much better for it.

Even though lockdown has made life a bit harder, as normal life has been suspended, we have been lucky to enjoy a concert from Micky Driver, who performed outside the Home whilst we listened from inside. I'm looking forward to being able to enjoy many of the Society's activities once normal life resumes.

Meet our people

Robert Elliott, tenant

I spent 24 wonderful years with the Royal Navy, joining in 1947 at the age of just 16, before becoming the youngest Chief Bosun's mate in the Navy. Other roles include serving on the Royal Yacht under Lord Mountbatten, where I was placed in charge of the fo'c'sle for four years, and as Petty Officer of the quarterdeck, where I supported the crew with day-to-day tasks.

With so many years' experience in different roles, there are many highlights from my time at sea. One is when I developed an idea for a new and more efficient watchkeeping system, which I presented to the Lieutenant Commander of the Cruiser I was on at the time. The sailors loved it and the system remained in use on larger ships for many years.

After retiring from the Navy in 1971, I moved to Crawley with my wife Jean and our two daughters, where I worked as a work progress engineer for electrical company Phillips.

We were lucky to have many happy years together before Jean was sadly diagnosed with dementia. After doing some research into good places where the two of us could live and continue to be close together, my daughter Christine found out about the Royal Alfred. We were lucky enough to be able to move in at the end of 2014, with Jean being placed in the dementia wing while I moved into a sheltered flat on site.

This arrangement means Jean receives expert care from the specialist dementia nursing team, and I still have the independence to live in my own flat, with access to shared facilities, the beautiful Weston Acres grounds, and alongside others who share my seafaring background. We tenants have a regular film night and before the pandemic, would regularly catch up at the Society's bar where we played games.

My favourite memory of our time together at the Royal Alfred is being so close to Jean and still being able to see her twice a day and support her as I have done for years. For example, there was

a time when Jean wasn't interested in eating and being able to visit daily and help encourage her to do so was very important to me.

I've loved being able to maintain my independence living here at the Royal Alfred. I love my flat and the facilities I have access to, especially the bar being open at lunchtimes! The past year has obviously been a tricky one due to the pandemic, but I've managed well and to be honest, keeping your own company is something that you get used to while out at sea, so it's familiar territory for me!

"I've loved being able to maintain my independence living here at the Royal Alfred. I love my flat and the facilities I have access to, especially the bar being open at lunchtimes!"



Letters of thanks

"Thank you all for being so wonderful, and making my father's life so happy, I can't thank you enough and all of you work so very, very hard. Thank you again."

"I have no hesitation in recommending this Care Home. Staff are exceptional. A homely environment, with Naval touches! Dad is very well looked after and is always clean and tidy – and smiling."

"To all the wonderful staff at Belvedere House, particularly those of you who cared for Mum day-to-day – a very big thank you! There are simply not enough words to express as a family how grateful we are to you all for giving Mum the best care during her time at Belvedere House. You were all so kind, affectionate, gentle and understanding not only to Mum but to us as a family too. Mum flourished whilst with you, it was lovely to see how she changed from when she first arrived. We couldn't have found a better home for Mum to spend her last few years. We felt proud to invite her friends to visit her and they all commented on what a lovely place it was."

"You are all amazing and work so hard to enrich the residents' lives."

"I am the son of a resident who spent more than 18 months in your care home. This is to express my gratitude for the care and attention you gave him. He always spoke highly of you. I know all the staff did everything they could for him. I and my family are deeply grateful for all the things you did.

In particular, in these extraordinary times, you put your lives on the line for him with regards to COVID-19. Your bravery is astonishing and you have my utmost respect. When they write the story of the virus, the likes of yourselves should be recognised for the courage and care that you showed to the most vulnerable.

You are the real heroes of 2020. At some point I hope that life will return to some kind of normality that we enjoyed before March of this year. And when it does it's my intention to do something to raise money and awareness for the care home staff at the Royal Alfred.

My family will never forget what you did."

"What a wonderful place. I'm so very grateful that my father-in-law is being looked after by such caring people. Thank you so very much. Looking forward to being able to visit once this COVID-19 situation is over. His daughters have made the best choice for their dad to be looked after by you. You all deserve special praise for what you do for all the residents 🙏💖"

"Dear everyone, we wanted to express our heartfelt thanks to you all at Belvedere House for the great care and kindness you gave to dad in the last years of his life. It was a great comfort to his family to know that he was so looked after. Belvedere House has a lovely welcoming atmosphere and every member of staff contributes and plays a very important role. With our thanks and every best wish."

In memoriam

We gratefully acknowledge donations made to the Society during 2020 in memory of the following:

Mr P Ash	Captain J H Martin
Mr P Basche	Mr G Morley
Mrs S Bedford	Mr T Morris
Captain D C Broome	Mrs Y Roach
Mrs M Cary	Mr G W Robinson
Mrs J M Elliott	Mr A Simms
Mr D Goulding	Mrs D Stamford
Captain I C Graham	Mrs H Wigley
Mrs V Lawrence	Mrs A Wilding

A fitting floral salute to a mariner who has "crossed the bar"



Legacies

We gratefully acknowledge bequests to the Society from the following:

Mr A Hunter-Robertson

Statements of Financial Governance

Statement of public benefit

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011, in having due regard to the Charity Commission's General Guidance on Public Benefit and are reporting this here as they are required to do under the same directive. We review our aims, objectives and activities continually. This review looks at what we have achieved and the outcomes of the work, then assesses the level of success of each activity and the benefits they have brought to those people for whom we are responsible for assisting under our Royal Charter.

The Charity Commission's General Guidance on Public Benefit (mentioned above) is very much used to help us ensure that our aims, objectives and activities remain focused and that those set for the following year and beyond accord with this doctrine also.

Investment policy

The Society's policy is to:

- Maintain a diverse portfolio of quoted stocks
- Maintain the value of the portfolio in real terms
- Maximise the total return from capital and income combined while maintaining a medium level of risk
- Delegate investment of available funds to the Investment Committee of the Board who, in turn, delegate investment management to external investment managers on a discretionary basis, with a defined mandate

Fundraising

The Royal Alfred Seafarers' Society does not fundraise as a matter of policy, therefore the charity has not made any fundraising appeals to the general public during the year, and is unlikely to do so in the future. There has been no outsourced fundraising via professional fundraisers or other third parties. Consequently, the charity is not registered with the fundraising regulator and received no fundraising complaints in the year.

Risk assessment

As required, the Board of Management reviews the Society's Risk Management policy at regular intervals and the Risk Register at least annually, in particular, drawing upon the deep expertise and knowledge in this subject held by some Trustees.

Having considered the primary areas of financial, operational, physical, regulatory and reputational risk, the Board is confident that the appropriate means of control have been adopted. Prudent management practices together with constant awareness of changes in the operating environments are felt to be in force. As the Society runs a Care Home, the two risks from a comprehensive risk register with most serious impact have been determined as follows (with the management controls):

- **Risk:** outbreak of infection leading to loss of life
Controls: tight Legionella and infection controls, adequate stocks of PPE plus good training
NB: This was seriously challenged in 2020; controls were robust enough and the Home and occupants survived well

- **Risk:** serious accident leading to death of a resident or tenant
Controls: risk assessments, comprehensive care plans, thorough and regular health and safety audits and good staff training

The Society's key Management Staff are responsible for the day-to-day management of risk and for passing to all levels of staff the necessity for constant awareness of all types of risk and of the need to act in such a way as to minimise any adverse events.

