



Jubilee Sailing Trust Annual Report

for the year ended 31st March 2019

Registered Charity #277810



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Letter from the Chairman



This year we continued to make a difference to so many people's lives. Over the course of the year, 2123 people sailed with us, on 65 voyages and on a total of

465 voyage days. 99% of people who come on board say they now have the freedom to push their own boundaries. 85% of those who sailed with us on The Lord Dannatt Round Britain Challenge for example told us the voyage gave them increased confidence in their ability to achieve things.

Sailing with the Jubilee Sailing Trust (JST) is a truly unique experience which changes our perceptions of our own ability and those around us, regardless of age, background or ability. This sums up the very essence of why we do what we do.

Over the year we have made great progress in terms of implementing our new mission, increasing our partnership activity and donor base, and maximising the opportunities presented by our 40th Anniversary celebrations. You only have to look at the review of our activities to see how diverse we have become and how we are creating new opportunities to work in partnership with other charities, companies and educators, taking our work far and wide.

We have continued to increase our scope, widen our offering, and present opportunities to new audiences from so many different walks of life. Our crew, partners, and volunteers should be warmly congratulated for all they have achieved. To our donors, we owe an enormous debt of gratitude for enabling us to continue to realise our vision and fulfil our mission.

In our previous report for FY18, we showed that whilst we were making progress against our strategic priorities we were still finding it difficult to secure sufficient consistent revenue. Overall our day to day financial performance for the year, as this report shows, was closer to break-even (a deficit of £271k), which is a significant improvement on the prior year where the deficit was £1.2m.

We made great strides in increasing our income from major gifts and in our mission-relevant partnership voyages. Over 50% of our voyage programme revenue and 45% of all voyage days involved working in partnership, where we collaborated with others in the design and delivery of our services to people aged between 18 and 84 from varying backgrounds and abilities.

However, we have continued to face significant financial challenges as we have moved into the new financial year and this left us without adequate working capital or reserves. The Trustees have always had a high level of financial involvement, but this was heightened in response to our increasingly challenging circumstances, with the implementation of weekly financial reviews held by our Executive Team and Finance & Audit Committee, which includes three independent finance professionals. The Trustees were also supported with professional advice from the Restructuring Team at PwC and our lawyers, Hill Dickinson. At the time of preparing this Annual Report, in November 2019, we can provide the following information on what further steps have been taken.

With regards to additional income generation, we secured a new anonymous £500k loan on very favourable terms (interest free, with the intention of future forgiveness) against STS Lord Nelson. We also successfully executed an Emergency Fundraising appeal during July

2019, raising £1.2m in just five days.

As to costs, the Trustees recognised that we needed to further reduce our overheads to stabilise the situation and reduce the daily cash pressure. Running and maintaining two ships was proving to be too expensive. A heart-rending decision was therefore taken by the Trustees to decommission STS Lord Nelson to achieve significant core savings. During August 2019 these steps were taken and in October 2019 STS Lord Nelson was decommissioned, albeit with every hope that we can continue to use the vessel to support the JST in another way, without it causing additional financial burden on the Trust.

Reducing our fleet to a single operating vessel allowed us to also make significant headcount reductions offshore and onshore. For our Offshore Team we completed a Voluntary Redundancy Programme for the Permanent Crew which resulted in five members of the team leaving the JST during October 2019. For the Onshore staff a period of consultation and Compulsory Redundancy Programme was required. Ten team members left the JST during August, September and October.

Greater financial sustainability is essential to enable us to deliver our vision and mission. Whilst on the one hand, going down to a single ship will reduce the number of sailing opportunities we can offer each year, it will also allow us to concentrate our investment and resources on operating SV Tenacious in the very best way we can. In this respect we hope to increase our charitable impact by providing more opportunities to those who would most benefit from one of our transformative, life-enhancing voyages. In the "Future Plans" section of this report you will read in more detail how we shall continue to progress our strategic plan with this outcome in mind

Our current CEO, Duncan Souster, had committed himself to five years with the Trust

(following eight previous years of voluntary service as a Trustee) and this tenure comes to an end in 2019. We are delighted that he will continue to support the JST in a voluntary capacity to assist particularly with fundraising and advocacy, whilst stepping down from the CEO role from the end of December 2019. He has made an exceptional contribution to the development of the JST in its strategic vision, operational improvements and considerable high-value fundraising.

I am pleased to report that a new CEO has been appointed, Patrick Fleming, who joins us in early December 2019. Patrick joins the Trust from his role as Director of Development at the British Library where he led the fundraising team tasked with raising £100m by 2023. During his twelve years at the Library he has held a number of different roles including Head of Operations, London, Associate Director and Head of Business Change.

Both personally and on behalf of my fellow Trustees, I want to offer my sincere thanks to all our crew, office staff, donors, volunteers and suppliers for all the support during what has been a challenging period. In particular may I extend our gratitude and warm wishes for the future to all those who left the JST during this year. We shall miss them.

The recent changes we have made give the JST the best possible chances of stabilising and building future resilience. They have also improved our ability to deliver our ambitious and compelling mission. With your continued support, we hope our important work will be enjoyed by many generations to come.

James Crill
Chairman of Trustees

Letter from the Chief Executive



This is my last letter to you as Chief Executive of the Jubilee Sailing Trust and I want to place on record my gratitude for the privilege you have afforded me over the past five

years. It has been exhilarating and immensely enjoyable with many moments to celebrate and a considerable amount of positive development. I have relished the opportunity to meet so many inspiring people who have both benefited from, and supported, our work. These interactions have left me with so many memories to cherish and friendships that I hope will last a lifetime.

At times, running the JST has also been extremely challenging and the organisation has remained under significant financial pressure throughout my tenure, despite best efforts to strengthen our position. Shortly after my appointment in September 2014, we determined that the JST needed to increase its regular income to in excess of £4.5m in order to sustainably run two ships. At the time, core income was around £2.8m, so considerably below this target.

Since then, we have made progress with our income generation as this report illustrates. We set about introducing self-funding partnership voyages alongside our public programme, in an effort to increase our charitable impact, whilst also improving our earning from activities onboard the ships. The target was to dedicate c. 50% of our programme to this task and ensure partner voyages fully covered their costs - generating c. £55k per week, which is almost double what we could expect from a typical heavily subsidised public voyage. Charitable

partnerships have also helped us to push our own boundaries and to start safely working with new beneficiary groups - for example, people with intellectual disabilities and mental health issues - as we can draw from the expertise of other organisations to recruit suitable beneficiaries and design a voyage experience that best meets their needs.

Reflecting this, during FY19, we have seen considerable growth in our partnership relationships, with 210 days dedicated to this work, including the Lord Dannatt Round Britain Challenge, which was delivered in collaboration with seven other organisations, showing how our capabilities in this area have matured significantly. I warmly commend you to study these sections of this Annual Report to see the life-affirming difference we have been able to make. It is particularly encouraging to see the testimonials from our partner organisations that underscore this so emphatically.

We have also considerably strengthened our Fundraising Team – and continue to do so – to enable us to raise funds from higher value applications and major donors, whilst also encouraging growth from smaller contributors through improvement to our regular giving programmes and digital marketing capabilities. During FY19, we celebrated our 40th Anniversary during a wonderful dinner at Windsor Castle. We also had an event at Buckingham Palace to launch The Dangoor Infinity Programme with The British Exploring Society, an evening parade at The Tower of London to mark the end of The Lord Dannatt Round Britain Challenge and our inaugural Cator Trophy, which brought supporters of our work together with beneficiaries for a compelling weekend of match racing on The Solent.

In combination, these events were the perfect platform to launch our new Patrons' Circle, which is designed to recognise individuals or families contributing more than £5k per annum with many pledging considerably more. We are off to a very strong start, with 70 gifts in this range. This has been combined with the tremendous efforts of our branches and supporters who continue to raise funds and awareness of the JST up and down the country.

Perhaps the most amazing fundraising development was the enormous and positive response made by so many people to our Emergency Appeal in July 2019, when we raised £1.2 million in five days. Although the necessity for the appeal was regrettable, it forcefully showed the reach and impact of our work across four decades. Throughout the week, we received so many inspiring stories from people who had been touched by our mission and donations from across the world, including from Australia, New Zealand and South Africa, along with many more countries closer to home.

Over FY19 our Fundraising income increased by more than 664k and our overall income for the year edged above £4m, a rise of £320k on the year. Despite this progress, the JST remains short of its income target and has, as a consequence, still been unable to build the financial resilience it needs.

As our Chairman points out, difficult decisions have been made in an effort to ensure the JST mission can continue. This has led to a significant reduction in staff headcount and the move down to a one ship operating model. Those decisions have very regrettably impacted on the lives of so many of my friends

and colleagues who have worked tirelessly for the JST. The decommissioning of STS Lord Nelson was also heart-breaking for many, including me, especially given the condition of the vessel and her popularity amongst so many of our beneficiaries.

Once we adjust to this new way of working, I am optimistic that moving to a one-ship model will help the JST establish greater stability and, longer-term, the financial resilience to withstand future shock. It will also help us to concentrate our investments and make sure those who sail on SV Tenacious have the very best voyage experience possible.

Although I will be stepping down as CEO at the end of 2019, I intend to remain involved with the JST, particularly to support fundraising and help promote its important work. I offer my successor my total support and congratulate him on joining an organisation of such passion and commitment.

Whilst life at the JST is rarely straightforward, he will be supported by an amazing community of beneficiaries, supporters, volunteers and staff who are tirelessly committed to the cause.

Thank you all for your support, your encouragement and continued hard work. I wish the JST, and everyone involved in its important work, fair winds and following seas.

Duncan Souster
Chief Executive



Vision

An inclusive world where we can all contribute and feel valued.

Mission

To give people of mixed abilities and circumstances the freedom to explore their ability, potential and place in the world through inclusive adventures at sea.

Beliefs

Freedom: We believe that people gain a true sense of self-worth, capability and potential when they are released from feelings of being restricted or trapped.

Tenacity: We believe in the power of a determined and courageous attitude to overcome anything.

Community: We believe in the power of a diverse, accepting and respectful community that safely nurtures and helps each other grow.

Exploration: We believe that exploring can help us see potential, not limitations, and gives us a fresh perspective on our place in the world.

Responsibility: We believe that to progress whilst protecting ourselves and our environment, we must take risks but never be reckless.



Our year in numbers

Total Number of Voyages 65

32

Tenacious

33

Lord Nelson

Total Voyage Days 465

163

Tenacious

302

Lord Nelson

(Not used during Winter Period)

Number of Partner Day Voyages 210
(45%)

(Working with other charities, Services etc. in collaboration)

Total Number of Crew (Voyagers) 2123

1083

Tenacious

1040

Lord Nelson

Number of Disabled Crew (Voyagers) 694

Age Range of Crew (Voyagers)

65

12-15

499

16-30

234

31-40

312

41-50

431

51-60

383

61-70

199

70+

45

Average Age of Crew (Voyagers)



875



1248

Gender split of voyage crew

162

Wheelchair users

106

Mental wellbeing issues

33

Learning disability or learning difficulties

62

Hearing impairment

41

Sight impairment

47

Diabetes

23

Epilepsy

In their own words...

As a young person, I just wanted to be helpful and I think it helped me learn how to be truly helpful to someone who has a disability. It's not about doing things for people, but taking a step back and giving the space and opportunity to do it their way. Everyone gets something from that.

Anjelica

I can honestly say going on the ship changed my life. I saw others on board deal with huge challenges – people with physical disabilities like the blind young man on my watch. Being in that environment made me think for myself and realise my priorities.

Michael

I hoisted myself out of my wheelchair up the main mast to the lookout point. When I got to the top absolutely shattered I heard the whole ship cheer and when I sat there taking in the breathtaking view everything suddenly seemed to click. Gone was the negativity and the constant "I can't do this" rattling around my head. I then spent the rest of the voyage getting involved in all aspects of sailing the ship, opened up a lot more and met some great people. By the time the voyage ended I didn't want to get off which was a massive change from 7 days before when I didn't want to get on. The best thing about this trip was that I have carried on the "I can do this" attitude since coming home which is greatly improving my quality of life.

Ben

My mental health has definitely improved over the week. I started the week very burnt out from a stressful job and I'm going away revitalized and much happier. Thank you JST - will look to book another trip!

Charlotte

I believe that I gained a lot through this voyage doing my leadership at sea. My main goals before the voyage were to improve my confidence and self-esteem, especially in new social situations where I am meeting a lot of new people. I believe that I have definitely improved on this – I was able to mix in with the group, become comfortable on the ship quickly and have made some new friends in the process. I have also developed my sailing knowledge – such as understanding more about the rigging of the ship, navigation, knots and how a tall ships race is conducted. Lastly, I have enhanced my enthusiasm for sailing ... sailing is a career option I would like to pursue in life.

Laura



Objectives and Strategic Goals

In FY19, we continued to progress the five-year strategic goals that were established during the previous financial year.

Bigger impact on more lives:

- increasing awareness of the JST and demonstrating to our target beneficiary groups that we understand their needs and values
- strengthening our approach to measuring and reporting our impact
- creating a bursary fund that is big enough to fill multiple voyages each year with beneficiaries who stand to benefit most but are least able to pay for themselves
- extending our impact beyond the beginning and end of a voyage or day sail, so that we touch more lives, more deeply, across an extended time frame
- and building and implementing a 10 year fleet strategy.

