



Thrive.

An outcomes-focused
strategy for strengthening
support to seafarers



The Seafarers' Charity

Doing more for seafarers. And doing it even better.

From the Chair of the General Council



Thank you for taking the time to read this document. For over one hundred years, our charity has been supporting UK and international seafarers in their times of need. In order to do so for the next one hundred years, we must continue to evolve as we have done on many occasions before.

In this document, I hope you will be encouraged by our plan to move the organisation forward, ensuring we are fit for purpose in the post-COVID-19 world, which has demonstrated more abundantly than ever before, the world's reliance on the seafarer.

We have taken the time to root-and-branch critically assess ourselves. This has included our name and branding, our strategy and focus, our fundraising and grant making, and our structure. What has resulted is an exciting, updated, focused and energetic new organisation.


Over the next few pages, you will read how we are both updating our image while also recognising our heritage. We are making it clear for all to see where our focus will lie over the next four years and how we will deliver for our beneficiaries.

On behalf of the General Council, may I express the trustees' thanks to our Chief Executive, Catherine Spencer and her team for all their hard work over the last 18 months in getting to this exciting point in our evolution.

The need for our charity still very much exists. All of us associated with it are grateful for your support. Thank you.

A handwritten signature in black ink, appearing to read 'Paul Butterworth'.

Paul Butterworth MNI
Chair of the General Council



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Seafarers UK embarks on a new voyage as The Seafarers' Charity

We have a new identity and a new strategy to reduce seafarer hardship by identifying the systemic problems that create adversity to tackle them at the source.

We've been the UK's national maritime charity since 1917. We're still officially called the 'King George's Fund for Sailors', but, in 2005, we changed our working name to Seafarers UK.

Now we're embarking on our next voyage, reigniting our work and commitment to all who work at sea.

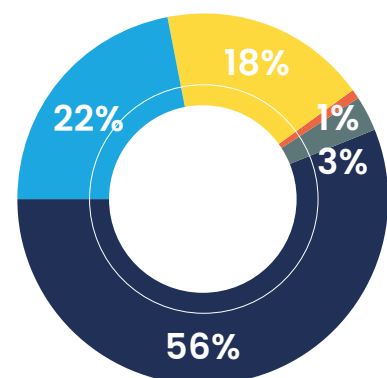
We hope you will agree that our fresh identity, 'The Seafarers' Charity', is an obvious progression from Seafarers UK.

From the first contact, our new name makes it clearer what we do and better reflects the international nature of seafaring.

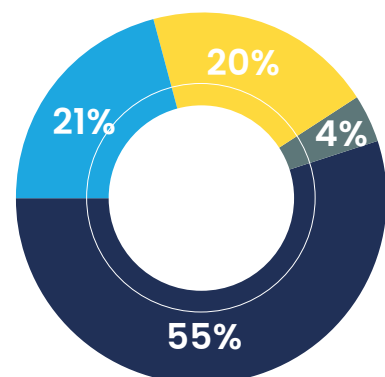
We're proud of the work we do in the United Kingdom and the funding of awards to organisations supporting international seafarers, particularly in the Commonwealth. Thus, we're reflecting our global outlook by the removal of the word 'UK', and we've added the word 'Charity' to make it clear who we are and what we do. We will continue to support the Merchant Navy and their families through the Merchant Navy Fund and rely on donations for this critical work.

The Seafarers' Charity recognises that the work of seafaring is international. We will continue to support seafarers in the UK and abroad as we have done since we were founded. In 2020, 78% of main grants awarded were to support seafarers in the UK, 22% supported international work.

2020 Main Grants by Location



2020 COVID-19 Grants by Location



- International
- England
- Wales
- Scotland
- UK-wide

Celebrating our heritage

We're reintroducing the use of 'King George's Fund for Sailors' as a stamp, alongside 'The Seafarers' Charity'. We are proud of our heritage and many of our loyal supporters still like 'KGFS'.

Through its inclusion, we commemorate our heritage and the thousands of seafarers whom we've helped since the First World War, when the need for a national maritime charity was first recognised.