Staff pay and benefits

Society staff pay and benefits are set by reference to the annual surveys by professional incomes data services, local information or other relevant bodies and are consistent within the care industry. The Society always aims to offer terms equivalent to or exceeding the market rate subject to the Society's financial capability. Controlled and monitored by:

- **Measurement:** annual review of salaries and benefits through appropriate comparisons with other relevant data
- **Reference:** professional data services, like for like comparison, local information or other relevant bodies and shall be consistent within the care industry
- **Audit:** comparison and calculation criteria held by CEO
- **Report:** by CEO at annual pay review

Additionally, it is the Society's declared intention that no member of staff should be paid less than the National Living Wage quoted at the time and thus is a member of the Living Wage Foundation. Subsequently, the Society is committed to and achieved a minimum £9 per hour for all in 2019, one year ahead of HM Government's declared policy on the National Living Wage. This was reinforced in 2020, when no employee earned less than £10 per hour.

The Society has a group pension scheme, now run on an auto-enrolment basis and open to all staff, which matches an employee's contribution of four per cent gross annual salary with an employer's contribution of eight per cent.

Contribution of general volunteers

The Society highly values the contribution its 34 volunteers make to the smooth running of the Care Home and sheltered housing – both individually and collectively. Tasks such as 'befriending', where a volunteer spends time with an individual resident or tenant to increase their quality of life, running the bar for special occasions when the regular bar staff are absent (it would close otherwise), or assisting with activities, help enormously. None of the help provided by volunteers has a financial implication i.e. they are over and above the provision of care and running of the Home, but add that significant little extra.

Belvedere House 2020

The Home Manager's Report



This year has been like no other in the Royal Alfred's history, and whilst the COVID-19 pandemic put a stop to so many of the things we would usually enjoy, such as our annual Open Day, the Annual General Meeting (AGM), long-service awards and the Home's fantastic itinerary of activities, our remarkable staff members also showed the true meaning of team spirit in a time of national crisis.

The Royal Alfred Seafarers' Society team



I cannot start without acknowledging the COVID-19 pandemic and the impact the virus and the subsequent Government restrictions had upon residents, tenants, families, friends and staff, but I don't wish to dwell too much on the pandemic itself, but rather how the Society came together in the face of adversity.

We have often talked about the importance of building a positive working culture, with a team of staff who are committed to and passionate about their work. We have consistently low staff turnover rates and place an emphasis on delivering long-term career opportunities in a supportive environment. Never has this been more important than last February, when news of the virus first started circulating. Of course, we have always maintained strict policies around infection control and contingency plans for outbreaks within the home, but ensuring that the high-quality care the Society is known for could continue at such a time must be put down to the contribution of all staff.

When up to 25 per cent of our team were off due to shielding or isolation, seeing the rest of our colleagues pivot to new roles and support their peers was truly inspiring. Managers helped in the kitchen, maintenance staff helped in the laundry, care staff tried their hand at hairdressing, team members came in on their days off and the

Royal Alfred staff ensured that service continued as usual. We often talk about the pride we feel in our colleagues and the Royal Alfred has always been committed to recognising the work and the efforts of all those in the team, but never before have we seen so clearly the commitment and support we have for our residents and tenants.

Working together, we made it through truly difficult times and ensured that the families and friends of residents were reassured in the knowledge that though they couldn't visit their loved ones, they were still receiving the love and care they were used to.

John taking a breather!



We were all touched by the story of Captain Tom Moore fundraising for the NHS, and one of our tenants was even inspired to undertake his own challenge to raise money for staff at the Society as his own personal way of saying thank you for their support.

Walking 365 metres each day around the grounds of the Weston Acres estate for one month, and combating his own physical challenge, John raised more than £5,000 in donations and walked 13,950 kilometres! The money raised bought each staff member a £50 voucher to thank them for their work.

Our team also got creative in how they devised and delivered activities for residents when external trips, visits and activity programmes were unable to take place. This included games and puzzles, coffee mornings, arts and crafts and organising video calls with family and friends. Towards the end of the year,



Business Manager with a resident

and with rapid testing rolled out at the home, we were even fortunate enough to be able to welcome back the animals and trainers from Kingswood Shetland Ponies. Their annual Christmas visits, with Blossom the pony and several guinea pigs and rabbits, are effective in delivering therapy designed to help reduce anxiety and improve communication skills amongst the residents.

After a year of uncertainty, it was wonderful to be able to welcome back the animals and see the residents have the chance to spend time with them.

We always make sure to keep up-to-date with



Staff training in the meeting room

the latest training, but our in-house trainer Sharon Hicks really had her work cut out for her this year! She continued to deliver mandatory training to all staff, including new courses on PPE and infection control, and developed a new programme of activity including reduced group sizes to allow for social distancing.

We also wanted to make sure our staff were supported through a difficult year and invested

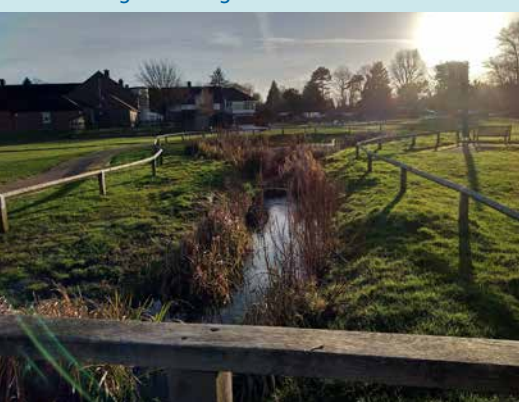
in mental health training to help senior members of the team identify mental health issues within the workforce and understand how to support colleagues.

The training included everything from understanding exactly what mental health is, potential triggers for those who struggle with their mental health and how to spot warning signs for specific mental health issues, and will help the Society and any staff who may be suffering in the workplace.

You will likely know that becoming as sustainable as possible has been a long-term goal and strategy for the Royal Alfred, and this year for the first time, we were able to extract water using our specially-sunk borehole. Alongside our pellet-fired biomass boiler and solar panels, which help reduce our energy costs, our Home is now having a significantly-reduced impact on the environment, and the savings help us invest in the future development of the charity. We also continue to monitor our plastic usage, and despite the increase in PPE due to the pandemic, we have still made great moves to reduce single-use plastics where we can.

In December, after 37 years with the Royal Alfred Seafarers' Society, I hung up my uniform for the final time as I retired from nursing. I have been so proud to serve the charity and the wonderful residents and tenants at Weston Acres for so many years, and though it was always going to be sad to leave, having to say goodbye during the pandemic was particularly strange.