Create financial security and build resilience:

- significantly increasing our income and making it more predictable whilst controlling our costs so that we generate a regular and growing annual surplus
- building financial reserves so that we can invest in our people and ships and grow our impact, and so that we can guard against a rainy day
- investing in our people and in our IT, systems and processes so that our programming, planning and reporting tools work efficiently and well
- and continuing to improve the programming, planning and execution of ship maintenance so that it becomes more efficient and delivers better returns on investment.

Big profile, great reputation:

- extending our work with partners (other charities, schools and colleges, the private and public sector) that can help both improve our financial security and increase our social impact
- delivering all of our voyages, days sails and events to a consistent standard of excellence
- making sure that our mission and impact runs through all our planning, activities and communication
- and raising our profile in UK and international forums related to social inclusion/mixed ability sports and leisure.

Outstanding team and culture:

- creating a culture that reflects our vision, mission and beliefs and enables all of our staff and volunteers to be the best that they can be
- providing great learning and development opportunities and an enjoyable working environment for all our staff and volunteers
- rewarding our staff fairly and recognising great performance by staff and volunteers
- giving people the information, resources and skills they need to work efficiently and effectively
- and making our people feel empowered and accountable.

Always safe and compliant:

- maintaining our excellent track record for safety and environmental protection
- continually benchmarking our Safeguarding policies and procedures so that we live up to our commitment to safeguard Young People and Vulnerable Adults from abuse
- ensuring we comply with Data Protection and other key regulatory requirements
- and ensuring the governance of the JST meets the standards expected by the Charity Commission.

We are continuously looking at ways to develop our strategy so we can deliver maximum impact, and are currently refining the implementation in light of our recent downsizing.



Factors impacting on achievement of objectives

The following factors within our control are most critical to the successful implementation of the Trust's strategy:

Safety at Sea and Fleet Management:

Safety is the most important aspect of our work: from selection of voyage crew, delivery of mission and quality of experience. Our planning processes, due diligence, safeguarding considerations, logistical partnerships and supply chain management are all focused on ensuring safe operational policies, systems and processes.

People and Culture:

Delivery of our mission starts with the strength and effectiveness of our own team. In 2017 we introduced a set of core behaviours, which set a benchmark for how our community engages with each other and was integrated into our performance management system for staff. We intend to evolve our core behaviours and our approach to performance management, recognition and reward to strengthen individual focus on our mission and impact.

Public Awareness:

To support our fundraising, voyage crew recruitment and wider public influence, we are investing in our website and social media, seeking opportunities for promotion in the media, amongst our strategic partners as well as from our supporter network and volunteers. Social media in particular means we can access a wider potential beneficiary base and drive more engagement with target audiences.

Voyage Crew Recruitment and Support:

Key to our ambition of having a bigger impact on more lives is the need to strengthen our network of partners, especially amongst other charities. Through those partners we aim to increase the awareness of JST to a much larger group of target beneficiaries, enhance our ability to engage with and recruit those beneficiaries, increase the level of support to them (before, during and

after a voyage) and increase our impact on their lives. We are also very much open to working with those partners on collaborative fundraising initiatives and have made significant advances during this financial year.

Delivering our strategy

We have made good progress in fulfilling our strategic plan in FY19. Notably:

- An unswerving focus on mission and impact, extending our impact beyond the beginning and end of a voyage or day sail, so that we touch more lives, more deeply.
- The development of a clear identity, strong brand, big profile, and stronger reputation. A number of key events during the year, including our 40th Anniversary Celebrations, and our high-profile partnership event, the Lord Dannatt Round Britain Challenge have provided us with an excellent platform for raising the profile of the JST. We have become more adept at using media channels, particularly social media, to ensure our messages reach more people.
- With some necessary reduction in staff numbers we have nonetheless been able to build a strong sense of team and closer working relationships between ship and shore. Our communication channels are stronger.
- Our programme management skills have developed through positive experience during the year enabling us to plan and deliver a more effective experience to a greater number of people. This includes enhancing our voyage experiences to provide greater opportunities for people with intellectual disabilities and mental health issues.
- We have begun to measure our mission impact with stronger tools and have seen the value of our "Theory of Change" as a means of assessing our effectiveness against our own vision, mission and beliefs.
- We shall deliver a ship investment plan that will be led by mission and impact considerations whilst also recognising the need to ensure a suitable financial return to fund our future plans.



Our Activities

Organisation

The JST is managed, run and supported from its headquarters in Southampton, in the United Kingdom.

Core activities within our head office include:

- **Voyage crew recruitment** - including through partnership programmes and promotion of public voyages
- **Income generation** - including fundraising, income from voyages and supporting activities (such as merchandising)
- **Advocacy** - we promote our mission, vision and beliefs through media coverage, speaking engagements and advocating for an inclusive world where we can all contribute and feel valued
- **Operations** - delivering our mission and impact, including through planning and delivery of our voyage programme; project and events management; reservations and beneficiary support; and ship operations (including maintenance, crewing and crew services and safety management)
- **Support functions** - Governance, Policy & Administration, Finance, HR, IT Systems & Operational Effectiveness, Marketing and PR

To operate Tenacious year round, our highly qualified professional seafarers include the following crew positions: a Master, First Mate, Second Mate, Third Mate, Bosun, Cook, Chief Engineer, Second Engineer and Medical Purser. Our professional crew oversee the operation and safety of the ships and the delivery of our mission at sea.

They are supported by the shore-based staff team in Southampton.

The section on “Our Future Plans” later in this report describes recent changes and plans to evolve a new organisational structure. This is designed to optimise the delivery of our mission and to increase our impact, whilst reducing our costs and streamlining the way in which we work.



Regulation

Maritime

Both our ships, Lord Nelson and Tenacious, are bound by all international laws and standards that govern shipping through the UK regulation, the Maritime and Coastguard Agency (MCA).

Our ships and our offices are audited and inspected annually for compliance to ensure that we meet all regulations and that everyone who sails with us can be assured of our safe and environmentally responsible approach to all aspects of our operation and voyages.

Safeguarding

Our mission means that we regularly work with people who may be considered vulnerable. To raise awareness of the risk of abuse and to manage any concerns, we have in place a Safeguarding Policy and Guidelines and a Disclosure and Barring Service Policy. These were developed and

reviewed with guidance from local safeguarding authorities, and other sector authorities, during 2018 when the policy was revised and redistributed.

By implementing these policies, we can ensure that our staff will maintain the highest standards of conduct and practice. The standards that they are expected to uphold are reinforced through regular training, and endorsed by a positive work culture which openly discusses and promotes good safeguarding practice.

We also have a duty of care to potential beneficiaries who may have medical conditions which need to be assessed. Our purpose is to overcome barriers to sailing with us and we seek expert clinical advice, via our Medical Advisory Committee, to guide decisions on the suitability of particular voyages for each person. This also ensures that our crew are able to provide

the necessary support. Our approach to safeguarding involves promoting a culture of safety for all and practising this in every aspect of the organisation's day-to-day life.

Data Protection

We continue to take steps to ensure that the JST has the correct policies and procedures in place to manage personal data lawfully and fairly respecting the privacy rights of individuals. A new Data Protection Policy has been implemented with appropriate training provided to ensure compliance with General Data Protection Regulations (GDPR).

Policy and Guidelines on Inclusive and Accessible Communications

During the year, and in line with our revised mission statement, we developed policy and guidelines on Inclusive and Accessible Communications for use by all crew, volunteers and on-shore staff as well as guiding



our content on social media, website and hard copy marketing material.

This policy ensures that we use a common language, sharing our values and demonstrating both respect and inclusion in all our communications with each other and with our beneficiaries.

The policy now forms part of our in-house training for all new staff and is included in our standard documents for all staff. It is also a core component of our training for volunteer Watch Leaders, Bosun's Mates and Cook's Assistants, which must be renewed every 3 years.

Human Resources

We have used an external provider, YouHR, throughout the year to support our staff team. This has included the development of standardised job descriptions, setting of key performance measures

together with personal support on any work-related issues.

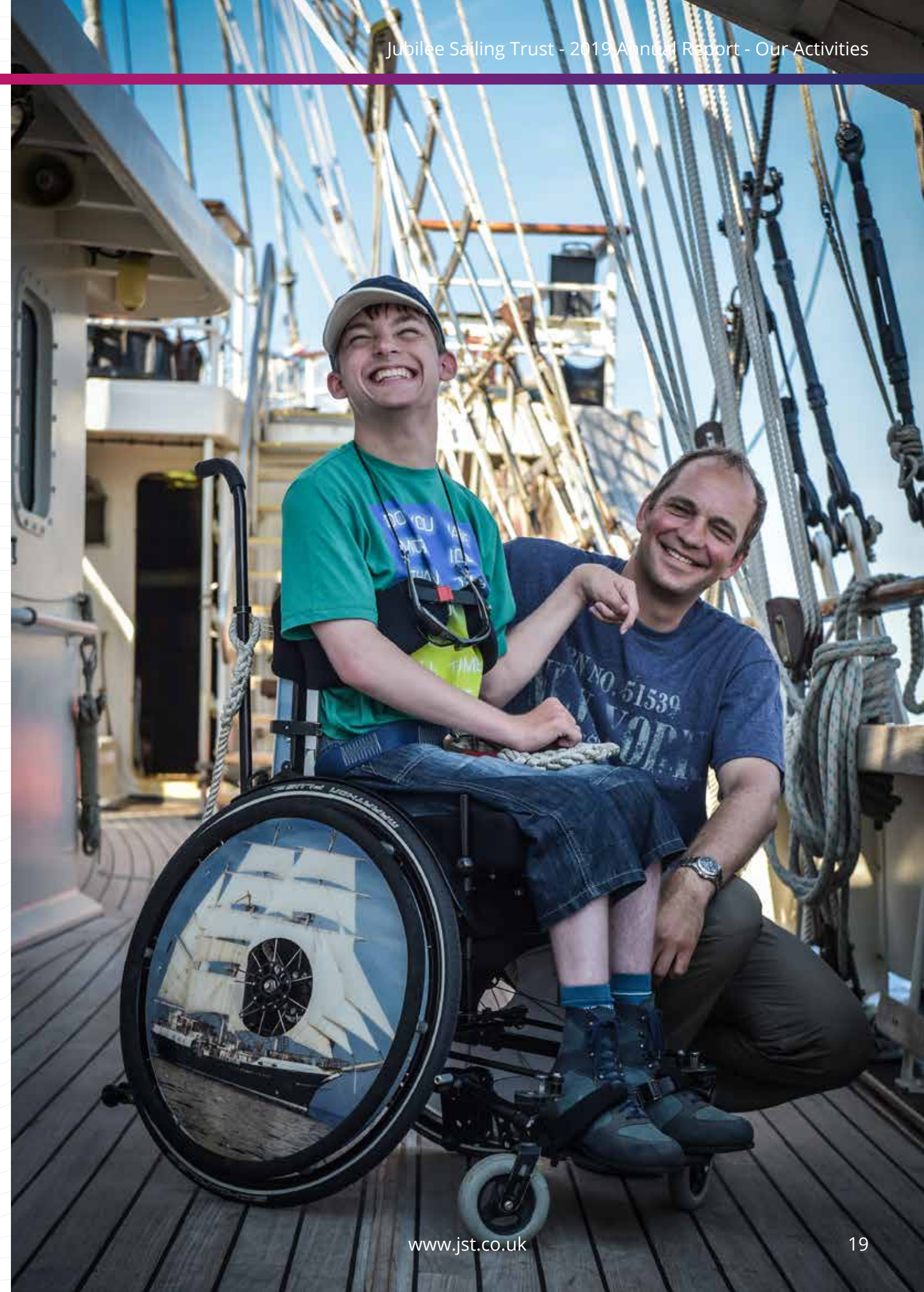
During the year YouHR supported the restructure of the JST during February and March 2019 resulting in the downsizing of our shore-based team.

Learning and Development
During the year our permanent and volunteer crew and staff undertook a range of training and development activities. These included:

- Direct involvement in the development of the "Theory of Change" Impact model, including Permanent Crew, Bosun's Mates, Watch Leaders and Office Staff.
- A two-day 'mission, vision, beliefs' workshop, facilitated by an external consultant, to bring everyone to a shared sense

of purpose around the evolving mission and vision statement. This workshop was funded by a grant from the National Lottery Community Fund.

- Twelve separate one-day workshops, including 82 of our Volunteer Crew as well as Permanent Crew and office staff on disability awareness. This provision was made possible, in part, by a grant from the National Lottery Community Fund.
- 100 new Watch Leaders were trained on our two-day JST Watchleader / RYA Sailability course and issued with RYA certificates in Disability Awareness.
- The on-going statutory training of seafarers (e.g. safety, security and firefighting), which has been generously supported for free by Stream Marine Training.