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Increasing our fundraising potential – so that we can do more

The Seafarers' Charity better describes what we do, making it easier for us to fundraise, so that we can keep supporting seafarers. Anecdotally, we are often referred to as 'Seafarers', thus our new name is an evolution, not a revolution.

We made this change after a great deal of consultation. We kept rebranding costs to an absolute minimum. We concluded that not making the change was potentially more costly than keeping a misleading identity, which restricted our ability to seek funds from a wider donor pool.





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'Thrive' sets out an ambitious strategy for further reducing deprivation and need among all who work at sea.

Our new strategy will get to the core of issues and determine solutions to enable seafarers to live dignified lives. We want to fund preventative solutions, which keep seafarers free of hardship.

We will focus on five key strategic outcomes:



We will still help those who fall into difficulty, through grant awards to our delivery partners, but we'll also dive deeper into core problems to enable seafarers to thrive.

We hope you'll come on the journey with us, as we work harder to help seafarers and their families now and into the future by improving their lives through the removal of disadvantage and hardship.



Our vision has helped us develop our strategic outcomes and encapsulates what we want to achieve.

Vision

A world where seafarers and their families are valued and are free of need and disadvantage.

And we've developed an implementation plan to help us achieve the Mission set out below.

Mission

Tackling the disadvantages of a seafaring life by leading collaboration, funding, and advocacy to improve seafarers' lives.

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Our Values

We are a responsible and reliable organisation that seafarers, donors, and delivery partners can trust. Developed by everyone at The Seafarers' Charity, we live our values in our work with our partners and throughout our charity.

Integrity

We do the right thing. Compassion and transparency are embedded in how we work.

Collaborative

We inspire a culture of creative partnerships to achieve the best impact and outcomes.

Innovative

We embrace effective new ideas and ways of working.

Bold

We ensure impact through brave and well-considered decision-making.

Ensuring The Seafarers' Charity delivers value for money



Our organisational objectives will lead work to improve the organisation and help us achieve our Mission. This will ensure that we are an efficient, effective, and capable charity. We will continue to offer excellent value for money.

Our organisational objectives:

- Proactively work with delivery partners to gain maximum impact, through grant funding.
- Champion and promote innovation, excellence, creativity, and cooperation across the sector to enhance efficiency and effectiveness to deliver the best outcomes for seafarers.
- Advocate and campaign for real change to improve seafarers' life voyages.
- Collaborate on quality research to identify need and opportunity.
- Invest in our fundraising work to ensure we can support the seafarers of the past, present and future.
- Increase the visibility of our work to all audiences through a wide variety of media.



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Creating positive impact for seafarers

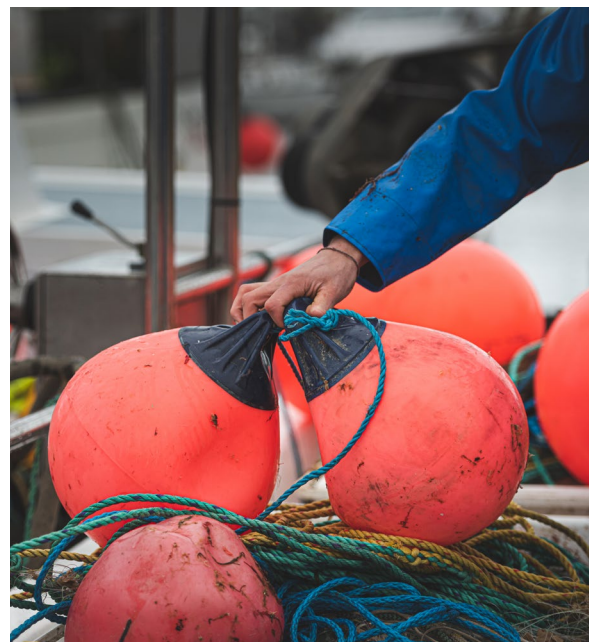
The Seafarers' Charity will ambitiously pursue a better future for seafarers. Through our new strategy, we will continue to deal with the challenges seafarers are facing immediately, as well as embracing innovation and collaboration.

We will provide **grant funding** for:

- welfare interventions, to support seafarers who are disadvantaged and experiencing hardship due to their seafaring life; and
- positive solutions, which empower seafarers to build a better life.