A bright morning on the Weston Acres estate



A fond farewell

However, I won't be going too far, and will continue to serve the Society as a Pension Fund Trustee so I hope to attend the AGM and Open Days in the future and will of course stay in touch with the many friends I have made at the Royal Alfred over the years. I would like to take this opportunity to say thank you to everyone that makes the Royal Alfred such a special place to work and live. I will truly miss everyone, from the staff to the tenants, the residents and the visitors, but I know the Home is in safe hands and look forward to seeing Alice continue her wonderful work as Home Manager.

Anne Kasey Home Manager (retired December 2020)

I am so proud to have been appointed Home Manager and be able to follow in the footsteps of my friend and mentor, Anne. I have worked in the care industry for many years and joined the Royal Alfred in 2016 as a staff nurse before moving up to Deputy Clinical Manager. Learning from Anne and the rest of the team has been so valuable for my development here and I feel so lucky to work with such a fantastic set of people and provide the very best care for all our residents.

It has been a challenging year for everybody, but I am excited to embark on the next step in my career and lead my fantastic team for years to come.

Alice Mitroi Home Manager (from December 2020)

Financial background to the Trustees' Annual Report

The full financial statements of the Society for the year ended 31st December 2020 appear on pages 41 to 62 of this report. The aim of this short summary is to highlight some key points and thus briefly put the figures into perspective, particularly for the majority of readers who will be without accounting qualifications.

Overall

It was an interesting year financially. At its beginning, we started with an annual budget which was balanced and achievable with a planned outcome of a small surplus of £22,000 at year end – exactly where a not-for-profit organisation should be headed. In the end, the Society was in deficit by some £459,000, although given the magnitude of the challenges faced and overcome, and as unbelievable as this may seem, it was in fact a very creditable outcome at year's end; it could actually have been far worse.

This deficit was offset in the last month by a very generous and unexpected legacy of £300,000 from the estate of a recently deceased resident, which at the executor's request was designated towards the Belvedere House modernisation project.

The annual budget income was, as usual, based upon an average 94 per cent resident and 98 per cent tenant occupancy, plus grants and investment income. The year started with resident at 84 per cent, then through the sad but natural movement reduced to 56 per cent as a result of prolonged closure to new admissions. There was a brief but sharp bounce back in the summer to 73 per cent, when the admin staff worked hard to admit 14 new residents within a short space of time and then stayed at that through continuous, imposed lockdown. This instant demand for our care accommodation clearly demonstrated that our service was pitched at the right level of cost and excellence and that eventual recovery would be strong.

Combined with reduction in investment income as the market fell, income was significantly lower than planned, but cashflow remained strong

and clearance to use reserves was sought and gained from Trustees as a priority early in the year. A major effort by the management reduced expenditure markedly, sanctioning only the absolute necessary, although a full staff was kept so that a proper service could be maintained and be in place for the eventual return to normality.

Naturally and as a deliberate policy, more than planned was spent on medical stores to sustain stocks of PPE which by rigorous attention and guile in acquisition were never in shortage for the staff. As mentioned earlier, an unexpected £300,000 legacy was received in the Autumn and designated towards the emerging modernisation plan, joined by substantial grants from fellow maritime charities Trinity House and the Royal Navy and Royal Marines Charity added to more minor but important ones from others including The Merchant Navy Welfare Board; together with payments from the Surrey County Council pandemic fund, the total helped very much to reduce the burden.

Thus, our continued reliance on the generosity of fellow maritime charities once again proved vital to ensure that we fill the gap in income created by those seafarers whom we care for but whom are unable to meet the actual cost of care despite help from local authority funding, which in itself is often well short of the mark. Together with the all-important income from our investment portfolio, this ensures we achieve our charitable aim each year.

Finally, the Society has for more than 30 years, along with four other national charities, owned a fifth share in some 84 acres of greenbelt, agricultural land in Warlingham, Surrey. This was contracted to a promoter, Wellbecks, in 2019 to seek inclusion in the local authority plan with a view to eventual sale for development. A token value at agricultural prices has thus now been included as an unrealised asset/investment and continues to be a long-term asset unlikely to be realised in cash for some years yet.

In conclusion, after a year dominated by huge operational and financial challenge and supported by a most dedicated, hard-working staff, the Society has weathered the storm and emerges into the next financial year very much as a continuing 'going concern'. Drawing further on reserves with an ambitious but well-planned modernisation project to fit the Home ready for a further 20 years (plus) service to the seafaring community, recovery from the pandemic by mid-2021 should see the Society quickly return to normal operation once again.

The larger than usual reserve of cash is in preparation for construction costs associated with this exciting project. So, with sensible and proportionate management of the crisis, high professional standards from the staff, plus an element of good fortune, the Society brought a full staff, all the tenants and the vast majority of residents safely to year's end; it is hoped that next year's report tells a more mundane story!

Performance of investments

The global economy has suffered an unprecedented shock following the outbreak of COVID-19. Investors' concerns were initially focused on China, but as the virus spread across continents it became clear that the virus would have much broader consequences than first thought. Share prices around the world suffered large falls, bringing an end to the ten-year bull run. From its previous peak, America's benchmark S&P 500 Index experienced its fastest fall of more than 20 per cent since its inception in 1957. The pandemic and ensuing global lockdowns caused many economies to fall into the most severe recessions since the end of World War Two. But the recovery has been stronger – and faster – than many predicted, primarily due to huge central bank and Government support programmes.

Equities rebounded in the summer months but there was a big divergence in sector performance. The rally was mainly led by large technology companies, which conduct most their business online and have continued to grow their profits through the lockdowns. In the last quarter of 2020, positive vaccine news increased confidence about an economic recovery and helped boost global stock markets further.

Following the vaccine announcements, there was a rotation into more cyclical sectors which had been hardest hit by COVID-19, including airlines, energy and hospitality as hope grew about the world returning to normality. Markets also reacted positively to news Joe Biden was announced President-elect of the US and breathed a sigh of relief that after four years of negotiations, a Brexit deal had been agreed upon.

Despite the more positive outlook and recent market rebounds, UK equities have still not recovered from the falls experienced at the beginning of the year. The UK stock market (FTSE All-Share) ended the year down -9.82 per cent. The Royal Alfred Seafarers' portfolio was not immune from the falls in markets and produced a total return of -2.24 per cent for the year, which translated into a significant loss adversely affecting income but at the date of this report, markets have rallied somewhat. On 1st March 2021, the portfolio was valued at £10.2million (including £860,000 in cash), compared to £11.3million in January 2020, having fallen as low as £8.8million in between in April 2020.

SORP 2015, FRS 102 and a "going concern"

With the introduction of the new SORP (Statement of Recommended Procedures – interpreted as 'Required Procedures') and FRS 102, this report has followed new accounting rules and procedures leading to many changes of presentation over previous years' accounts. One element of change is now the requirement for Trustees to declare whether the Society is a 'going concern'; the answer must be, and is, an unequivocal yes, as demonstrated by the Society's response to the COVID-19 pandemic.