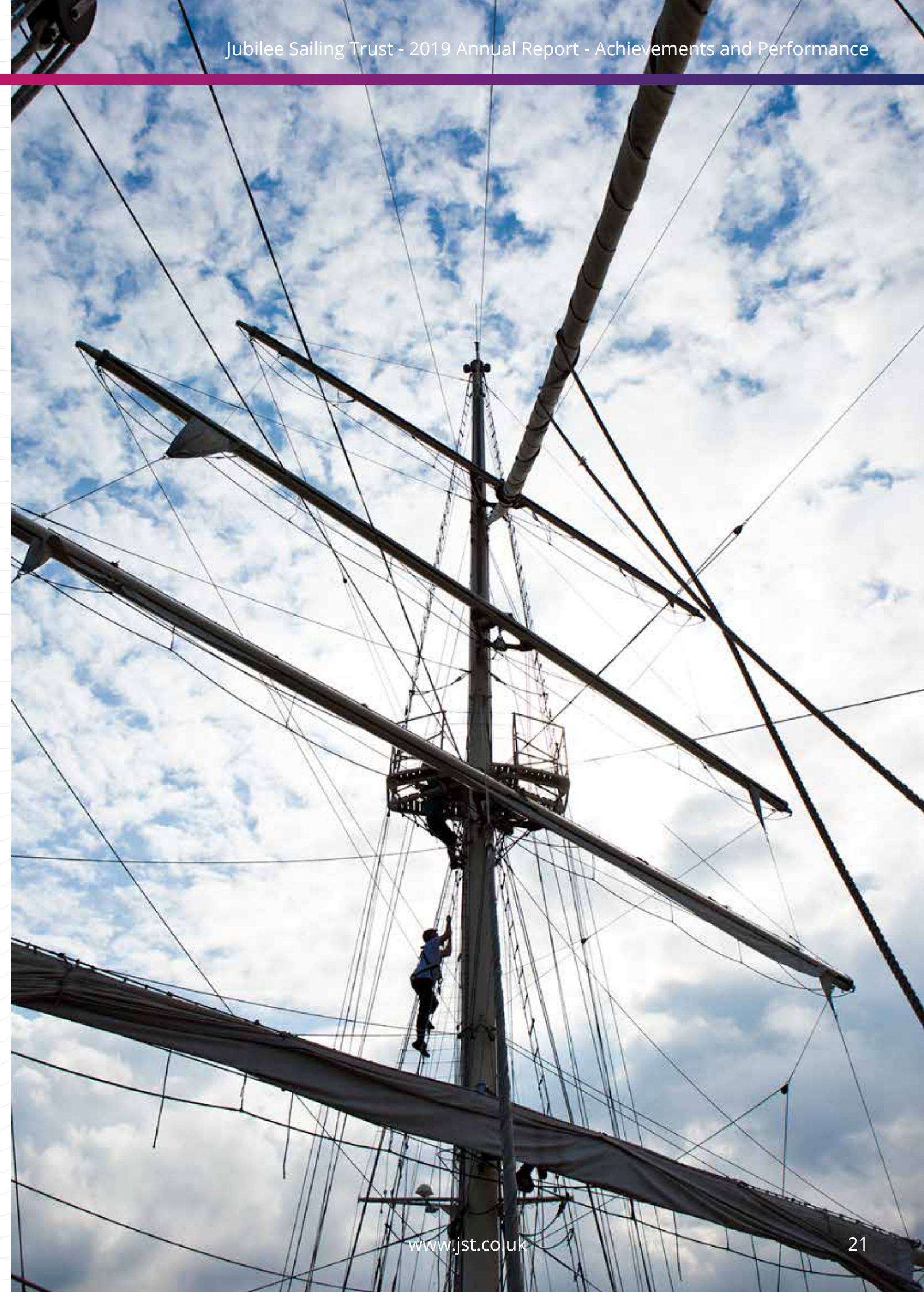
Achievements and Performance

Financial Sustainability

We were able to boost income in FY19 with additional fundraising activities relating to the JST's 40th Anniversary. In order to maximise this opportunity, we launched a Patrons' Circle major giving programme, designed to encourage larger donations in excess of £5k. By the end of the financial year, we were able to secure 70 donations in this range. This helped to increase fundraising income by £664k during the financial year.

We continue to focus intensely on creating financial security and building resilience. Whilst we have made some progress in partner relationships, the Patrons' Circle and major donations we still face a significant challenge. Our cost base remains high due to the nature of our delivery, although we have seen a reduction in the operating costs of both Tenacious and Lord Nelson during the year compared to FY18. We still face a challenge to maintain consistent month on month revenue to fund not only our immediate operating needs but our future plans.

We remain acutely focused on increasing our predictable income to at least a level that reliably covers the high and relatively inflexible costs associated with our mission delivery, and controlling our costs so as to generate a surplus and create reserves. In March 2019 we took necessary steps to reduce our overall cost base in terms of staff, whilst planning in the future to build our professional capability in fundraising. In August 2019 we took further steps to reduce the cost base with both a compulsory and voluntary redundancy programme and the decommissioning of Lord Nelson.



Partnership Voyages

A key part of our earned income has been our mission-relevant partner voyages, which are delivered in collaboration with other charities, educators and businesses.

In FY19 we dedicated 210 days to partnership voyages which was an increase from 142 days against the prior year. Partnerships contributed £832k during the financial year whilst our Public Voyage Income was £794k, significantly lower than in the previous year, as were our average occupancy levels. We have achieved our key five year strategic objective to increase our work with partners to reach a wider beneficiary group, expanding our mission and to increase the contribution partnerships make to our overall revenue to 50% or more. However, we must look to make Public Voyages more attractive to be able to increase our income and our

average occupancy to ensure a greater contribution to our overall costs.

Within the partnership programme we undertook a number of mission-relevant projects which demonstrated continued growth in the JST's partnership capabilities. The Lord Dannatt Round Britain Challenge was one of our most significant partnerships during 2018/19 but there were many others. Details of seven such partnerships are provided below.



The Lord Dannatt Round Britain Challenge

In the late summer of 2018 we collaborated with the JST’s Military Patron, the former Head of the British Army, The Lord Dannatt GCB, CBE, MC, DL, along with The Royal Foundation (via The Endeavour Fund), The Army Cadet Force and four of the principal service charities (Help for Heroes, Walking with the Wounded, Royal British Legion Industries and The Poppy Factory) to undertake a UK circumnavigation voyage with wounded veterans and inner city cadets, many of whom had found themselves in tough circumstances.

The objective of the project was to foster learning between the two communities and to improve the confidence and long-term employability of all the participants. The project was also central to the national centenary commemorations of the end of World War One and involved all four capital cities of the United Kingdom, where our crews were greeted with civic receptions attended by community and military leaders. The project culminated in a spectacular parade in The Tower of London, which was attended by The Lord Dannatt and The Lord Mayor of London, amongst other supporters and dignitaries.

The project, as part of our ‘Leading Forces’ programme, involved seven primary sources of funding and fifty two delivery partners and demonstrated the strength of the JST’s partnership capabilities. The results were impressive, as was the extremely positive feedback from all the partners within the project, which has laid strong foundations for

further collaboration with both the Armed Forces and Civilian Communities.

A total of 78 cadets aged 16-24 alongside 43 wounded, injured and sick veterans, 2 Army Cadet Force support staff and 2 additional voluntary watch leaders sailed over the four voyages, changing crews at each capital city visited. The final crew member was a Tommy silhouette kindly donated by There But Not There and a fitting tribute to an outstanding commemoration.

“This incredible and ambitious challenge reflects the past, present and future... an adventure of integration, unity and mentorship for the veterans and cadets sailing side by side. Everything on board [is] designed to teach leadership, independence and teamwork skills. A tremendous way to commemorate 100 years since the end of WW1.”

The Lord Dannatt GCB, CBE, MC, DL, Jubilee Sailing Trust Military Patron



We received the following feedback based on responses from the 125 Young People, Veterans, Army Cadets and Volunteer Watch Leaders who participated.

81%

On this voyage I've gained a greater sense of pride in my achievements in life.

83%

On this voyage I've increased my confidence in my ability to achieve things if I put my mind to it.

81%

On this voyage my enjoyment of being part of a team and working with other people has increased.

80%

After this voyage I feel better prepared to work with people who are more or less able than myself.

125 Challenge Crew Members

78

Young People Aged 16 - 24

43

Veterans

2

Army Cadet Force Representatives

2

Volunteer Watch Leaders (non-Veterans)

81

crew (71 young people) took part in the Level 2 BTEC Diploma in Teamwork and Personal Development in the Community

2,505

Nautical Miles Sailed
1,165 Under Sail, 366 Motor Sailing

485.6

Hours At Sea
261 Hours Under Sail

4

Voyages: 40 days

11

Ports: 8 Memorial Events

£373,146

Funds Raised



"Songs of the Sea" with Sir Richard Stilgoe

During the summer of 2018, Sir Richard Stilgoe (who co-composed various musicals, including Starlight Express with Andrew Lloyd-Webber) hosted a voyage involving 20 disabled young adults along with a wider voyage crew composed of different generations and backgrounds.

This was the largest number of crew with intellectual disabilities the JST has ever taken to sea and was a major step-forward in terms of our work with this community. It was also the first time our ships have gone to sea with a piano and drum kit as part of the furniture!

Under Sir Richard's tutelage, participants spent the voyage composing, rehearsing and preparing to stage a musical variety performance called 'Songs of the Sea' which was then staged in The Spinnaker Tower on arrival in Portsmouth.

We delivered the project in close partnership with The Orpheus Centre, which is an Independent Specialist College for disabled young adults founded by Sir Richard. This partnership was critical in helping us to recruit suitable crew for the voyage. Their team also helped us to redesign the voyage format to make it less demanding for the crew and to allow extra time for performance rehearsals.

The Dangoor Infinity Pilot with The British Exploring Society

Following extensive planning and preparation we successfully piloted the The Dangoor Infinity Expedition in 2018, with a two-week long land and sea expedition to Dartmoor. This was a precursor to a month-long collaboration planned for the summer of 2019 and is part of a multi-year partnership between the JST, British Exploring Society and Westminster Academy (amongst other schools and charities) with significant

support from The Exilarch Foundation.

The pilot enabled us to gather some key learnings which helped with the implementation of the full 2019 programme. These included improvements to the transition between the land and sea phase, as well as how to further enhance onboard team spirit, along with several other learnings. During the pilot we also grew a wider network of recruitment partners that we were able to draw upon for our 2019 summer project.

Together we are delivering an extremely pioneering and ambitious youth development programme that will provide one-month long land and sea adventure experiences to some of the most disadvantaged and disabled young adults across the country.

Blesma

In August 2018 we were delighted to work with Blesma, The Limbless



Veterans for a voyage from Southampton to Jersey. 18 Blesma Members were joined by family members and carers for a week long voyage that formed part of Blesma's WW1 centenary commemorations. Members had a range of disabilities including single amputees, double amputees, loss of use of limbs (paralysis) and loss of eyesight.

Upon arrival in Jersey, the crew was hosted by the Lieutenant-Governor of Jersey for an evening at the Government House. This voyage was part of our ongoing 'Leading Forces' programme of voyages where we work with military personnel to encourage learning and skill sharing; increase understanding of issues that veterans face; support transition into civilian life; and encourage greater social inclusion between veterans and civilians. Through the challenge of tall ship sailing, veterans draw upon and recognise their strengths to

overcome adversity, helping them to rebuild their self-confidence in order to deal with future challenges.

Skillforce

In July 2018, again as part of our 'Leading Forces' programme, we worked in partnership with Skillforce to deliver a voyage with a focus on service personnel working with young people to help with their personal development. 10 Skillforce mentors (veterans from across all three services) joined 16 young people to sail from Portsmouth to Caen, France, the site of the Pegasus Bridge landings during WWII. The Skillforce team worked alongside the young people helping them to develop their resilience, teamwork and leadership skills through onboard tasks. The voyage proved a perfect platform for all to engage, fostering friendships and bonds from the outset, bolstering confidence, self belief and equipping them with skills to help overcome challenges.

British and Irish SeaLions

During the summer of 2018, the four rugby nations of the British isles (England, Scotland, Wales and Ireland) came together to sail the tall ship STS Lord Nelson. The crew was made up of injured rugby players, non-disabled rugby players and even some former international players. The aim of the voyage was to reignite competition and camaraderie between the home nations while demonstrating that athletes who have endured life-changing injuries can still overcome challenges on and off the pitch. The camaraderie onboard this voyage demonstrated the power of cohesive and inclusive teams to help people unlock their potential.

Rudolf Steiner Schools

Working with Rudolf Steiner schools, we undertook a voyage with students and members of staff. We positioned the students in a safe and adventurous environment where they were able to enhance

their diversity awareness, leadership and teamwork skills. This was a unique experience for the students and it built upon our existing work around youth development.

It gave us an opportunity to deliver overnight voyages for 12 and 13 year olds, which is different from our usual policy of 16+, meaning we could look at different aspects of planning for potential future youth educational partnership voyages.

Barclays

Following the success of our award-winning 'Round Britain Voyage' in FY18, our collaboration with Barclays has continued. This year, the partnership focused on four UK South Coast voyages which ran between London, Jersey, Cardiff and Poole.