This will be combined with **collaboration**, **research**, and **advocacy** to create change, to reduce the hardships experienced by seafarers and to enable an environment in which seafarers have better lives.

We recognise that to reduce welfare need, disadvantage, and hardship, we must identify the circumstances that lead to a seafarer needing help. It is not enough to alleviate issues through repeatedly grant funding short-term interventions. We want to reduce need by **identifying the systemic problems** that create adversity to **tackle them at the source**.



Not all solutions are financial. Some of the challenges faced by seafarers need evidence and research to better understand the causes. Improved knowledge will enable and support better decisions and policy implementation by governments, industry, and the sector.

We need to support more efficient systems in our welfare charity network and use a 'theory of change' approach to removing the need.

Strategic outcomes to create better lives

Our innovative strategy is **outcomes-focused** and will ask more of everyone currently involved in the welfare, employment, and representation of seafarers to create real and positive change. We want to create solutions that tackle root causes.

We are focusing resources on achieving five long-term outcomes for seafarers to reduce the need and enable greater independence. Our traditional approach to alleviating hardship will evolve.

We will create visible improvement in the lives of seafarers and their families through the delivery of the well-considered strategic outcomes developed from an in-depth review of the needs of seafarers, the purpose of The Seafarers' Charity, and the needs of maritime welfare charities.

We will support our strategic outcomes through **collaboration**, **grant funding**, and **advocacy** to improve seafarers' lives and achieve a world where seafarers and their families are valued and are free of need and disadvantage.

Enhanced Financial Resilience

Seafarers and their families, at work and in retirement, have access to confidential and independent advice, information, and financial help during challenging times, which can support their economic resilience and build independence.

We will deliver this through information and advice lines, hardship and welfare grants, as well as access to business support for fishers.



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Strategic outcomes to create better lives

Better Working Lives at Sea

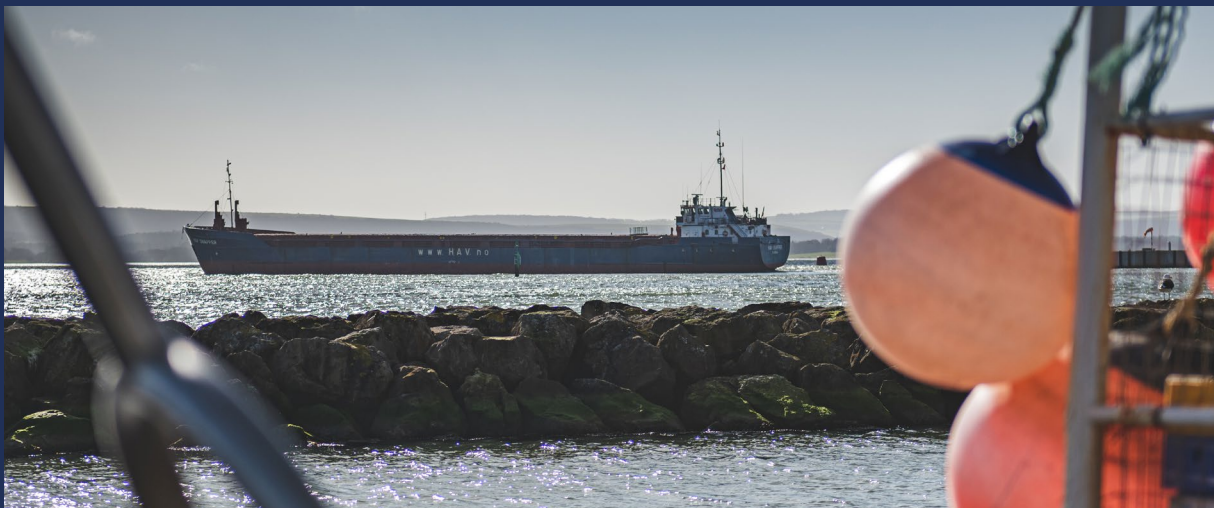
People working at sea are valued as key workers. They work within sustainable and ethical supply chains and are the backbone of the global economy.

We will deliver this through virtual and port-based welfare services via an international chain of seafarer centres, port welfare committees, and ship visitors.

Raised Safety Standards and Practices

Seafarers are kept safe and return from their seafaring voyages without experiencing accidents or harm.