Rooted in a Royal Charter and achieving well our charitable aims, under strong and comprehensive governance, our affairs are guided by regularly updated strategic, business and financial plans looking 20 years ahead with the next five years in detail. With solid levels of reserves, sufficient income streams and a firm control over expenditure, the Society is considered by the Board of Management to be most certainly a 'going concern' for the forthcoming year and indeed, with a programme of complete Home modernisation, into the foreseeable future.

Tangible fixed assets and depreciation

Assets costing more than £7,500 are generally capitalised and depreciated. Improvements which enhance the future economic benefits of the property or extend its overall useful life are capitalised and fully written off over the expected useful life of the property. Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

- Computer and IT: 33.3 per cent per annum
- Furniture and Equipment: 20 per cent per annum
- Motor vehicles: 50 per cent per annum
- Freehold Buildings: estimated useful life of assets – generally 50 years
- Freehold land: none

Reserves

The Board of Management reviews the Reserves Policy annually. The Society holds reserves in order to ensure as far as possible that its charitable objectives may be met and a going concern maintained. Total free reserves at present stand at £11.3million, based on the standard calculation of unrestricted funds less tangible assets, and are required for the following purposes:

- To provide investment income, alongside external grants income, to assist filling the gap in the annual budget caused by the necessary subsidising of actual nursing costs for those seafarers needing our help and without the full financial means to pay for it
- To maintain up to 18 months expenditure in reserve so as to ensure that our services are not compromised in the short term. In the year under review this amounts to £6million
- To provide funds to meet any shortfall in the closed staff pension fund

The amount of the free reserves is, therefore, considered adequate.

Statement of Trustees' responsibilities

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the year, and of its position at the end of the year. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the most recent Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy the financial position of the charity, enabling them to oversee the finances whilst ensuring that the financial statements comply with the Charities Act 2011. The Trustees are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention or detection of fraud and other irregularities.

Approved by the Trustees on 24 March 2021 and signed on their behalf, by:

Lt Cdr P. Wake OBE RD* MSc FNI RNR Chairman

Signed on the Original

Cdr B.P Boxall-Hunt OBE FNI RN Chief Executive

Signed on the Original

Financial statements

Independent Auditors' Report to the Trustees of the Royal Alfred Seafarers' Society

Opinion

We have audited the financial statements of The Royal Alfred Seafarers' Society for the year ended 31st December 2020 which comprise of the Statement of Financial Activities, the Charity Balance Sheet, the 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 Charity's affairs as at 31 December 2020 and of the Charity's net movement in funds 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 Charities Act 2011

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. 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 Charity 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 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 Charity's ability to continue as a going concern for a period of at least 12 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 Trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Charity;
- sufficient accounting records have not been kept; or
- the Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 37, the Trustees 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in

respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Care Standards Act 2000 and the Care Quality Commission (CQC) (Registration) Regulations 2009, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of override of controls. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing the controls and procedures of the Charity to ensure these were in place throughout the year, including during the COVID-19 remote working period;
- Evaluating management's controls designed to prevent and detect irregularities;
- Reviewing and testing journal entries made in the year, particularly those made as part of the year end financial reporting process;
- Challenging assumptions and judgements made by management in their critical accounting estimates including the valuation of the donated land held within investments; and
- Reviewing the assumptions and judgements used by the professional actuary in relation to the Society's pension asset.

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.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's 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 charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

Haysmacintyre LLP Statutory Auditors

10 Queen Street Place
London EC4R 1AG

Signed on Original
24 March 2021

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

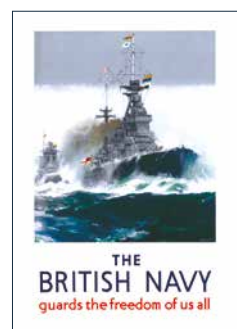


Image Courtesy
of the Imperial
War Museum

Statement of financial activities for the year ended 31 December 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
INCOME FROM:					
Donations, grants and legacies	2	640,659	22,040	662,699	305,575
Charitable activities	3	2,840,976	-	2,840,976	3,382,827
Investments	4	259,490	-	259,490	373,984
TOTAL INCOME		3,741,125	22,040	3,763,165	4,062,386
EXPENDITURE ON:					
Raising funds:					
Voluntary income		77,405	-	77,405	30,852
Investment management		40,913	-	40,913	53,952
Charitable activities	5	3,785,612	18,033	3,803,645	3,958,937
TOTAL EXPENDITURE		3,903,930	18,033	3,921,963	4,043,741
NET (EXPENDITURE)/INCOME BEFORE INVESTMENT (LOSSES)/GAINS					
		(162,805)	4,007	(158,798)	18,645
Net (losses)/gains on investments	9	(698,560)	-	(698,560)	1,674,879
NET (DEFICIT)/SURPLUS		(861,365)	4,007	(857,358)	1,693,524
NET MOVEMENT IN FUNDS		(861,365)	4,007	(857,358)	1,693,524
Transfer between funds					
		-	-	-	-
Total funds brought forward		17,090,952	5,745	17,096,697	15,403,173
TOTAL FUNDS CARRIED FORWARD		16,229,587	9,752	16,239,339	17,096,697

All activities relate to continuing operations.

The notes on pages 44 to 68 form part of these financial statements.

Full comparative figures for the year ended 31st December 2019 are shown in note 18.

Balance sheet as at 31 December 2020

		2020	2019
	Note	£	£
FIXED ASSETS			
Tangible assets	8	4,878,297	4,772,850
Investments	9	<u>9,673,703</u>	<u>11,572,960</u>
		14,552,000	16,345,810
CURRENT ASSETS			
Debtors	10	314,376	320,766
Cash at bank and in hand		<u>1,758,596</u>	<u>715,165</u>
		2,072,972	1,035,931
CREDITORS: amounts falling due within one year	11	<u>(385,633)</u>	<u>(285,044)</u>
NET CURRENT ASSETS		<u>1,687,339</u>	<u>750,887</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		16,239,339	17,096,697
Defined benefit pension scheme asset	12	-	-
NET ASSETS INCLUDING PENSION SCHEME LIABILITIES		<u>16,239,339</u>	<u>17,096,697</u>
CHARITY FUNDS			
Restricted funds	13	9,752	5,745
Unrestricted funds	13	<u>16,229,587</u>	<u>17,090,952</u>
TOTAL FUNDS		<u>16,239,339</u>	<u>17,096,697</u>

The financial statements were approved by the Trustees on 24 March 2021 and signed on their behalf, by:

Lt Cdr Philip Wake OBE RD* MSc FNI RNR
Chairman
Signed on the Original

Cdr Brian Boxall-Hunt OBE FNI Royal Navy
Chief Executive
Signed on the Original

The notes on pages 45 to 68 form part of these financial statements.

