



MARY SEACOLE TRUST

Impact Report and Strategic Plan

Review period: March 2021 to December 2025

Strategic period: 2026 to 2029

Organisation	Mary Seacole Trust
Registered charity number	1103862
Document status	Reviewed draft for trustee approval
Document date	January 2026

Purpose of this document

This combined report summarises the Trust's activity and impact during 2021–2025 and sets out strategic priorities for 2026–2029. It is structured to support transparent charity reporting, but it does not replace the trustees' annual report and accounts required for each financial year.

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1. Chair's overview

This report describes a period in which the Mary Seacole Trust continued to promote Mary Seacole's legacy through education, leadership, youth engagement, memorial stewardship and partnership working. The period was shaped by the continuing social and economic effects of the COVID-19 pandemic, increased recognition of the importance of equity and representation in public life, and the enduring relevance of Mary Seacole's values of compassion, resilience and leadership.

The report reviews activities and achievements from March 2021 to December 2025 and sets out the Trust's priorities for 2026–2029. The next phase will focus on stronger governance, sustainable funding, measurable public benefit, renewed member engagement and wider educational reach.

2. About the Mary Seacole Trust

2.1 Vision

The Mary Seacole Trust's vision is to promote Mary Seacole as a source of inspiration for a fair, diverse and inclusive society, never again to be hidden from history.

2.2 Charitable objectives

- Advance public education about the life, work and achievements of Mary Seacole, the Jamaican-born nurse who overcame racism and injustice and nursed soldiers during the Crimean War.
- Ensure the maintenance of the permanent public memorial to Mary Seacole in the garden of St Thomas' Hospital.
- Promote Mary Seacole as a role model, supporting people who tackle social challenges or inequality, with a focus on young people, good citizenship, entrepreneurship and achievement.
- Build on Mary Seacole's legacy and campaign for fairness and equality, promoting diverse leadership in private and public service, including, but not limited to, the NHS in the United Kingdom.

2.3 How the Trust delivers its purpose

- Education and public engagement
- Leadership and storytelling programmes
- Youth engagement
- Memorial and heritage stewardship
- Partnerships, communications and advocacy

3. Public benefit and charitable purpose

Proposed statement for trustee approval: In planning and reviewing the Trust's activities, the trustees have had regard to the Charity Commission's guidance on public benefit. The activities described in this report are intended to advance the Trust's charitable objectives by increasing public understanding of Mary Seacole's contribution, supporting inclusive leadership, engaging children and young people, preserving memorials and heritage, and promoting fairness and equality.

3.1 Intended beneficiaries and public benefit

Area	Primary beneficiaries	Intended public benefit
Education and heritage	The general public, pupils, students and educators	Greater knowledge of Mary Seacole's life, values and contribution.
Leadership	Nurses, midwives and healthcare leaders, particularly those from ethnically diverse backgrounds	Stronger inclusive leadership and action to address health inequalities.
Youth engagement	Children and young people	Increased confidence, citizenship, aspiration and connection with Mary Seacole's values.
Memorial stewardship	The public and future generations	Preservation of accessible places of remembrance and learning.

Area	Primary beneficiaries	Intended public benefit
Partnerships and communications	Communities, institutions and public audiences	Wider access to educational content and opportunities to participate.

Evidence and proportionality

Where impact figures are used, the Trust should retain supporting records and distinguish clearly between outputs, such as participant numbers, and outcomes, such as changes in knowledge, confidence or practice.

4. Governance, leadership and people

4.1 Leadership changes during the period

The Trust sought to appoint new trustees and leaders to strengthen representation from the NHS and nursing profession. Felicia Kwaku OBE, Dr (H.C) Hon became Chair in June 2025, succeeding Dr Trevor Sterling (Hon. causa).

New trustees

- Felicia Kwaku OBE, Dr (H.C) Hon, Chair
- Elizabeth Pearson, Co-Vice-Chair
- Charmaine Case, Co-Vice-Chair
- Jennifer Caguioa MBE

Trustees retiring during the period

- Dr Trevor Sterling (Hon. causa)
- Lisa Rodrigues CBE
- Jermaine Sterling
- Mark Douglas
- Sophie Winstanley

New Life Patrons and Ambassadors

- Dr Trevor Sterling (Hon. causa), Life Patron
- Lisa Rodrigues CBE, Life Patron
- Dr Joan Myers OBE, QN, Ambassador

4.2 Current leadership and supporters

Life Patrons

- Lord Clive Soley
- Professor Dame Elizabeth Anionwu DBE CBE FRCN
- Dr Trevor Sterling (Hon. causa)
- Lisa Rodrigues CBE

Trustees

- Dawn Hill CBE, President
- Felicia Kwaku OBE, Dr (H.C) Hon, Chair
- Elizabeth Pearson, Co-Vice-Chair
- Charmaine Case, Co-Vice-Chair
- Jennifer Caguioa MBE
- Jean Gray
- Colonel David Bates ARRC
- Dr Habib Naqvi MBE

Ambassadors

- Martin Griffiths CBE
- Dr Joan Myers OBE, QN

4.3 Volunteers

The Trust is supported by volunteers who assist with the charity's day-to-day activities and key projects.