We will deliver this through supporting better safety practices, risk reduction, and enhanced safety culture.





Improved Health and Wellbeing

Seafarers and their families can obtain health and welfare services that support their mental and physical health and wellbeing at the appropriate time and location; onboard and ashore, while at sea, and during retirement. This includes suitable retirement accommodation in the community of their choice.

We will deliver this through mental and physical health and wellbeing support, as well as accommodation and care homes, and initiatives to tackle loneliness and support relationships.

Increased Social Justice

Seafarers and their families have access to welfare services and programmes that are responsive to the unique needs of working at sea and provide support during retirement. This includes respect for diversity and cultural differences, reducing the fear of bullying or harassment, and supporting human rights.

We will deliver this through access to services and outreach programmes, as well as diversity and inclusivity. We will encourage understanding of the concept of human rights at sea.



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What does this mean for grant applications?

We will assess every grant and activity against our strategic outcomes to ensure that we deliver a positive impact.

We will continue to provide support to our existing delivery partners who deliver vital frontline services.

This will be complemented by new ways of working, which will enable seafarers to thrive and support independence.

We want to help seafarers who are currently struggling while working towards a better future, where need and hardship are alleviated.

Who do we support?

Our focus to 2024 will support currently or previously employed seafarers and their families.

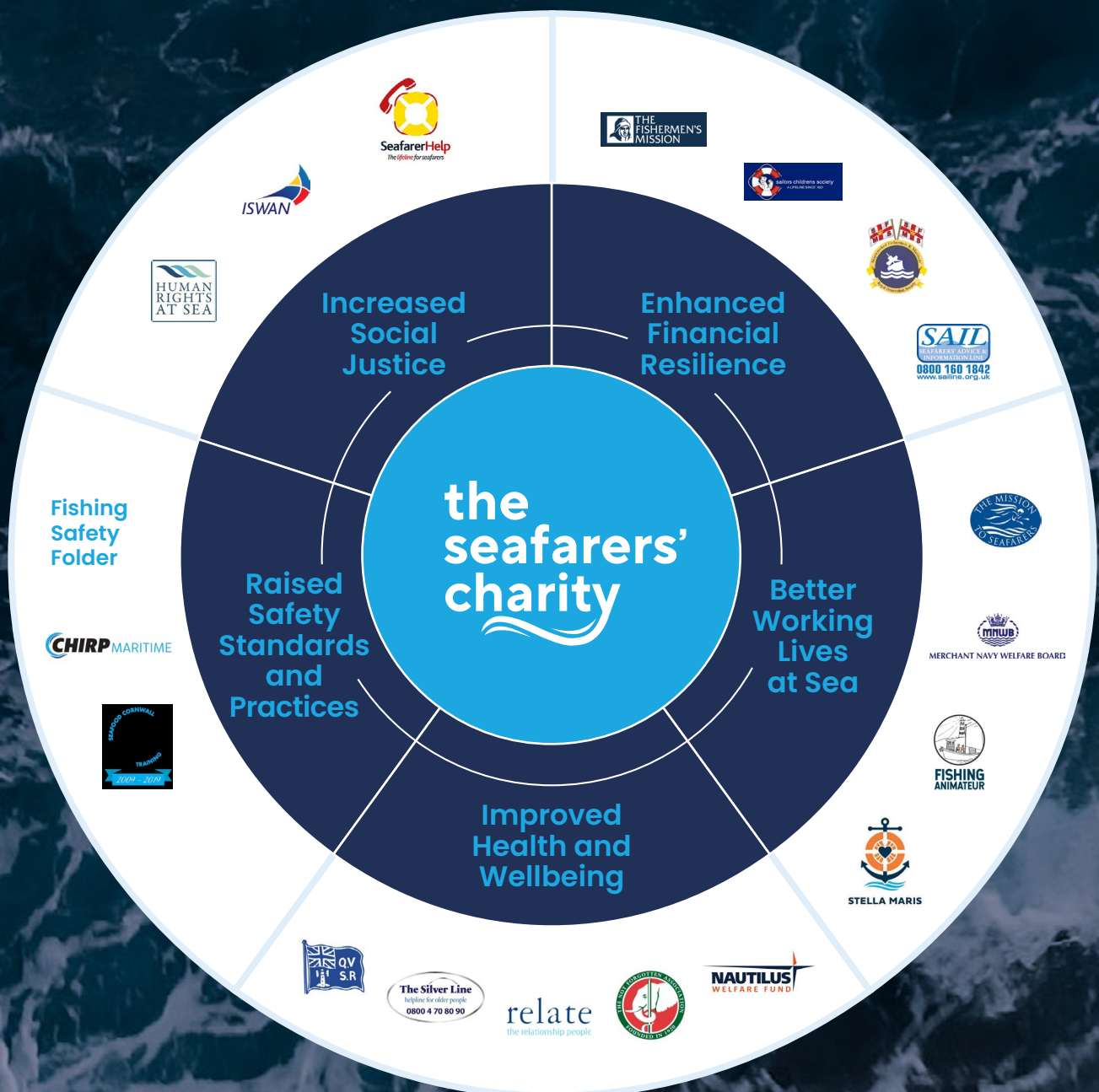
Employment may be as a merchant seafarer (including cargo ships and tankers, cruise ships, ferries, and professional yachts), in the UK fishing fleet, Royal Navy, or Royal Fleet Auxiliary. In addition, we will support people working on small workboats associated with harbours and the offshore industry, such as oil rigs and wind farms. We support seafarers' immediate dependants and those who have come ashore and/or retired from a seafaring life.