Cash flow statement for the year ended 31 December 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash (used in) operating activities	15	<u>(88,629)</u>	<u>(88,998)</u>
Cash flows from investing activities:			
Dividends and interest from investments		259,490	373,984
Purchase of tangible fixed assets		(328,127)	(171,074)
Proceeds from sale of investments		2,377,502	374,438
Purchase of investments		<u>(1,176,805)</u>	<u>(423,157)</u>
Net cash provided by investing activities		<u>1,132,060</u>	<u>154,191</u>
Change in cash and cash equivalents in the year	A	1,043,431	65,193
Cash and cash equivalents brought forward		<u>715,165</u>	<u>649,972</u>
Cash and cash equivalents carried forward	16	<u>1,758,596</u>	<u>715,165</u>

A Analysis of changes in net cash funds

	At 1 January 2020 £	At 31 December Cashflows £	2020 £
Cash at bank and in hand	<u>715,165</u>	<u>1,043,431</u>	<u>1,758,596</u>
Total cash and cash equivalents	<u>715,165</u>	<u>1,043,431</u>	<u>1,758,596</u>



Notes to the Financial Statements

for the year ended 31 December 2020

1. ACCOUNTING POLICIES

The Royal Alfred Seafarers' Society is a charity established by Royal Charter and registered with The Charity Commission in England and Wales, registered number 209776. The registered office is shown on page 16.

1.1 Statement of compliance

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. 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 (FRS 102) (Charities SORP) effective 1 January 2019 and the Charities Act 2011.

The Royal Alfred Seafarers' Society constitutes a public benefit entity as defined by FRS 102

1.2 Going Concern

The Society's affairs are guided by regularly updated Strategic, Business and Financial plans looking 20 years ahead with the next five years in detail. With solid levels of reserves, sufficient income streams and a firm control over expenditure as fully tested by the COVID-19 pandemic, the Society is considered by the Board of Management to be, most assuredly, a going concern for the forthcoming year and the foreseeable future.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met then the legacy is treated as a contingent asset and disclosed if material.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Income from nursing home fees and tenant rentals is recognised in the period to which the income related and any amounts received in advance for future periods is carried forwards as deferred income.

Income from donations and grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Notes to the Financial Statements

for the year ended 31 December 2020

1. ACCOUNTING POLICIES (continued)

1.4 Income (continued)

Government grant income paid under the Coronavirus Job Retention Scheme (CJRS) has been recognised in the Statement of Financial Activities in the period to which the underlying furloughed staff costs relate to.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio.

Donated land/assets are recognised at the fair value at the date received. Where there is no reliable estimate of the fair value, donated land/assets will be recognised only once this value has been established.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in managing investments.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities. All expenditure is inclusive of irrecoverable VAT.

1.6 Tangible fixed assets and depreciation

All assets costing more than £7,500 are capitalised and depreciated. Improvements which enhance the future economic benefits of the property or extend its overall useful life are capitalised and are fully written off over the expected useful life of the property.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer and IT	-	33.3% per annum
Furniture and Equipment	-	20% per annum
Motor vehicles	-	50% per annum
Freehold Buildings	-	estimated useful life of assets - generally 50 years
Freehold Land	-	none

Notes to the Financial Statements for the year ended 31 December 2020

1. ACCOUNTING POLICIES (continued)

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of financial activities.

The valuation of freehold land was carried out by a chartered surveyor and is valued at its Existing Use Value (EUV) based on agricultural values. The land was last revalued in 2019 when it was recognised as an investment property. The Trustees do not consider that the value has materially changed since this date. No depreciation is provided in respect of this land.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1.9 Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at Bank and in hand

Cash at bank and 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.

Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.10 Pensions

The cost of providing pensions for employees is charged against the Statement of Financial Activities over the average working lives of members in accordance with the recommendation of the pension scheme actuary. The pension scheme is a defined benefit scheme the assets of which are held independently from the assets of the Society.

The Society also contributes to the employees' group pension scheme. The contributions are held in funds held independently of the Society's assets.

The Society has fully implemented the requirement of FRS102 relating to employee benefits. The scheme surplus is not recognised on the Society's balance sheet.

Notes to the Financial Statements for the year ended 31 December 2020

1. ACCOUNTING POLICIES (continued)

1.11 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

In the opinion of the Trustees the main estimate and assumption that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are in relation to the useful life of fixed assets, which are written off in accordance with the depreciation policies set out in note 1.6.

The valuation of the pension scheme assets and liabilities is carried out by the scheme actuary based on various assumptions and estimates. Details are given in Note 12.

The valuation of donated land is carried out by a chartered surveyor based on various assumptions and estimates. The amounts recognised in these accounts have been estimated based on current agricultural values and future plans of the Charity. Further details are given in Note 1.7 above.

1.12 Employee benefits

A liability is recognised for any overtime hours earned during the year which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the hourly rate of the overtime worked.



Notes to the Financial Statements for the year ended 31 December 2020

2. INCOME FROM DONATIONS, GRANTS AND LEGACIES

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Donations			
Donations	14,397	17,040	31,437
Legacies			
Hunter – Robertson – designated	300,000	-	300,000
Harris	10,000	-	10,000
Grants			
The Corporation of Trinity House	100,000	-	100,000
RN&RM Charity	65,000	-	65,000
Merchant Navy Welfare Board	-	5,000	5,000
London Borough of Hillingdon	945	-	945
Surrey County Council	120,511	-	120,511
Coronavirus Job Retention Scheme (CJRS)	29,806	-	29,806
Total	640,659	22,040	662,699

PRIOR YEAR INCOME FROM DONATIONS, GRANTS AND LEGACIES

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Donations			
Donations	26,110	11,819	37,929
Legacies			
Parish	24,951	-	24,951
Quinn	66,943	-	66,943

Notes to the Financial Statements for the year ended 31 December 2020

Loosemore	1,000	-	1,000
Thompson	17,092		17,092
Wright	2,660	-	2,660
Other	5,000	-	5,000
Grants			
The Corporation of Trinity House	100,000	-	100,000
RN&RM Charity	40,000	-	40,000
Seafarer's UK	10,000	-	10,000
Total	293,756	11,819	305,575

3. INCOME FROM CHARITABLE ACTIVITIES

	Total funds 2020 £	Total funds 2019 £
Belvedere House Care Home	2,661,882	3,190,410
Weston Acres Housing	179,094	192,417
	2,840,976	3,382,827

4. INVESTMENT INCOME

	Total funds 2020 £	Total funds 2019 £
Dividends	258,923	372,983
Bank Interest Receivable	567	1,001
	259,490	373,984

Notes to the Financial Statements for the year ended 31 December 2020

5. CHARITABLE EXPENDITURE

	Belvedere House Care £	Weston Acres Housing £	Support Costs £	Total 2020 £
Computer, Phone & IT	12,204	459	1,686	14,349
Legal & Professional	29,063	-	16,655	45,718
Other Office Costs	53,229	7,716	16,512	77,457
Rent & Rates	8,318	5,631	-	13,949
Light & Heat	48,392	25,285	-	73,677
Carpet project	7,336	-	-	7,336
Borehole Project	10,350	-	-	10,350
Repairs & Maintenance	121,728	20,238	357	142,323
Insurance	22,173	6,335	3,168	31,676
Motor and Travel	7,227	-	2,678	9,905
PPS	3,794	3,794	2,037	9,625
Agency Costs	12,138	-	-	12,138
Cleaning	52,337	4,372	-	56,709
Medical Supplies	66,350	-	-	66,350
Other Staff Costs	24,091	-	41,022	65,113
Food & Kitchen	104,851	-	-	104,851
Staff costs	2,535,596	89,833	170,733	2,796,162
Exceptional costs	2,357	-	709	3,066
Bad debts	513	1,886	-	2,399
Audit fees	-	-	24,780	24,780
Depreciation	203,714	1,401	17,565	222,680
Activities and amenity fund expenditure	13,032	-	-	13,032
	<u>3,338,792</u>	<u>166,950</u>	<u>297,902</u>	<u>3,803,645</u>

Governance costs totalled £24,780 for the year (2019: £18,033).