As with previous years, each voyage was crewed by a combination of Barclays staff (from different locations and lines of business) along with disadvantaged and/or disabled beneficiaries from local charities within the communities they serve. Each staff member fundraised towards the costs of their voyage and leveraged the matched funding mechanism of The Barclays Foundation to help create a fully funded sailing opportunity for their

chosen beneficiary. Over the four voyages, 68 fully funded berths were provided.

The JST's partnership with Barclays remains one of which we are particularly proud because it not only helps us reach new communities of beneficiaries, but also provides inclusive, accessible and empowering opportunities free to all beneficiaries at the point of delivery.

VMWare

We enjoyed our fourth year of partnership with VMWare in FY19 and, with their support, executed our first ever partner voyage in the Caribbean. As in previous years, the voyage was crewed by a combination of VMWare staff and the beneficiaries of Wheelies Sport and Activity Club which supports wheelchair users with physical disabilities near VMWare headquarters in Frimley, UK. Similar to Barclays, the VMWare voyage is funded by a combination of staff fundraising, staff donations and the VMWare Foundation.

The voyage started and finished in Antigua, and included a visit to St Barts where the crew were hosted by Sir Stelios Haji-Iouannou, The Stelios Philanthropic Foundation and The Gustavia Yacht Club. Sir Stelios met

with our crew on their visit to Gustavia and also helped to host an open ship, promoting the JST's work within the local community.

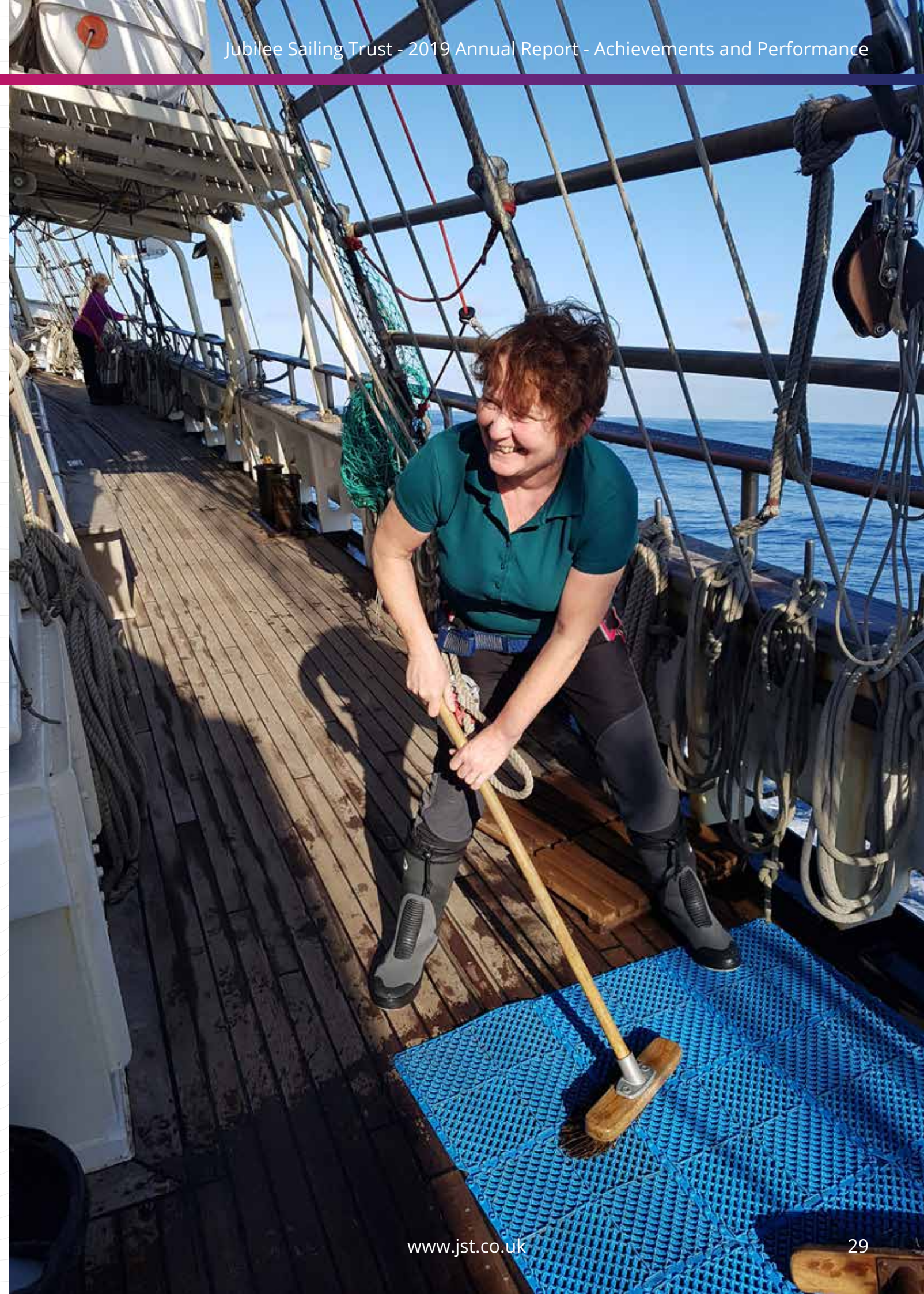
It was the first time Daniel Wilson had sailed with the JST and this is what he said about the experience:

"I wasn't sure what to expect before I got on board. I have a spinal injury and felt anxious about the travelling, the facilities and being with people I'd never met before."

"I needn't have worried. Over the course of the voyage I grew in confidence and met some incredible people. My watch leader was blind - if he could do it, so could I. I came off the ship feeling like I could cope with whatever life threw at me. I was even asked to do the watch leader course myself, and I'll be back on board in February 2020."

"Honestly, it was one of the best things I've ever done in my life."

We extend our thanks to all our partners who worked with us during FY19 to give people of mixed abilities and circumstances the freedom to explore their ability, potential and place in the world through inclusive adventures at sea.



Fundraising

Income from all forms of fundraising for FY19 was £ 2.61m compared to £1.95m in FY18.

We continue to push hard to raise funds from a variety of sources to enable us to make our voyages fully available to as many people as possible. Whilst some voyage crew are willing and able to fund their own experience with us (and are encouraged to do so) many of those who will benefit most have far more limited means.

Fundraising is also important for the overall upkeep of both our ships which cannot be maintained solely through reliance on voyage

income. Tall Ships by their very nature are expensive to both maintain and run. Meeting all the safety requirements, conforming to marine regulations at sea, port docking fees and crew costs are all high costs.

“The Future” section of this report indicates the positive actions we will be taking to strengthen our fundraising team, helping us to meet the challenge to secure funding so that more people can benefit from what JST offers.



Major Gifts, International Advisory Board and The Patrons' Circle

The JST's 40th Anniversary fell on October 6th 2018 and our objective was to use this important milestone to systematically grow the population of larger donors and to encourage longer-term giving by launching two major gift programmes: The International Advisory Board and The Patrons' Circle.

At the JST, we consider a major gift to be an individual or organisation that donates in excess of £5k, although most of our energy has gone into increasing the prevalence of larger five and six-figure gifts. Generally these either go towards ship capital projects or underwritten voyages/ voyage berths (via our bursary programme) for a jointly agreed target group of beneficiaries.

We are able to attract strong support from philanthropists as a “charity for charities” because we work collaboratively to deliver voyaging opportunities to organisations they already support. Partnerships, therefore, have greatly increased our fundraising opportunities as we have illustrated earlier in our report, and have been a great way to develop our relationships with major donors.

The International Advisory Board was set-up to encourage higher profile, international supporters to make larger (£100k+) annual philanthropic commitments to the JST; the Patrons' Circle regular gifts between £5k to £100k per annum.

The 40th Anniversary period consisted of three exciting events, which created the perfect backdrop to launch these programmes:

- The Lord Dannatt Round Britain Challenge finale at The Tower of London, which was attended by The Lord Dannatt and The Lord Mayor of London;
- The JST 40th Anniversary Dinner at Windsor Castle, which was hosted by the JST's Patron, HRH The Duke of York KG; and,
- The Inaugural Cator Trophy (named after JST President Jacquetta Cator) which was a very special weekend of match-racing between Tenacious and Lord Nelson in The Solent.

We also made the following appointments to the JST's International Advisory Council:

John Calvert-Jones, Patron of JST Australia

Harry Cator, President and Chairman of JST Australia

Nikolas Tsakos, President of JST Greece and First Admiral of the Fleet

John Christodoulou, President of Monaco, Cyprus and Mediterranean Region

Amy Lam Poon, President of JST UK and Hong Kong

Miky Kambara, President of JST Japan

Trusts and Foundations

Income from Trusts & Foundations was £868,334 in FY19, compared to £321,646 in FY18.

£100k	From one Trust, who wished to remain anonymous, making their donation in response to our 40th anniversary appeal.
£89k	From the Chancellor of the Exchequer using LIBOR funds to continue delivery of our Leading Forces project. Arriving as a second installment, this grant helps Service Personnel to gain confidence after service or injury and supports transition into civilian life. The funds have been used to support several voyages and projects such as the Lord Dannatt Round Britain Challenge.
£20k	From the Armed Forces Covenant Fund to help expand our work with Service Personnel in terms of recruitment, relationship management and partnerships in FY19.
£10k	From ABF, The Soldier's Charity, also to aid recruitment, relationship management and partnerships with our shared beneficiaries.
£50k	From the Alchemy Foundation, whose donation is supporting our work with disadvantaged and disabled young people as part of the Dangoor Infinity Programme and partnership with the British Exploring Society.
£40k	From the Geoff and Fiona Squire Foundation in response to our 40th anniversary appeal.
£20k	From the King/Cullimore Charitable Trust in response to our 40th anniversary appeal.
£14k	From the Norfolk Community Foundation, to enable young local beneficiaries to sail a part of our anniversary voyages.

In addition, we are grateful for substantial grants from the Iliffe Family Charity Trust; the H & M Charitable Trust; the Patrick & Helena Frost Foundation; BISKRA, and; the Elizabeth Frankland Moore and Star Foundation.

We are also very grateful for the continued support of the Association of Sail Training Organisations (ASTO), providing bursaries for young, disabled or disadvantaged people to take part in one of our unique and socially

inclusive experiences. For example in FY19 we received £26,195 from the Hammond Innes Bursary Fund, managed by ASTO, which supports young people and those with additional requirements to sail with us.

Our thanks also go to the ongoing support we receive both financially and through their advice and guidance from Trinity House.

Other Fundraising Activities

In FY19 other Fundraising Activities, including Merchandising, raised £40k compared to £97k in FY18 (again including Merchandising).

Throughout the year we have had many fundraising activities often led by our national network of Volunteers. Of particular note is our Annual Christmas Appeal and our Pumpkin Festival led and run by our Southampton Branch of Volunteers, now in its 20th year. Our network of volunteers help us to raise awareness of the charity up and down the country, helping to spread the word at a grass-roots level.

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However it is clear that our focus on both Merchandising and Other Fundraising needs to be sharper during the coming year if we are to reverse the downward trend. We believe that fundraising through Volunteers, Events, and Merchandising could provide us with consistent and regular income but needs to be appropriately managed and supported by our Fundraising Team.

Legacies

Our legacies income totalled £151,682 in FY19, thanks to the generosity of our supporters who remember us in their Will.

Supplier Partnerships and Benefit in Kind

For the JST to continue to deliver life changing experiences, we rely on the generosity of our suppliers. We would like to thank the following suppliers for their ongoing support:

Platinum supporting supplier
Tsakos Shipping
Gold
Alston Gayler
Bronze
AudioCP
Bachmann
Barrus
British Marine
Chugoku
Club Coins UK
Cummins
Dart Harbour
Duchy of Cornwall
Golden Arrow
Helmsman Systems Ltd
IDC Bands
Liquid Engineering
Medical Support Offshore
Netpas
Poole Harbour
Proboat
Real Employment Law
Rob Davies loan interest
RYA
Selwood
South Coast Port Services
Thomas Gunn
Trinity House loan interest
Trustees loan interest
TS Rigging
Tysosn Ships Riggers



Investment in ships and Mission delivery

Our Operating Costs for both Ships in FY19 was £3.63m compared to £4.25m in FY18 - a reduction of £618k. Key maintenance works undertaken in FY19 included a period in Dry Dock for Lord Nelson in October 2018 during which a new Log and Echo Sounder was installed, the ship hull and accommodation quarters painted, pipework, engine and sewerage system overhauled. Tenacious was taken out of service during the winter period which contributed to the reduced costs and enabled us to look more closely at our future needs.

Under the leadership of the Operations Director we continued to implement a significantly enhanced Ship Management System to handle all aspects of our offshore activity including crew, safety and technical management. This system has also helped us to improve administration and to prioritise maintenance requirements and potential capital investments needed for future requirements.

We initiated a Voyage Experience Improvement Group and using the improved feedback information began to make significant changes. We invested significantly in Disability Awareness Training for Permanent and Volunteer Crew, assisted by a National Lottery Community Fund grant.

Stream Marine Training continued to support us very generously with the provision of all statutory and professional training for our professional seafarers, who continue to take advantage of unlimited access to the

Stream Marine Learning and Professional Development Programme.