Seafaring is a global business – we support seafarers throughout the world and in the UK, and those who work in the UK fishing fleet.

'Our focus to 2024 will support currently or previously employed seafarers and their families.'

Supporting the Maritime Welfare Ecosystem

An example of some of our delivery partners, working with us to achieve better results for seafarers



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How we developed our new plan

To ensure that we thoroughly understood the needs of the seafarer, our existing charity, and the maritime welfare sector, we undertook an extensive review to map out the future. We consulted internal and external stakeholders. Work from September 2019 used a variety of methods to provide information and evidence to better understand how The Seafarers' Charity can better support seafarers through maritime welfare charities, other delivery partners, and advocacy.

- A review of information and communications from regular, new, and potential donors to gain understanding of what they want the charity to achieve;
- Consideration of existing research from the Maritime Charities Group, to understand the needs of seafarers;
- Application of the Theory of Change (National Council for Voluntary Organisations) model, which uncovered the ultimate impact needed to improve seafarers' lives, and enabled mapping-out activities and outcomes required to make that impact happen;
- Future Scenario Planning (Harper Professional Services), which encouraged the examination of possible changes to the maritime sector in the future, what needs should be anticipated, and how The Seafarers' Charity can best support seafarers through Maritime Welfare Charities;
- A SWOT analysis of all activities, which reviewed the strengths and weaknesses of the current structure, and opportunities and threats to consider when creating the new strategy;
- An External Stakeholder Survey and Research report, which provided information from the maritime welfare charity sector and other maritime organisations (Directory of Social Change). As well as providing information, we asked questions that tested the reaction to our strategic intent.
Of the 51 maritime stakeholders who responded:
 - o 100% agreed that The Seafarers' Charity has an important role to play in enhancing and strengthening the maritime welfare charity sector so that it can respond to the existing and emerging needs of seafarers.
 - o 100% agreed that The Seafarers' Charity is a conduit and connector that helps to join up different parts of the maritime sector.
 - o 100% of long-term delivery partners and new delivery partners either agreed or strongly agreed that The Seafarers' Charity has an important role to play in enhancing and strengthening the maritime welfare charity sector so that it can respond to the existing and emerging needs of seafarers.
- An away day, which invited colleagues to determine our Vision, Mission, and Values; and
- Analysis of the fundraising needs of The Seafarers' Charity, which revealed a need to provide focus and realign our name to match our purpose.



Measuring success

The strategic plan has guided the creation of our implementation and reporting plan.

The implementation and reporting plan sets out our objectives. We will persistently measure our performance to ensure we deliver impact.

Key Performance Indicators will be reported to The Seafarers' Charity's General Council.

The General Council and Senior Leadership Team will evaluate performance to keep our plan on track.



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