5. (continued) PRIOR YEAR CHARITABLE EXPENDITURE

	Belvedere House Care £	Weston Acres Housing £	Support Costs £	Total 2019 £
Computer, Phone & IT	24,993	4,709	7,214	36,916
Legal & Professional	60,277	5,834	13,526	79,637
Other Office Costs	79,087	151	10,618	89,856
Rent & Rates	8,592	7,582	-	16,174
Light & Heat	57,663	22,923	-	80,586
Heating project	8,233	-	-	8,233
Repairs and maintenance	238,679	66,026	5,413	310,118
Insurance	19,138	5,461	2,730	27,329
Motor and Travel	5,295	-	-	5,295

Notes to the Financial Statements for the year ended 31 December 2020

PPS	9,708	-	2,283	11,991
Agency costs	82,487	-	-	82,487
Cleaning	50,280	4,500	-	54,780
Other Staff Costs	16,880	-	44,854	61,734
Food and Kitchen	124,456	-	-	124,456
Staff Costs	2,471,080	76,007	154,180	2,701,267
Exceptional Costs	-	-	17,428	17,428
Bad debts	1,781	3,395	-	5,176
Audit fees	-	-	18,033	18,033
Depreciation	195,315	1,472	18,275	215,062
Activities and amenity fund expenditure	<u>12,379</u>	<u>-</u>	<u>-</u>	<u>12,379</u>
	<u>3,466,323</u>	<u>198,060</u>	<u>294,554</u>	<u>3,958,937</u>

6. NET INCOME

This is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets:		
- owned by the charity	222,680	215,062
Auditors' remuneration: audit of financial statements	14,500	13,250
Auditors' remuneration: other fees	<u>2,900</u>	<u>2,700</u>

Notes to the Financial Statements for the year ended 31 December 2020

7. STAFF COSTS

Staff costs were as follows:

	2020 £	2019 £
Wages and salaries	2,421,953	2,346,329
Social security costs	210,487	201,617
Other pension costs	163,722	153,321
	<u>2,796,162</u>	<u>2,701,267</u>

The average number of persons employed by the charity during the year was as follows:

	2020 No.	2019 No.
Care Staff	56	57
General Staff	38	39
Management and Administration	<u>5</u>	<u>5</u>
	<u>99</u>	<u>101</u>

The number of higher paid employees was:

	2020 No.	2019 No.
£60,001 - £70,000	1	1

Total employers pension contributions of £5,686 (2019: £5,487) were paid for the provision of defined contribution schemes relating to higher paid staff.

No Trustees received remuneration for their services (2019: Nil).

No Trustees were reimbursed for travel and meeting expenses during the year £Nil (2019: £677).

Remuneration for key management personnel was £222,102 (2019: £215,343).

Notes to the Financial Statements for the year ended 31 December 2020

8. TANGIBLE FIXED ASSETS

	Freehold Land £	Freehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost					
At 1 January 2020	40,000	6,855,567	935,116	184,546	8,015,229
Additions	-	83,498	244,629	-	328,127
Disposals	-	-	-	-	-
At 31 December 2020	<u>40,000</u>	<u>6,939,065</u>	<u>1,179,745</u>	<u>184,546</u>	<u>8,343,356</u>

Depreciation

At 1 January 2020	-	2,424,801	766,951	50,627	3,242,379
Charge for the year	-	161,607	20,866	40,207	222,680
Disposals	-	-	-	-	-
At 31 December 2020	<u>-</u>	<u>2,586,408</u>	<u>787,817</u>	<u>90,834</u>	<u>3,465,059</u>

Net book value

At 31 December 2020	<u>40,000</u>	<u>4,352,657</u>	<u>391,928</u>	<u>93,712</u>	<u>4,878,297</u>
At 31 December 2019	<u>40,000</u>	<u>4,430,766</u>	<u>168,165</u>	<u>133,919</u>	<u>4,772,850</u>

All fixed assets are either for direct charitable use, or for activities in the furtherance of the charity's objectives.

9. FIXED ASSET INVESTMENTS

	Listed securities £	Cash £	Freehold Land £	Total £
Market value				
At 1 January 2020	10,710,210	550,335	312,415	11,572,960
Additions	1,176,805	-	-	1,176,805
Disposals	(1,807,721)	(569,781)	-	(2,377,502)
Revaluations	<u>(698,560)</u>	<u>-</u>	<u>-</u>	<u>(698,560)</u>
At 31 December 2020	<u>9,380,734</u>	<u>(19,446)</u>	<u>312,415</u>	<u>9,673,703</u>
Historical cost	<u>6,404,704</u>	<u>(19,446)</u>	<u>-</u>	<u>6,385,258</u>

Notes to the Financial Statements for the year ended 31 December 2020

10. DEBTORS

	2020	2019
	£	£
Resident and tenant debtors	132,541	101,006
Other debtors and accrued income	149,862	128,945
Prepayments	31,973	90,815
	<u>314,376</u>	<u>320,766</u>

11. CREDITORS: Amounts falling due within one year

	2020	2019
	£	£
Trade creditors	153,202	19,842
Other taxation and social security	54,859	51,060
Funds held on behalf of residents	10,976	12,978
Other creditors	48,727	38,851
Accruals	59,409	68,313
Fees in advance	<u>58,460</u>	<u>94,000</u>
	<u>385,633</u>	<u>285,044</u>

	2020	2019
	£	£
Deferred income		
Deferred income at 1 January 2020	94,000	189,000
Resources deferred during the year	58,460	94,000
Amounts released from previous years	<u>(94,000)</u>	<u>(189,000)</u>
Deferred income at 31 December 2020	<u>58,460</u>	<u>94,000</u>

Deferred income is made up of payments received in advance from residents for the next financial year.

Notes to the Financial Statements for the year ended 31 December 2020

12. PENSIONS AND OTHER POST RETIREMENT BENEFITS

The Society operates a defined benefit Pension Scheme. The assets of the Scheme are held by the Trustees of the Scheme, separately from those of the Society, and are invested with Aviva in a with-profits pension policy. When a member retires, the Trustees secure the member's pension and, where relevant, the contingent spouse's pension in an immediate annuity policy with Aviva on the basis of the guaranteed annuity rates under the policy. The Society's contributions to the Scheme are calculated so as to spread the cost of purchasing pensions over the period up to the date when members retire or decide to take their benefits in accordance with the rules. The contributions required are reviewed by a qualified independent actuary every three years.