The Supplier Recognition Scheme has continued to support our costs considerably and we are grateful to all of our supporting suppliers as mentioned in the earlier section of this Annual Report.

We remained concerned that the costs of both maintaining and running two ships are unsustainable in the long-run, even with the improved income from fundraising and from partnership voyages. The decision to decommission Lord Nelson in the Autumn of 2019 was a necessary albeit difficult resolution of what has been an ongoing issue. Certainly we shall miss the comradeship and commitment of those Permanent Crew who took Voluntary Redundancy and who have been such an important part of the JST, but we are now better placed to maintain and run the JST with a single ship and to fulfil our mission.

Plans for the Future

Our future plans are focused on two inseparable requirements, mission and sustainability. We must deliver our vision and mission which is even more relevant in our contemporary society where devising, exclusion and alienation impacts on so many people. To enable us to do this we need to ensure we build organisational resilience and financial sustainability. We cannot deliver our mission without having sufficient and enduring resources.

Financial sustainability

More manageable costs

Moving to a single-ship model has enabled us to reduce our cost base in terms of salaries, maintenance and running costs by almost 50%. Controlling costs has been a significant challenge for us which should now become far more manageable. However, cost control is never a "one off" event and as we plan for the future we shall continue to monitor costs ensuring that what we spend is good value for money, that we reduce waste, and that we use our resources wisely and directly for our charitable purpose.

Improved income levels

Controlling costs will not be sufficient to build long term sustainability. We also need to improve income levels and in particular ensure we have consistent and predictable revenue streams. We shall be focused on achieving this in the future by:

- Increasing to 90% average occupancy for all our voyages through careful selection of appropriate voyage programmes, through marketing our voyages across more channels, to reach a wider group of beneficiaries.
- Partnerships produce nearly double the potential income achieved from public voyages and during FY19 generated considerably more income. We look to

continue to increase this during this new financial year in terms of number of partnership days, revenue per head achieved, and level of occupancy. We are also being more flexible in terms of how we generate income and impact from a voyage through working closely with our charitable partners. For example, voyages during our Mediterranean 2020 programme will be filled through a combination of fully funded berths (from Stelios Philanthropic Foundation), charitable partners who are making a significant contribution to be part of the voyage, and members of the public.

- Our Fundraising Team has been increased during Autumn 2019 and draws on deep experience and proven track records of reaching significant fundraising targets. Over the next 5 years, we are looking to increase fundraising income by at least 50% on current levels, through a combination of sustained growth in major donor contributions, improved performance in programme fundraising, and support of individual giving as well as working with our fundraising volunteers in a more supportive way. We are also anticipating modest year-on-year growth in legacy income, which is becoming increasingly prominent as this becomes a consideration for the JST's early beneficiaries.

Improve the voyage experience

As we plan for the future we can focus more of our time, energy and resources on improving the voyage experience. This is central to our mission. There are a number of steps we intend to take in the next year.

1.

Create more tailored voyages around the identified needs and wants of our beneficiaries. By listening to them, and by gathering from our partner-relationships more knowledge and expertise on what is needed, we can build a voyage experience that focuses on individuals and is not merely a "one size fits all".

2.

Build a stronger "ship to shore" integration of our service and delivery teams to ensure they work more closely to deliver what is wanted and needed. Our one-ship model enables us to spend more time on such planning and improves the quality of what we can offer to deliver on the promise.

3.

Continue to invest in Crew Training, both Volunteer and Permanent Crew, particularly around experience delivery and beneficiary support.

4.

Use the planned twenty year survey of SV Tenacious during the coming year to improve our facilities on board with increased accessibility and levels of comfort.

5.

Focus our voyage programme during the coming year on European and easy to access destinations. In 2021 we will be undertaking our first dedicated UK programme around a regional hub model, designed to take our work deeper into communities around the country.

6.

Implement our new "Theory of Change" impact measures and incorporate the review of results into our management decision-making. This will allow us to identify, then act upon, areas for performance improvement.

Retain and increase our Partnerships

Partnerships are a thrilling opportunity for the JST to maximise our charitable impact.

Collaboration brings immense value to us, not just financially, but by enabling us to connect with new networks, to extend our charitable work and mission within new communities, and to enhance our own capabilities.

Equally, for those businesses supporting other charities, we have demonstrated our unique ability to augment financial contributions by sailing their beneficiaries onboard our vessels. This increases the value of the experience to beneficiaries in so many ways.

Building on our success during the last three years we aim to retain our current business, charitable and education partnerships, and to create new opportunities to work with new partners.

We learn from specific expertise that our

partners bring, and we benefit hugely from, their energy and enthusiasm for working collaboratively with the JST. To name just a few: Barclays, VMWare, Help for Heroes, The Princes Trust, Wellington College and The Royal Foundation. We would like to thank our partners, many of whom have now worked with us for several years, as retaining these strong and collaborative relationships constantly improves the service we are able to provide to beneficiaries and wider communities.

We will continue to build upon our efforts, aiming to bring in above £1m partnership voyage income. In particular we are looking to extend our work with younger people, with those who have faced social isolation or exclusion, and those who have mental wellness issues. Partnerships enable us to reach out to such groups and to develop our supportive capabilities.

Fundraising Team

During the next two years we intend to achieve our ambition to raise sufficient income through charitable donations to offer fully-funded voyages for at least 50% of our available places. In addition, we want our Fundraising Team to build our revenue reserves, thus reducing our financial vulnerability and providing us with a surplus we can invest into future service improvement. Our focus will be on increasing our potential revenue stream income for all available routes.

Financially we have made great improvement in our fundraising income during FY19. We now need to consolidate and build upon this and will undertake a number of initiatives including:

- Communicating more effectively with all those interested in our work. "Getting the message out" and "telling the story" are key initiatives for us now that we have in place a full-time Marketing and Communications Lead. Over the last two years we have seen an exponential increase in the use of social

marketing channels, including Facebook, Instagram, Twitter and LinkedIn as well as website platforms for marketing purposes. We need to use these more effectively and more consistently. In particular, we need to open up a more responsive dialogue with our volunteers, with our beneficiaries, and with our donors to build a greater sense of community.

- Regain ground lost in recent years in areas of individual giving, legacies, events. A dedicated resource around such streams

will give us a significant potential revenue rise.

- Engage more actively with our volunteers, through our branches and directly, towards specific fund-raising initiatives. We shall look to increase the number of our volunteers, recognising that many of our beneficiaries may well be prepared to fundraise on our behalf and become ambassadors for the JST.
- Continue to build our relationships with major donors by ensuring we understand more deeply what they want to achieve through donations and identifying with them how best to use such donations. We have increased our professional team in this area with the appointment of a new CEO with a strong major gifts background and an Associate Director, Major Gifts, to ensure that we can devote more time to building our major donor network.
- We have launched new fundraising products (e.g. a Patrons' Circle offering for major donors), started to build a rolling programme of ground-breaking events and also strengthened our team which we will continue to do throughout FY20.
- Our current 40th Anniversary celebrations have helped to galvanise this support and we raised c. £1.2m from major donors. In FY20 we expect at least half of this support to become regular and prevail during the current financial year, providing an important new core income stream.

- In addition to our strong community of International Presidents we have also secured support from other world leading philanthropists like Sir Stelios Haji-Ioannou who is sponsoring a pioneering programme with JST during the summer of 2020.
- The programme is based around his philanthropic interests in the UK, Greece, Monaco and Cyprus and culminates with a stellar event, on June 25th, with HSH Prince Albert of Monaco at his Prince's Palace. This is being delivered in collaboration with another leading philanthropist, John Christodoulou and his Yiannis Christodoulou Foundation. We expect this to make a significant fundraising contribution next year.
- We are also using the programme to open up new channels of funding across the Med. The Tsakos and Tsavlis families, who are existing supporters, will be hosting the JST during our visit to Greece.
- Romero Britto, a leading American Artist, has agreed to design sails for the ship - which will also help to raise our profile and attract corporate sponsorship.





STS Lord Nelson

While Lord Nelson was operational in FY19, a decision was taken to decommission her in summer 2019. The Trustees are considering future uses for Lord Nelson, with a range of options being considered - from selling her through to retaining her as a non-sea faring asset used for mission relevant activities, including educational purposes for example.

A number of organisations, partners and even cities have approached us have expressed interest. These are being explored further to ensure there is a robust business plan for any continued use which delivers to our mission.

In the meantime, Lord Nelson is being docked in the historic port of Bristol where we have been given a complimentary berth.



SV Tenacious

We have to prepare for a major dry docking and survey project for SV Tenacious during the Autumn of 2020 as part of our Lloyd's classification.

Our budget needs to factor in the additional costs this will incur of approximately £500k as well as the loss of income over an eight week period. Careful planning to mitigate the financial impact has already begun.

Long-term this secures the ongoing seaworthiness of Tenacious and enables an upgrade of facilities of benefit to both permanent and voyage crew as a fit for purpose contemporary vessel capable of delivering our extended mission.



Groundwork for more UK focussed programmes

Next year will also see us preparing the ground for a more UK focussed programme from 2021 onwards, which will be in line with our core strategy and responds to the changing needs of potential beneficiaries. In particular we shall be planning to:

- Make it easier for beneficiaries to access our services by having voyages that start / finish in the same (local) port;
- Go deeper into communities and establish local charitable partnerships that help us provide opportunities to those who would most benefit from a voyage;
- Align local sources of funding to these beneficiaries by sourcing local money to benefit local communities.

By concentrating more of our time and energy on UK-focussed local programmes we shall be able to have more impact and help to build longer term follow-up opportunities. At the same time we shall continue to respond to opportunities further afield where they are mission specific and financially sustainable.



Financial Review

The Trust has continued to make progress against our strategic and operational goals but faced issues in terms of cost control, income generation, and significant cash flow problems which have had a significant impact during the period from April 2019. This led to the decision to decommission Lord Nelson to reduce our running costs, and downsize both our ship's crew and our shore-based support team.

In the FY19 the Trust achieved an improved result in terms of day to day operations with a deficit of £271k, compared to a deficit of £1.2m in FY18. This improved overall performance was assisted greatly by raised fundraising and partnership income, particularly associated with The Lord Dannatt Round Britain Challenge, the 40th Anniversary event at Windsor Castle, and the launch of the Major Gifts initiative.

However, the cost of maintaining and running two ships together in a challenging economic environment where the percentage of people giving to charities in the UK has fallen for the third year running (*Charities Aid Foundation Report, May 2019*) means that we foresee ongoing significant challenges in both generating sufficient income and controlling maintenance and running costs. We remain vulnerable to economic and trading conditions since we do not have any reserves.

Fundraising Approach

The Jubilee Sailing Trust raises funds to support its mission in a variety of ways:

- By applying for Grants and Trusts to recognised Foundations to support our work.
- By approaching major donors to sponsor our events or support our Mission both generally (unrestricted giving) or for specified purposes (for example, particular beneficiaries on a particular voyage)
- By charging fees to potential voyagers based on the cost of the voyage. These fees are subsidised or waived entirely for those with limited or no financial means.

- By launching specific appeals for funds for the general running of the Jubilee Sailing Trust. These will include Special Event or Seasons Appeals as well as for specific capital purposes for the purchase of equipment or major works.

All our Appeals comply to Fundraising Best Practice as set out by the Charity Commission and fully comply with GDPR regulations. The JST does not sell or pass on to any third parties details of our sponsors or donors without their express permission. A senior member of our Fundraising Team is responsible for reviewing our practice and ensuring we remain compliant to all fundraising standards.

The Jubilee Sailing Trust employs a team of fundraisers who are paid a salary. No commission is paid at any time to our fundraising team or our volunteer fundraisers in the UK.

We fully subscribe to the Code of Fundraising Practice of the Fundraising Regulator and are registered by them: www.fundraisingregulator.org.uk. The JST provides full details of the Fundraising Regulator on our website including contact points for any donors or potentials to raise concerns over any intrusion into their privacy, unreasonable pressure or persistence to donate, or any issues over the allocation and distribution of funds.

No complaints concerning the Fundraising Policy or Practice of the JST or of any of its Fundraising Staff or Volunteers have been raised during the period covered by this Annual Report.

Principal Sources of Funding

The JST continues to have two primary funding sources - income from its activities (partnership and public voyages) and philanthropic donations. During FY18 these made up contribution of 54% from Activities and 46% from all forms of fundraising. For FY19 39% of income came from Activities and 61% from Fundraising. This is a significant change in the relative proportions of each income stream.

Activity Income

Activity Income for FY19 was £1.67m compared to £1.71m in FY18.

The JST secures contributions towards the cost of voyages from our volunteer crew members and from our charity and commercial partners. The gap between these contributions to income and the actual cost of the voyages, particularly on Public Voyages, has continued to widen creating significant cash and income issues for the Trust.

Our Voyage Income for the year at £1.67m is considerably less than the £3.63m Operating Costs to run the two ships, which places a greater onus on Fundraising Income to address the shortfall. Given this shortfall we took the decision to take Tenacious out of service for the winter of 2018/2019 which reduced our overall voyage days for the year, but also our operating costs.

For Partnership Voyages we are able to recover a higher percentage of our fully loaded costs, and indeed for some commercial partnership we secure a modest surplus, which is used to ensure those of more limited financial means are able to sail with us. We saw a welcome increase in Partnership Voyage Revenue to £832k, representing 50% of all Voyage Income, and we shall need to sustain this during our next financial year to begin to address the

significant gap between Ship Operating Costs and Voyage Income.

The decision to decommission one of the two ships will reduce those high Operating Costs, but we shall need to ensure high occupancy levels on all SV Tenacious voyages to maintain a good income stream.

Fundraising Income

Fundraising Income for FY19 was £2.611m compared to £1.95m in 2018.

Our fundraising initiatives are to support our operating costs, maintenance projects on the ships, and bursary funding schemes aligned to our mission to give more people of mixed abilities and circumstances the freedom to explore their ability, potential and place in the world through inclusive adventures at sea. We make best efforts to ensure that financial circumstance is never a barrier to participation.

JST fundraising income comes from a variety of sources. Individual giving is still a major source of income together with events organised by volunteers, notably the Pumpkin Festival run annually by our Southampton Branch. We rely on applications made for grants from charitable Trusts and Foundations, from legacies, from fund-raising appeals, and from major donors. We also work jointly with our charity partners to raise income for specific partnership voyages.

Professionalism in all fundraising is paramount and requires a skilled and committed team. During FY19 we had some difficulties in attracting and retaining key fundraising professionals, particularly for major gifts, and this together with the general decline in individual giving had a significant impact on our ability to raise consistent and predictable levels of income. To a great extent we were dependent on the particular capabilities of our CEO to secure major gifts to ensure that our fundraising targets were

achieved but our underlying fundraising performance beyond this was weak.

In the Autumn of 2019 we addressed this issue by recruiting a number of new members of the fundraising team and we are pleased to confirm that we now have a full fundraising team in place.

Expenditure

Expenditure for FY19 was £4.34m compared to £4.975m in FY18

This was a reduction of over £600,000 over the previous year which, together with the rise in Fundraising income, enabled the JST to reduce its Deficit for the year from £1.2m in FY18 to £271k in FY19.

Whilst this is certainly an improvement it is clear that our operating costs continue to be high and to some extent maintenance costs, over and above scheduled works, is unpredictable. We remain vulnerable, therefore, to unplanned costs.

Debt

Creditor amounts falling due after more than 1 yr increased slightly in FY19 to £3.32m compared to £3.3m in FY18

These long-term creditors largely comprise benefactors who make large interest free/ low interest loans to the Trust, secured against our asset base, often repayable in instalments. The terms of these debt arrangements are reviewed by the Trustees who are confident that this debt position is viable and can be serviced.

Principal risks and uncertainties

The Trustees of the JST have established a risk assessment framework, reviewed throughout the year, to consider the impact and probability of risks in various areas and indeed have taken decisive action to address the major financial issues facing the Trust in April 2019. The principal financial risks are

considered to be:

- Risk of insufficient working capital to meet operational requirements or service debt
- Significant deterioration in the condition of the ships leading to high unpredictable capital/major repair costs
- Challenges of fundraising of all types in the current economic and politically uncertain climate
- Lower Occupancy levels on Public and Partnership Voyages, and lower contribution to costs payments by voyage crew, leading to high operating deficit placing too great a burden on fundraising activities and potentially increasing overall debt levels

Investments

Currently the JST does not have any significant investments or reserves. However, our objective is to build an operating cash reserve of approximately £1m to enable the Trust to withstand short-term operating difficulties or economic pressures and thereby build its resilience.

Direct Costs vs Support Costs

The Trustees seek to ensure that the majority of our funds are spent on our charitable activities expressly to fulfil our Mission.

During FY19, 89% of our expenditure was directly on running and maintaining operations on our ships and providing customer service to our beneficiaries.

11% of our expenditure during FY19 went on fundraising, management, consultative support and other administrative requirements.

Structure, Governance and Management

The Trustees are committed to continuously improving their performance and effectiveness. The Trustees formally adopted the Charity Governance Code at the end of FY17 and in FY18 formally reviewed their performance, and that of the Trust, in accordance with its recommendations.

In addition, in accordance with long-standing practice, Trustees are required to provide an annual report on their contribution to the charity and to provide feedback on board and organisational effectiveness. Feedback is collated by the Chief Executive annually and circulated amongst Trustees for group discussion.

Nature of Governing Document

The Jubilee Sailing Trust was established under a trust deed dated 6 October 1978, and after subsequent amendments a consolidated deed was adopted on 19 October 2006.

Constitution

The charity, through its two subsidiary charities, Jubilee Sailing Trust Ltd and Jubilee Sailing Trust (Tenacious) Ltd, owns and operates two tall ships, the Lord Nelson and Tenacious, designed and built for the achievement of these objectives.

After various additions and changes to the Trust's Objects over the years, a consolidated Deed of Trust was adopted by Trustees on 19 October 2006.

The Trust has submitted to the Charities Commission a change to the objects clause of the Trust Deed, which reflect our latest mission definition, target beneficiaries and operating model. These were approved by The Charities Commission in May 2019 and can be found on their website.

Organisational structure (inc. entities and affiliates)

Key management of the charity is made up of non-paid Trustees and the Senior

Management Team, who are collectively responsible for the day to day management and operation of the Trust. Details of staff and key employees remuneration can be found in notes 7 and 8. Per Fundraising Regulator guidelines, members of staff receive a straightforward salary and receive no other incentives for their performance.

None of the JST's Trustees are remunerated and no expenses were paid during the financial year in question.

The JST has two affiliated organisations in Australia and New Zealand which are built on the same mission of the Trust. They are legally constituted as clone entities connected with the JST UK Charity through Memorandums of Understanding and representation of JST UK Trustees and Management Team on the Board of the local entities.

Decision-making process

The full board of Trustees meets quarterly, with more frequent meetings of sub-committees, on which the Trustees are represented, covering all the discrete disciplines required in the charity (Finance and Audit, Fundraising, Medical Advisory and Ship Management).

Each Trustee sub-committee reviews regularly, and in detail, the risks within their areas of specialism, and they ensure that appropriate management controls are in place to manage those risks. The Trustees have defined arrangements with board sub-committees through carefully defined terms of reference.

Other Trustee working groups are routinely

commissioned on specific issues, projects or topics on a less formal basis. In this instance, the scope of work and deliverables are agreed with the Trustee Board and/or the executive on a case by case basis.

The Trustees have defined delegated authority to the Chief Executive and the management team, which include limitations on decision-making rights, financial transactions and commercial liability. These are integrated with the annually approved budget and operating plan.

Trustee recruitment and induction

Trustees are drawn from a wide range of backgrounds to provide relevant experience across the different aspects of our charitable activity and to maintain succession.

Selection is an open process, and before becoming a Trustee, candidates are encouraged to gain a full understanding of the JST, our operational activities and to meet relevant members of the management team. All Trustees are expected to take an active contribution to JST and these initial interactions allow this to be agreed prior to appointment.

Appointment is by the agreement of all Trustees and for a renewable period of two or three years. Once appointed, new Trustees follow a program of introductions to the charity, its people, its operations and the expected requirement of a charity trustee.

All new Trustees are subject to a formal and standard induction process, which is delivered by the Chairman, Chief Executive and other members of staff as required:

- A briefing on their legal responsibilities as a Trustee (per Charities Commission guidance)
- An overview of the JST constitution, mission, operating plan, finances, performance objectives and risk register

- Detailed review of all Trustee and statutory publications for the previous 36 months
- Detailed review of all management information, including YTD KPIs, financials and an update on strategic issues
- Meetings with key onshore and offshore staff
- The opportunity to join a JST voyage or Day Sail (strongly encouraged)

Remuneration

Our staff and volunteers are committed, energetic and take great pride in working for the JST. However, if we are to succeed, it is important that we continue to offer an employment package that fairly remunerates staff and is capable of attracting individuals with the required skills and attributes.

Staff pay is reviewed annually and normally increased in line with average earnings. All staff are benchmarked in line with other external similar roles in the wider charity market to ensure remuneration is fair.

In FY18 the Trust implemented the second stage of a commitment to bring seafarer remuneration to appropriate level of remuneration, given their responsibilities and experience. This work has continued during FY19 and we now provide conditions of service and remuneration in line with best practice.



Statement of Trustees Responsibilities

The Trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

prevention and detection of fraud and other irregularities.

The Trustees (and each of them) at the time this report is approved are aware that to the best of their belief and knowledge:

- There is no relevant audit information of which the auditors are unaware
- They have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees have given due consideration to Charity Commission published Guidance on the operation of the Public Benefit requirement.

This report was approved on 11 December 2019.



James Crill
Chairman of Trustees

The Trustees are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the

Reference and Administrative Details

Patron	HRH The Duke of York, KG	
Honorary President	Jacquetta Cator	
Trustees	James Crill Martyn Cuff Kevin Curran Tom Stewart Niall Tarrell Mark Rawson Ashley Head Emma Lawton Mark Needham Emma Crabtree	Chairman Vice-Chairman Appointment 20/09/2018 Resignation 02/09/2018
Chief Executive	Duncan Souster Patrick Fleming	to 31 December 2019 from 2 December 2019
Principal Address	12 Hazel Road Southampton SO19 7GA	
Bankers	National Westminster Bank PLC 15 Bishopsgate London EC2P 2AP	
Solicitors	Hill Dickinson LLP Irongate House Dukes Place London EC3A 7HX	
Independent Auditors	Fiander Tovell Limited Stag Gates House 63/64 The Avenue Southampton SO17 1XS	
Charity Number	277810	

Independent Auditors Report

Opinion

We have audited the financial statements of Jubilee Sailing Trust (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2019 which comprise the Group Statement of Financial Activities, the Group and the Trust Balance Sheet, Group Cashflow Statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2019, and of the group's incoming resources and application of resources 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 conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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

At the Balance Sheet Date, the Group had Net Current Liabilities of £1,660,634 (2018: £1,598,157). In forming our opinion on the financial statements, which is not qualified, we have considered the adequacy of the disclosures made in note 1(b) to the financial statements concerning the group and the Trust's ability to continue as a going concern, which is dependent on the continued support of the group's bank, fellow members of the group, other creditors and its supporters and donors.

These conditions, along with the other matters explained in note 1(b) to the financial statements, indicate the existence of a material uncertainty which may cast significant doubt about the group's and the Trust's ability to continue in operation. The financial statements do not include the adjustments that would result if the group or the Trust was unable to continue as a going concern. In view of the significance of this matter, we consider that it should be drawn to your attention but our opinion is not qualified in this respect.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. 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:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 48, the trustees are responsible for the preparation of financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent 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 group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Meacher FCA (Senior Statutory Auditor)
Fiander Tovell Limited
Chartered Accountants and Registered Auditors
Stag Gates House
63/64 The Avenue
Southampton
SO17 1XS

Date: 20th December 2019

Fiander Tovell Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities for the year ended 31 March 2019

	Notes	2019 Unrestricted Funds £	2019 Restricted Funds £	2019 Total £	2018 Unrestricted Funds £	2018 Restricted Funds £	2018 Total £
Income and endowments from:							
<i>Donations and legacies:</i>							
Donations and gifts	4	2,035,900	575,679	2,611,579	1,196,747	750,682	1,947,429
Deferred income		-	(251,609)	(251,609)	-	(221,271)	(221,271)
<i>Charitable activities:</i>							
Voyage fees		1,672,925	-	1,672,925	1,713,681	-	1,713,681
Appearance fees		-	-	-	214,548	-	214,548
<i>Other trading activities:</i>							
Merchandising income		27,588	-	27,588	38,438	-	38,438
Other fundraising income		12,267	-	12,267	58,227	-	58,227
Investment income	5	112	-	112	25	-	25
Total incoming resources		3,748,792	324,070	4,072,862	3,221,666	529,411	3,751,077
Expenditure on:							
<i>Raising funds:</i>							
Costs of generating voluntary income		417,075	-	417,075	458,943	-	458,943
Merchandising costs		34,328	-	34,328	22,640	-	22,640
		451,403	-	451,403	481,583	-	481,583
<i>Charitable activities:</i>							
Lord Nelson operating costs		1,385,720	51,355	1,437,075	1,622,682	185,675	1,808,357
Lord Nelson depreciation		75,338	-	75,338	77,736	-	77,736
Tenacious operating costs		2,139,582	50,253	2,189,835	2,256,964	179,092	2,436,056
Tenacious depreciation		116,234	-	116,234	111,011	-	111,011
Restricted income released	1(e)	(149,366)	149,366	-	(16,006)	16,006	-
Interest payable	9	74,311	-	74,311	60,294	-	60,294
		3,641,819	250,974	3,892,793	4,112,681	380,773	4,493,454
Total resources expended	6(a)	4,093,222	250,974	4,344,196	4,594,264	380,773	4,975,037
Net incoming/(outgoing) resources		(344,430)	73,096	(271,334)	(1,372,598)	148,638	(1,223,960)
Memo: net incoming/(outgoing) resources before depreciation							
		(152,858)	73,096	(79,762)	(1,183,851)	148,638	(1,035,213)
Net movement in funds		(344,430)	73,096	(271,334)	(1,372,598)	148,638	(1,223,960)
<i>Reconciliation of total funds:</i>							
Funds brought forward		993,113	474,525	1,467,638	2,365,711	325,887	2,691,598
Funds at 31 March 2019		648,683	547,621	1,196,304	993,113	474,525	1,467,638

All items dealt with in arriving at the net movement in funds in 2019 and 2018 relate to continuing operations.