On 30 March 2007, the Scheme closed to future service, breaking the link to members' future salaries. Benefits are based on service and salary at the date of closure or leaving service. Pensions in payment are increased annually in accordance with the Rules of the Scheme.

The Society now pays contributions to the employees' group personal pension.

The disclosures below relate only to the defined benefit Pension Scheme.

The latest full triennial actuarial valuation of the Scheme was carried out at 1 March 2017. The valuation excluded the value of the Scheme's immediate annuity policies. The value of the Fund's assets and liabilities at that date, which related only to the deferred pensioners, was £316,000 and £319,000 respectively, thus disclosing a small deficit of £3,000. The Society made good this deficit by the payment of contributions of £100 per month up to 31 December 2020.

During the year, the Society paid contributions to the Scheme of £1,200 (2019: £1,200).

As at 31 December 2020, there were two deferred pensioners remaining (2019: 2). There were also 39 annuitants (2019: 39) with annual pensions in payment of £308,000 pa (2019: £296,880 pa).

The market value of the Aviva with-profits insurance policy as at 31 December 2020 was £212,070 (2019: £203,459).

The Scheme's assets also include immediate annuity policies insured with Aviva valued at £5,293,000 (2019: £5,038,000) and the value of these annuities is included in these accounts. The inclusion of these figures does not impact on the deficit or surplus in the Scheme since these annuities are fully secured with Aviva.

The valuation of the defined benefit liabilities does not reflect any additional liabilities which may result from the requirement to equalise benefits relating to Guaranteed Minimum Pensions arising from pensionable service prior to 5 April 1997. The expected cost impact cannot be reliably estimated at the present time so, consequently, no provision has been made.

The actuary has provided the following information about the financial position of the Scheme as at 31 December 2020 as required by Financial Reporting Standard FRS 102.

Notes to the Financial Statements for the year ended 31 December 2020

Balance Sheet	2020	2019
Fair value of scheme assets	£5,505,000	£5,241,000
Present value of liabilities	(£5,438,000)	(£5,161,000)
Total	£67,000	£80,000

The Scheme surplus revealed by these calculations as at 31 December 2020 is not recognised in the Society's balance sheet.

	2020	2019
Income statement		
Service cost	-	-
Past service cost	-	-
Settlements/Curtailments	-	-
Net interest cost on net DB liability	£1,000	£2,000
Total	£1,000	£2,000

Statement of Comprehensive Income	2020	2019
Actuarial gains (losses) on scheme assets	£479,000	£411,000
Actuarial (losses) gains on scheme liabilities	(£494,000)	(£421,000)
Net scheme asset not shown as asset on B/S	(£67,000)	(£80,000)
Total	(£82,000)	(£90,000)

Movement in assets during the year	2020	2019
Assets at beginning of year	£5,241,000	£5,005,000
Interest income (expense)	£86,000	£121,000
Employer contributions	£1,000	£1,000
Benefits paid	(£302,000)	(£297,000)
Actuarial gains (losses) on scheme assets	£479,000	£411,000
Assets at end of year	£5,505,000	£5,241,000

Notes to the Financial Statements for the year ended 31 December 2020

Movement in liabilities during the year	2020	2019
Liabilities at beginning of year	£5,161,000	£4,918,000
Current service cost	-	-
Interest cost	£85,000	£119,000
Benefits paid	(£302,000)	(£297,000)
Actuarial losses (gains) on scheme liabilities	£494,000	£421,000
Liabilities at end of year	£5,438,000	£5,161,000

The principal long-term financial assumptions used in the FRS 102 valuation were:

	2020	2019
Discount rate	0.9%	1.7%
Retail Price Inflation	3.0%	3.0%
Consumer Price Inflation	2.1%	2.0%
Rate of increase in pensions in payment	3.0%	3.0%
Rate of increase in deferred pensions	2.1%	2.0%

The mortality assumptions are subject to regular review; the mortality table used in the valuation as at 31 December 2020 was S2PMA/S2PFA CMI Model 2019 [1.25%] (2019: CMI Model 2018 [1.25%]) which gives the following life expectancies at age 60:

	2020	2019
Male	26.2	26.0
Female	28.3	28.1

Notes to the Financial Statements for the year ended 31 December 2020

13. STATEMENT OF FUNDS

	2020 Brought Forward	Income	Expenditure	(Losses)/ Gains	Transfers	2020 Carried Forward
	£	£	£	£		£
Designated funds						
Hunter-Robertson Legacy	-	300,000	-	-	(83,498)	216,502
	<u>-</u>	<u>300,000</u>	<u>-</u>	<u>-</u>	<u>(83,498)</u>	<u>216,502</u>
General funds						
General Funds	<u>17,090,952</u>	<u>3,441,125</u>	<u>(3,903,930)</u>	<u>(698,560)</u>	<u>83,498</u>	<u>16,013,085</u>
Total Unrestricted funds	<u>17,090,952</u>	<u>3,741,125</u>	<u>(3,903,930)</u>	<u>(698,560)</u>		<u>16,229,587</u>
Restricted funds						
Amenity Fund	5,745	17,040	(13,033)	-	-	9,752
MNWB	-	5,000	(5,000)	-	-	-
Total of funds	<u>17,096,697</u>	<u>3,763,165</u>	<u>(3,921,963)</u>	<u>(698,560)</u>		<u>16,239,339</u>

Designated funds have been set aside by the Trustees for the purposes set out above.
The "Hunter-Robertson Legacy" fund is designated for the upstairs renovation of Belvedere House.

The restricted Amenity Fund represents monies specifically given to provide additional amenities for the residents and staff of the homes run by the charity.

The restricted MNWB Fund represents monies specifically given for the purchase of PPE during the COVID-19 pandemic.

Notes to the Financial Statements for the year ended 31 December 2020

13. STATEMENT OF FUNDS (continued)

PRIOR YEAR STATEMENT OF FUNDS

	Brought Forward	Income	Expenditure	Gains/ (Losses)	Carried Forward
	£	£	£	£	£
Designated funds					
Parish Legacy	17,000	-	(17,000)	-	-
	<u>17,000</u>	<u>-</u>	<u>(17,000)</u>	<u>-</u>	<u>-</u>
General funds					
General Funds	15,386,173	4,050,567	(4,020,667)	1,674,879	17,090,952
Total Unrestricted funds	<u>15,403,173</u>	<u>4,050,567</u>	<u>(4,037,667)</u>	<u>1,674,879</u>	<u>17,090,952</u>
Restricted funds					
Amenity Fund	-	11,819	(6,074)	-	5,745
Total of funds	<u>15,403,173</u>	<u>4,062,386</u>	<u>(4,043,741)</u>	<u>1,674,879</u>	<u>17,096,697</u>

Notes to the Financial Statements for the year ended 31 December 2020

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Tangible fixed assets	4,878,297	-	-	4,878,297	4,772,850
Fixed asset investments	9,673,703	-	-	9,673,703	11,572,960
Current assets	1,846,718	216,502	9,752	2,072,972	1,035,931
Creditors due within one year	(385,633)	-	-	(385,633)	(285,044)
	<u>16,013,085</u>	<u>216,502</u>	<u>9,752</u>	<u>16,239,339</u>	<u>17,096,697</u>