Consolidated and Trust Balance Sheets at 31 March 2019

		Group		Trust	
	Notes	2019 £	2018 £	2019 £	2018 £
Fixed Assets					
Tangible assets	11	6,177,958	6,373,473	-	-
Total fixed assets		6,177,958	6,373,473	-	-
Current assets					
Stocks	12	44,119	67,933	-	-
Debtors-due within one year	13	383,845	409,578	245,105	259,993
Debtors-due after more than one year	13	-	-	4,874,086	5,027,568
Cash at bank and in hand		284,956	114,949	249,266	33,851
		712,920	592,460	5,368,457	5,321,412
Creditors: amounts falling due within one year	15	(2,373,554)	(2,190,617)	(976,131)	(713,096)
Net current (liabilities)/assets		(1,660,634)	(1,598,157)	4,392,326	4,608,316
Total assets less current liabilities		4,517,324	4,775,316	4,392,326	4,608,316
Creditors: amounts falling due after one year	17	(3,321,020)	(3,307,678)	(3,196,020)	(3,140,678)
Net assets		1,196,304	1,467,638	1,196,306	1,467,638
Funds					
Unrestricted		648,683	993,113	648,685	993,113
Restricted	20	547,621	474,525	547,621	474,525
		1,196,304	1,467,638	1,196,306	1,467,638

The financial statements were approved by the Trustees and authorised for issue on 11th December 2019.



James Crill
Chairman of Trustees

Consolidated Cash Flow Statement for the year ended 31 March 2019

	2019 £	2018 £
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities (A)	(433,181)	(817,740)
Cash flows from investing activities:		
Dividends, interest and rents from investments	112	25
Purchase of tangible fixed assets	-	-
Net cash provided by/(used in) investing activities	112	25
Cash flows from financing activities:		
Repayment of bank loans	-	-
Repayment of Trustee Loans	(5,000)	(61,000)
Repayment of other loans	(28,750)	(200,000)
Cash inflows from new borrowing	560,000	1,052,000
Net cash provided by/(used in) financing activities	526,250	791,000
Change in cash and cash equivalents in the reporting period	93,181	(26,715)
Cash and cash equivalents at the beginning of the reporting period	114,949	141,664
Cash and cash equivalents at the end of the reporting period	208,130	114,949
(A) Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure) for the reporting period	(271,334)	(1,223,960)
Depreciation	195,515	192,688
Dividends, interest and rents from investments	(112)	(25)
Decrease / (Increase) in stocks	23,814	(5,342)
(Increase) / Decrease in debtors	25,733	(11,098)
(Decrease) / Increase in creditors	(132,297)	305,861
Interest waived	-	-
Donations in kind of fixed assets	-	(75,864)
Loans waived	(274,500)	-
Net cash provided by/(used in) operating activities	(433,181)	(817,740)
(B) Analysis of cash and cash equivalents		
Cash in hand	284,956	114,949
Overdraft facility	(76,826)	-
Total cash and cash equivalents	208,130	114,949

Notes to the Financial Statements for the year ended 31 March 2019

1 Accounting policies

Charity Information

Jubilee Sailing Trust is a charitable trust established under a Trust Deed and registered with the Charity Commission in England and Wales. The principal address is 12 Hazel Road, Woolston, Southampton, SO19 7GA. The Trust is a public benefit entity.

a) Basis of preparation

The financial statements have been prepared under the historical cost convention (subject to the revaluation of fixed assets as detailed in note 1(h)) and are in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (SORP2015) issued in July 2014, the Charities Act 2011 and the applicable accounting standard, FRS 102.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Trust and its subsidiary undertakings, Jubilee Sailing Trust Limited and Jubilee Sailing Trust (Tenacious) Limited as at 31 March 2019 using the acquisition method of accounting. No separate SOFA has been presented for the Trust alone as permitted by the SORP.

The parent entity has taken advantage of the reduced disclosure framework exemption in connection with its own results. This gives exemption from the following disclosures: statement of cash flows, financial instruments and key management personnel remuneration.

b) Going concern

The Trust is dependent on the continued support of its supporters, donors and lenders, fellow members of the group and other creditors. The Trustees consider that they have this support, and that the Trust will continue to operate as a going concern. The financial statements have been prepared on the basis that the Trust is a going concern and do not include the adjustments that would result in the event of the lenders or principal creditors removing their continued support and current credit and working capital facilities.

c) 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 Trust and which have not been designated for other purposes.

Restricted funds are funds provided to be used for specific purposes as specified by the donor. Expenditure which meets these criteria is charged to the funds.

d) Incoming Resources

All incoming resources are recognised once the Trust has entitlement to the resources, it is reasonably certain that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability. Gifts in kind are included at valuation. No amounts are included in the financial statements for services donated by volunteers.

Legacy income is recognised when the legacy has been received, or once the Trust has confirmed its entitlement to the legacy and the value is known with sufficient reliability.

Voyage fees represent the amounts invoiced for voyages which commenced in the accounting period. Voyage deposits received in advance are deferred until the commencement of the voyage.

e) Donated voyage fees

Donations made to subsidise the cost of voyages are restricted and shown as deferred income under assisted voyage deposits. Donated voyage fees are only used for subsidising the cost of voyages as specified by donors and are released to meet the costs of the voyage when the conditions set by the donors are met.

f) Resources expended

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Trust to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Support costs are those costs (including overheads) incurred in support of expenditure on the objects of the Trust. Support costs have been allocated first between charitable activity and governance. The overhead element has then been apportioned between charitable activity and governance based on staff time and turnover ratio. The allocation of overhead and support costs is analysed in note 6 (b).

g) Governance costs

Governance costs comprise all costs involving the public accountability of the Trust and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

h) Fixed assets and depreciation

Lord Nelson and Tenacious are stated at valuation in accordance with FRS 102. Depreciation following a revaluation is provided on a straight line basis at 2.5% per annum. The cost of refits is charged against revenue as incurred.

All other fixed assets costing over £3,000 are capitalised and stated at cost or, if donated, at retail cost, less accumulated depreciation. Depreciation is calculated so as to write off the cost of fixed assets over the expected useful economic lives on a straight line basis, at annual rates varying between 10% and 25%.

Subsequent expenditure that enhances the economic benefits of the asset in excess of its previously assessed value is capitalised.

i) Foreign currency

Foreign currency transactions are translated at the rates ruling when they occurred. Foreign currency monetary assets and liabilities are translated at the rate of exchange ruling at the balance sheet date. Any differences are taken to the Statement of Financial Activities.

j) Stocks

Stocks are valued at the lower of cost and net realisable value. Cost is based on the cost of purchase on a first in, first out basis.

k) Debtors

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

l) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less, and bank overdrafts.

m) Creditors and provisions

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

n) Financial instruments

The Trust 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.

o) Pension costs

The Trust participates in independent pension schemes for employees based on defined levels of contributions. The assets of the schemes are held separately from those of the Trust. Pension costs represent the contributions payable by the Trust during the period.

The Trust also participates in the Merchant Navy Officers Pension Fund (MNOFF) pension scheme for qualifying members which incorporates both defined benefit and defined contribution sections. Provision is made for the agreed contributions to the deficit under an instalment payment arrangement.

p) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

q) Operating leases

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

r) Concessionary loans

Concessionary loans are initially recognised at the amount received in accordance with paragraphs PBE34.90 to PBE34.97 of FRS 102.

2 Critical accounting estimates and judgements

In the application of the Trust’s accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows:

Ship Valuations

The Trust’s tall ships are shown in the financial statements at valuation. The trustees engage professional specialist valuers to value the ships and the valuations are based on their advice. The valuation is an estimate based on various factors as shown in note 11.

MNOFF Multi-Employer Defined Benefit Scheme

Provision is made for the agreed contributions to the deficit on the MNOFF multi-employer defined benefit scheme. The deficit is an estimate based on calculations and valuations made by independent actuaries.

3 Donated goods, facilities and services

From our valued supporters around the world the Trust received £95,000 in donations in kind in the year. We are extremely grateful to our supporters for all they do in making our mission achievable from helping us with discounted or free berthing, pilotage and mooring, to parts for our ships and servicing. We also continue to receive assistance with insuring our fleet, training our staff and crew and charts to help us navigate the world.

Our volunteer branch community (nearly 1,000 strong) continues to grow and stretch further around the world following the ships where they go. We are lucky to receive invaluable support not only in helping us deliver our mission by way of Watch Leaders, Bosun’s Mates and Cook’s Assistants but to raise awareness of our work, fundraising, providing expert assistance both on and off shore in the office and with the maintenance of our ships.

4 Donations and gifts

	2019	2018
	£	£
Charitable trusts, corporate donors and other institutions	1,038,746	961,770
Legacies	162,798	181,567
Fundraising events	32,090	58,225
Individuals and branches	1,377,945	745,867
	2,611,579	1,947,429

5 Investment income

Investment income comprises bank interest receivable of £112 (2018: £25).

6 (a) Total resources expended

	Staff costs	Depreciation	Other direct costs	Total 2019	Total 2018
	£	£	£	£	£
Fundraising and publicity costs	142,850	-	274,225	417,075	458,943
Merchandising costs	-	-	34,328	34,328	22,640
Lord Nelson operating costs	940,856	75,338	496,219	1,512,413	1,886,093
Tenacious operating costs	940,857	116,234	1,248,978	2,306,069	2,547,067
Interest payable	-	-	74,311	74,311	60,294
Governance costs	40,098	434	(40,532)	-	-
	2,064,661	192,006	2,087,529	4,344,196	4,975,037

Other direct costs include audit fees of £12,040 (2018: £11,690) and auditors’ remuneration for non-audit services of £1,250 (2018: £1,595) included within governance costs.

6 (b) Allocation of support costs and overheads

The breakdown of support and overhead costs and how these were allocated between Governance and Charitable Activities (Ship operating costs) is shown in the table below. All have been allocated on a 'time spent' basis.

Cost Type	Total	Governance	Operating Costs	
	Allocated		Lord Nelson	Tenacious
	£	£	£	£
Staff costs	660,066	40,098	309,984	309,984
Office rental and costs	24,418	1,424	11,497	11,497
Communication costs	13,216	770	6,223	6,223
Insurance	10,024	584	4,720	4,720
Depreciation	7,450	434	3,508	3,508
Other	603,670	35,266	284,184	284,220
	1,318,844	78,576	620,116	620,152

Support costs include exchange differences debited/(credited) of £9,952 (2018: £5,185).

7 Staff and Agency Costs and Remuneration of Key Management Personnel

Group	2019	2018
	£	£
Wages and salaries	1,013,221	987,559
Social Security costs	111,455	107,678
Pension contributions	63,453	51,914
Agency staff	845,868	878,290
Pension contributions - agency staff	30,664	27,400
	2,064,661	2,052,841
	No.	No.
Administration	30	34

The average number of employees, analysed by function, was:

The majority of the ships' crews are supplied to the Jubilee Sailing Trust by a specialist agency which employs them and consequently they are not included in the average number of employees shown above

The average number of full time staff was 25 (2018: 29) and part time staff was 5 (2018: 5).

The average number of full time equivalent staff was 28 (2018: 32).

The agency staff costs shown above relate to staff employed by a third party but provided to Jubilee Sailing Trust Limited under a contract for the provision of staff.

During the year, the number of employees with emoluments of over £60,000 was as follows:

	2019	2018
	No.	No.
£60,000 - £70,000	-	-
£70,000 - £80,000	2	1
£90,000 - £100,000	1	1
	2019	2018
	£	£
Employment benefits of key management personnel	301,349	234,291

Trust

Wages and salaries
Social Security costs
Pension contributions

The average number of employees, analysed by function, was:

Administration

8 Trustees' remuneration

None of the Trustees or any persons connected with them received any emoluments from the charity in either year.

No Trustees received reimbursed expenses during the year (2018: None).

Trustee indemnity insurance of £3,360 (2018: £3,360) has been paid by Jubilee Sailing Trust Limited and is included within governance costs.

9 Interest payable

Bank loans and overdrafts
Other loans

10 Results of parent and subsidiaries

These accounts incorporate the results of the Trust's wholly owned subsidiaries, Jubilee Sailing Trust Limited (company number 01694447, charity number 286487) and Jubilee Sailing Trust (Tenacious) Limited (company number 04019273, charity number 1081658), for the year ended 31 March 2019. These subsidiaries share the principal objective of enabling physically disabled and able-bodied people to share the challenging and integrating experience of crewing a sailing ship at sea.

Each entity's total incoming resources for this period and their net operating surplus/deficit before any subvention of funds from the parent entity were as follows:

	Incoming resources		Operating surplus/(deficit)	
	2019	2018	2019	2018
	£	£	£	£
Jubilee Sailing Trust	2,461,500	1,809,401	2,376,812	1,725,925
Jubilee Sailing Trust Limited	1,050,719	1,234,383	(1,172,548)	(908,085)
Jubilee Sailing Trust (Tenacious) Limited	662,061	790,511	(1,475,598)	(2,041,802)

The aggregate amount of assets, liabilities and funds in each subsidiary is as follows:

	Assets	Liabilities	Net Assets
Jubilee Sailing Trust Limited	2,487,566	2,487,566	-
Jubilee Sailing Trust (Tenacious) Limited	3,908,943	3,908,943	-

11 Tangible fixed assets

Group	Tenacious £	Lord Nelson £	Boats & spare engines £	Equipment & motor vehicles £	Total £
Cost or valuation					
At 1 April 2018					
- at original cost	-	-	89,496	155,372	244,868
- at valuation	4,250,000	2,500,000	-	-	6,750,000
	4,250,000	2,500,000	89,496	155,372	6,994,868
Revaluation	-	-	-	-	-
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2019	4,250,000	2,500,000	89,496	155,372	6,994,868
Depreciation					
At 1 April 2018	318,750	187,500	70,620	44,525	621,395
Revaluation	-	-	-	-	-
Charge for the year	106,250	62,500	4,718	22,047	195,515
Eliminated on disposal	-	-	-	-	-
At 31 March 2019	425,000	250,000	75,338	66,572	816,910
Net book value					
At 31 March 2019	3,825,000	2,250,000	14,158	88,800	6,177,958
At 31 March 2018	3,931,250	2,312,500	18,876	110,847	6,373,473

Tenacious and Lord Nelson are pledged as security for a number of loans, as detailed in note 17a.

The group adopts a policy of revaluation of its sailing ships in accordance with FRS 102.

A valuation was carried out in July 2015 by Graham Westbrook (independent naval architect and surveyor). He estimated the approximate value of Lord Nelson (Jubilee Sailing Trust Limited) at £2,500,000 and Tenacious (Jubilee Sailing Trust (Tenacious) Limited) at £4,250,000.

The basis for valuation and factors considered were:

1. Ships of similar size and nature available on the open market.
2. Comparison with as near an identical ship whose details are known.
3. The cost to build the ship from new.

The charity itself does not hold tangible fixed assets (2018: £Nil).

Comparable historical cost for Lord Nelson and Tenacious:

	Tenacious	Lord Nelson	Total
Cost			
	£	£	£
At 1 April 2018 and 31 March 2019	15,620,213	2,690,205	18,310,418
Depreciation			
At 1 April 2018	5,505,870	1,721,731	7,227,601
Charge for the year	312,404	53,804	366,208
At 31 March 2019	5,818,274	1,775,535	7,593,809
Net Book Value			
At 31 March 2019	9,801,939	914,670	10,716,609
At 31 March 2018	10,114,343	968,474	11,082,817

12 Stocks

These comprise promotional trading goods, fundraising materials, bar stock for resale and ship stores.

Cost of stocks recognised as an expense during the year:

13 Debtors

Other debtors
Prepayments and accrued income

Amounts falling due after more than one year

Amounts due from subsidiary companies

The advances to Jubilee Sailing Trust Limited and Jubilee Sailing Trust (Tenacious) Limited from the Trust are secured on the assets of the companies. By a Deed of Subordination the Trust has agreed that its security ranks behind the security given to National Westminster Bank plc, the Secretary of State for Trade and Industry, The Corporation of Trinity House of Deptford Strond, John Marston, Harry Cator and Elisabeth Thistlethwayte as detailed in Note 17. In the absence of any breach of the terms of the security, advances are repayable out of the proceeds of sale of any assets so secured.

14 Financial instruments

Carrying amount of financial assets
Debt instruments measured at amortised cost

Carrying amount of financial liabilities
Measured at amortised cost
Measured at cost less impairment

15 Creditors: amounts falling due within one year

Bank loans and overdrafts
Other loans (17a)
Voyage deposits in advance (16a)
Trade creditors
Other creditors
Other taxation and social security
Accruals and deferred income

The amount of secured liabilities due within one year is £363,556. The bank overdraft is secured by an intercompany guarantee, debenture and a ship mortgage on Tenacious.

Group 2019	2018	Trust 2019	2018
£	£	£	£
198,282	204,625	-	-
Group 2019 £	2018 £	Trust 2019 £	2018 £
107,033	67,343	8,000	2,799
276,812	342,235	237,105	257,194
383,845	409,578	245,105	259,993
-	-	4,874,086	5,027,568
-	-	4,874,086	5,027,568

Group 2019 £	2018 £	Trust 2019 £	2018 £
391,989	466,485	5,131,352	5,323,656
3,857,626	3,701,193	2,942,529	2,927,035
667,000	381,500	667,000	381,500

Group 2019 £	2018 £	Trust 2019 £	2018 £
76,826	-	-	-
346,730	263,045	346,730	263,045
1,037,288	1,246,740	562,622	432,516
535,929	421,328	-	-
73,296	64,163	1,031	1,013
132,660	56,139	-	-
170,825	139,202	65,748	16,522
2,373,554	2,190,617	976,131	713,096

16 Voyage deposits in advance**(a) Trust:**

	01-Apr 2018	Incoming Resources deferred	Release of b/fwd deferred Income	31-Mar 2019
	£	£	£	£
Assisted voyage fees	417,729	400,975	(270,224)	548,480
Branches	14,787	300	(945)	14,142
	<u>432,516</u>	<u>401,275</u>	<u>(271,169)</u>	<u>562,622</u>

Donations made to subsidise the cost of voyages are received from a variety of sources to enable the Trust to operate subsidised voyages.

Group:

	01-Apr 2018	Incoming Resources deferred	Release of b/fwd deferred Income	31-Mar 2019
	£	£	£	£
Assisted voyage fees	417,729	400,975	(270,224)	548,480
Branches	14,787	300	(945)	14,142
Voyage deposits	814,224	474,666	(814,224)	474,666
	<u>1,246,740</u>	<u>875,941</u>	<u>(1,085,393)</u>	<u>1,037,288</u>

17 Creditors: amounts falling due after more than one year

	Group		Trust	
	2019	2018	2019	2018
	£	£	£	£
Other loans (a)	3,056,520	2,860,955	3,056,520	2,860,955
Loans from individuals (b)	139,500	167,000	139,500	167,000
Voyage deposits in advance	-	112,723	-	112,723
Other creditors	125,000	167,000	-	-
	<u>3,321,020</u>	<u>3,307,678</u>	<u>3,196,020</u>	<u>3,140,678</u>

The amount of secured liabilities due after more than one year is £3,056,020 (2018: £2,738,955).

(a) Other loans:

Details of the other loans provided are as follows:

Lender	Capital	Interest	Term
Harry Cator	1,097,000	0.7% above base	15 years
Harry Cator	550,000	3% above base	15 years
Harry Cator	550,000	0.7% above base	15 years
John Marston	175,000	3% above base	15 years
Elisabeth Thistlethwayte	221,250	3% above base	15 years
Trinity House	250,000	5% above base	15 years
Anonymous	500,000	0%	5 years
John Christodoulou	60,000	0%	1 year

The above loans (with the exception of the loans from Anonymous and John Christodoulou) are secured by a guarantee from Jubilee Sailing Trust (Tenacious) Limited and a ship mortgage on Tenacious. The guarantee and mortgage rank behind the guarantee to National Westminster Bank plc and equally with the Corporation of Trinity House of Deptford Strond and the three lenders referred to above. The loan from Anonymous is secured by a guarantee from Jubilee Sailing Trust Limited and a ship mortgage on Lord Nelson.

Included within other loans are concessionary loans totalling £667,000 (2018: £381,500), of which £60,000 (2018: £130,000) are due for payment within one year and £607,000 (2018: £251,500) are due for payment after more than one year.

The analysis of other loans is:

	2019	2018
	£	£
Due within 1 year	346,730	263,045
Due within 1-2 years	187,578	311,467
Due within 2-5 years	1,074,400	576,400
Due after 5 years	1,794,542	1,973,088
	<u>3,403,250</u>	<u>3,124,000</u>

(b) Loans from individuals

At 31 March 2019, 8 (2018: 9) individuals including some Trustees had advanced loans to the Trust, totalling £139,500 (2018: £167,000).

	2019	2018
	£	£
At 1 April 2018	167,000	228,000
Loans advanced during the year	-	-
Repaid during the year	(5,000)	(61,000)
Reclassified	-	-
Waived during the year	(22,500)	-
	<u>139,500</u>	<u>167,000</u>

The interest on these advances is waived with the exception of one of the advances which bears interest at 3.5%. The JST has the power to make such interest payments in accordance with the terms of the Deed of Trust.

The outstanding amount at 31 March is analysed as follows:

	2019	2018
	£	£
Due within 1 year	-	-
Due between 1 and 2 years	139,500	167,000
	<u>139,500</u>	<u>167,000</u>

18 Obligations under operating lease

At 31 March 2019 the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2019	2018
	£	£
Land & Buildings	6,514	22,335
Within one year	-	-
In more than one year but not more than five years	-	6,514
In more than five years	-	-
	<u>6,514</u>	<u>28,849</u>
	<u>22,335</u>	<u>22,335</u>

Lease payments recognised as an expense during the year

19 Related parties

The loans from the Trustees and other individuals included in Note 17 above are also related party transactions and therefore the Trust considers the following to be material transactions. Certain of the trustees took the decision to waive interest on these loans. The interest waived of £1,462 and calculated at 1.20%-1.45% per annum (2018: £1,365) has been treated as a gift in kind.

Interest paid to Trustees in the year was £1,234 (2018: £3,063)

Amounts owed by the Trust to trustees and related parties at 31 March 2019:

	2019	2018
	£	£
Mrs J Cator	75,000	75,000
Mr R Davies	32,500	37,500
Mr D Mumford	-	20,000
Mr T Stewart	20,000	20,000
Mr J Caulcutt	5,000	5,000
Ms A Robinson	2,500	5,000
Mr J Holloway	1,000	1,000
Mr S Taggart	2,500	2,500
Mr T Keen	1,000	1,000
Mr H Cator	2,197,000	2,197,000
Mr A Head	-	152,000

During the year, amounts totalling £174,500 were waived by related parties on the above loans.

The group has received appearance fees of £Nil (2018: £72,931) from JST Australia, a separate legal entity with common trustees.

20 Funds

Group and Trust

Restricted funds	01-Apr 2018	Incoming Resources	Deferred Income	Outgoing resources	31-Mar 2019
	£	£	£	£	£
Ships maintenance fund	463,525	174,704	-	(101,608)	536,621
Assisted voyage fund	-	400,975	(251,609)	(149,366)	-
Pension deficit fund	11,000	-	-	-	11,000
	474,525	575,679	(251,609)	(250,974)	547,621
The movement in funds for the comparative period was:					
Ships maintenance fund	314,887	513,405	-	(364,767)	463,525
Assisted voyage fund	-	237,277	(221,271)	(16,006)	-
Pension deficit fund	11,000	-	-	-	11,000
	325,887	750,682	(221,271)	(380,773)	474,525

The ships maintenance fund represents amounts received for the continued maintenance of either of the group's two tall ships.

The bursaries received in the assisted voyage fund enable the Trust to operate subsidised voyages and youth training activities. These bursaries are only used for subsidising the cost of voyages as specified by donors and remain as deposits in advance until released as voyage income.

The pension deficit fund represents contributions received towards payment of the Trust's pension deficit liability.

21 Analysis of net assets between funds

Group

Fixed assets
Current assets
Current liabilities
Long term liabilities

Unrestricted Funds	Restricted Funds	Total
£	£	£
6,177,958	-	6,177,958
165,299	547,621	712,920
(2,373,554)	-	(2,373,554)
(3,321,020)	-	(3,321,020)
£648,683	£547,621	£1,196,304

The analysis of net assets for the comparative period was:

Group

Fixed assets
Current assets
Current liabilities
Long term liabilities

Unrestricted Funds	Restricted Funds	Total
£	£	£
6,373,473	-	6,373,473
117,935	474,525	592,460
(2,190,617)	-	(2,190,617)
(3,307,678)	-	(3,307,678)
993,113	474,525	1,467,638

22 Pension Costs and Pension Deficit Costs

The total pension costs charged to the SOFA account amounted to £63,453 (2018: £51,914).

The costs include contributions at varying rates to the Merchant Navy Officer's Pension Fund, a pension scheme for qualifying members which incorporates both defined benefit and defined contribution sections. The defined benefit scheme is exempt from the disclosures required under Section 28 of FRS 102 as a multi employer scheme, because the Trust is unable to identify its share of the underlying assets and liabilities of the scheme on a reasonable and consistent basis.

The latest Actuarial Valuation at 31 March 2012 reported a gross deficit of £492 million, and at that date previously agreed deficit contributions to be paid over by all scheme members had a value of £340 million, resulting in an adjusted deficit of £152 million.

Jubilee Sailing Trust Limited has entered into an agreement with the MNOPF in March 2014 and is paying monthly instalments of £3,500 per month, starting in February 2014 and ending in July 2023.

As required under FRS 102, a provision has been made for the agreed contributions to the deficit and the provision at the year end amounted to £167,000 (2018: £209,000).





A sea of possibilities



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