14. (continued) ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Tangible fixed assets	4,772,850	-	4,772,850	4,821,417
Fixed asset investments	11,572,960	-	11,572,960	9,849,361
Current assets	1,030,186	5,745	1,035,931	1,131,968
Creditors due within one year	(285,044)	-	(285,044)	(399,573)
	<u>17,090,952</u>	<u>5,745</u>	<u>17,096,697</u>	<u>15,403,173</u>

Notes to the Financial Statements for the year ended 31 December 2020

15. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net (expenditure)/income for the year (as per Statement of financial activities)	(857,358)	1,693,524
Adjustment for:		
Depreciation charges	222,680	215,062
Disposals of fixed assets	-	4,579
Losses/(gains) on investments	698,560	(1,674,879)
Dividends from investments and bank interest	(259,490)	(373,984)
Decrease in debtors	6,390	161,230
Increase/(decrease) in creditors	<u>100,589</u>	<u>(114,530)</u>
Net cash (used in) operating activities	<u>(88,629)</u>	<u>(88,998)</u>

16. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020 £	2019 £
Cash in hand	<u>1,758,596</u>	<u>715,165</u>
Total	<u>1,758,596</u>	<u>715,165</u>

17. RELATED PARTY TRANSACTIONS

During the year, there were Trustee donations totalling £60 (2019: nil).

Notes to the Financial Statements for the year ended 31 December 2020

18. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES 2019

	Note	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
INCOME FROM:					
Donations, grants and legacies	2	293,756	11,819	305,575	399,980
Charitable activities	3	3,382,827	-	3,382,827	3,145,555
Investments	4	373,984	-	373,984	339,672
TOTAL INCOME		4,050,567	11,819	4,062,386	3,885,207
EXPENDITURE ON:					
Raising funds:					
Voluntary income		30,852	-	30,852	37,257
Investment management		53,952	-	53,952	50,976
Charitable activities	5	3,952,863	6,074	3,958,937	3,774,554
TOTAL EXPENDITURE		4,037,667	6,074	4,043,741	3,862,787
NET INCOME BEFORE INVESTMENT GAINS/(LOSSES)		12,900	5,745	18,645	22,420
Net gains/(losses) on investments	9	1,674,879	-	1,674,879	(864,944)
NET SURPLUS/(DEFICIT)		1,687,779	5,745	1,693,524	(842,524)
NET MOVEMENT IN FUNDS		1,687,779	5,745	1,693,524	(842,524)
Transfer between funds		-	-	-	-
RECONCILIATION OF FUNDS:					
Total funds brought forward		15,403,173	-	15,403,173	16,245,696
TOTAL FUNDS CARRIED FORWARD		17,090,952	5,745	17,096,697	15,403,173



Image Courtesy
of the Imperial
War Museum

How you can help the Society

Every donation or legacy makes a vital contribution and we are grateful for all the gifts we receive. A suitable donation form is provided on page 65 of this Report together with a standing order form on page 66 if you wish to make regular donations.

Whatever you decide to do, please send the forms to us, making sure to include the bank's full address to which we can forward the standing order form. We set out below some information on how you can help our work to continue.

By Donation Under Gift Aid

If you pay sufficient income tax or capital gains tax you can make tax-efficient donations of any amount to charities. If you do make your donation under Gift Aid rules, The Royal Alfred Seafarers' Society can claim 25 pence from HM Revenue & Customs for every pound you donate. If you pay a higher rate of tax you can reclaim the higher rate component in your own tax return.

If you can increase the value of your gift, whether one-off or regularly by standing order, please complete the Gift Aid declaration on page 65 and return it with your donation.

By Give As You Earn

If your employer operates Give as You Earn you can take advantage of the facility to the benefit of The Royal Alfred Seafarers' Society.

By Remembering the Society in Your Will

Legacies are a certain way of ensuring that your support for The Royal Alfred Seafarers' Society continues after your death. They provide a very important source of income and help to ensure that our work carries on in the future.

If you are kind enough to remember the Society in your Will, we suggest that the following wording might be appropriate:

"I give and bequeath to The Royal Alfred Seafarers' Society (Registered Charity No. 209776) the sum of £___ OR all the residue of my estate OR ___ percent of the residue of my estate and I declare that the receipt of the Chief Executive or other authorised officer for the time being of the Charity shall be sufficient discharge to my executors."

Notes on donating

- 1

You can cancel this declaration at any time by notifying the Society
- 2

To be eligible under Gift Aid rules, you must pay an amount of income tax and/or capital gains tax at least equal to the tax that the Society reclaims on your donations in the tax year (currently 25p for each £1 you give). If in the future your circumstances change and you no longer pay tax on your income and capital gains equal to the tax that the Society reclaims, you must cancel your declaration (see note 1)
- 3

If you pay tax at the higher rate you can claim further tax relief in your Self-Assessment tax return
- 4

If you are unsure whether your donations qualify for Gift Aid tax relief, please speak to us or ask your local tax office for leaflet IR113 Gift Aid
- 5

Please notify the Society if you change your name or address



Image Courtesy of the Imperial War Museum



Donation Form

I enclose a cheque for £ as a gift to the work of the Society for the benefit and aid of British seafarers, their widows/widowers and dependants.

Gift Aid Declaration

Please read carefully the notes on page 63; if you are eligible, and wish to do so, please complete the following information to enable The Royal Alfred Seafarers' Society to reclaim the tax direct from the Government on your behalf:

*I would like the above donation and any future donations to be made to The Royal Alfred Seafarers' Society through the Gift Aid Scheme.

TEAR HERE

* Delete if not applicable to your donation.

Title:

Full Name:

Address

Postcode:

Date:

Standing order form

I (Full Name):

Of (Address):

Postcode:

Request you to pay to:

National Westminster Bank plc, St Nicholas Centre, Sutton, Surrey SM1 1DH

for the credit of The Royal Alfred Seafarers' Society (Sort Code 60-21-08 Account No. 43455743)

The Sum of (Amount in Words):

The Sum of (Amount in Figures):

£

Starting on this Date

and thereafter monthly/annually until further notice.

Signature

Today's Date

To (Name of Bank):

Of (Address):

Postcode:

Your Account Number

Buy a copy of our book and help seafarers in need



In 2015, we marked our 150th anniversary with the publication of a commemorative book – **Home From Sea**. It tells the story of how the Royal Alfred came to be, its people and places, and the difference it has made to seafarers' lives over 150 years, all the way up to the present day.

TEAR HERE



To order a copy of the book, please contact the Society on 01737 353763.

Books are priced at £10 each (including postage and packing), with proceeds from each sale donated to Seafarers UK. Gift Aid will also apply.



**The Royal Alfred Seafarers' Society
Annual Report 2020**

The Society, incorporated under Royal
Charter, is a registered charity (No. 209776)
under the Charities Act, 1960.