4.4 Governance information to complete before publication

- Legal structure and governing document: [In place and to be reviewed by end of year 2026].
- Trustee recruitment, appointment, induction and training arrangements: [Documents completed in 2026].
- Decision-making and delegated authority arrangements: [To be reviewed].
- Management of conflicts of interest: [Policy drafted and board sign off 2026].
- Risk management arrangements and principal risks: [Risk register implemented 2026].
- Safeguarding oversight and incident-reporting arrangements: [Safeguarding policy drafted & awaiting board sign – off].

5. Activities, achievements and impact, 2021–2025

5.1 Diversity and leadership

Year of the Nurse and the Midwife digital resource

Launched in June 2021 in partnership with NHS England, this online resource celebrates nurses and midwives from ethnic communities. It hosts articles, videos and podcasts, with perspectives ranging from newly qualified professionals to senior leaders, alongside historical content and reflections on significant events in 2020.

Mary Seacole Leadership Programme

The Trust continued its partnership with the Florence Nightingale Foundation to deliver the Mary Seacole Leadership Programme. The programme supported nurses and midwives from ethnically diverse backgrounds to address health inequalities and promote inclusion in healthcare leadership. Between 2021 and 2024, more than 70 participants completed the programme and implemented projects focused on reducing health disparities and improving patient outcomes.

Mary Seacole & Me Storytellers

Delivered in 2024, this initiative engaged internationally recruited nurses and midwives. Thirteen nurses received training and tools to become charity ambassadors and share their experiences and Mary Seacole's legacy across hospitals, universities and schools. The initiative was designed to extend the Trust's educational reach and highlight the contribution of modern-day "Marys" to UK healthcare.

5.2 Inspiring young people

Young Seacole Ambassadors Competition

The competition and awards ceremony invited children to identify Mary Seacole's qualities in themselves and others. Initially focused on Lambeth and Southwark, it later expanded nationally to primary and secondary school pupils and was delivered in 2023 and 2024.

School engagement

Trustees and Ambassadors delivered talks and presentations in schools. The source draft states that these activities reached thousands of pupils and students. Before publication, the Trust should confirm the figure and retain supporting attendance or school records.

PAORINHER Sports Academy, Uganda

In December 2021, the Trust sponsored the PAORINHER Sports Academy to send 46 players from the PAORINHER orphanage and school to compete in the under-11, under-13 and under-15 categories of the Chipkizi Cup, the Eastern Africa Schools Soccer Championships, in Tanzania. The Academy supports children affected by the conflict in Northern Uganda. The source draft reports that some pupils subsequently progressed in football training and won scholarships to train in Europe, and that the Academy expanded to include girls' football, hockey and netball. These outcome claims should be verified before publication.

5.3 Memorials and heritage

Mary Seacole memorial statue

The Trust continued to act as custodian of the Mary Seacole memorial statue at St Thomas' Hospital, overseeing repairs, maintenance, insurance and preservation. Corporate sponsorship from Frenkel Topping Group supported annual maintenance costs. Following vandalism in August 2024, the Trust worked with St Thomas' Hospital to arrange cleaning within seven days and secure funding for the work.

The Trust has also sought funding for stonework repairs through a grant from Guy's and St Thomas' Foundation and explored options for repairing the memorial plaque. The statue remains a focal point for public reflection on Windrush Day, during Black History Month and on Remembrance Sunday.

Mary Seacole commemorative coin

Following collaboration with the Trust, The Royal Mint launched a commemorative £5 coin honouring Mary Seacole in October 2023. The coin was designed by Martin Jennings, who also sculpted the statue, and Sandra Deiana, and features Mary Seacole's portrait.

6. Communications and partnerships

6.1 Website and media

The Trust enhanced its website, social media and public-event communications, including educational content and project updates. The source draft records the following platform figures and activity dates. These should be refreshed immediately before publication.

Platform	Recorded audience	Last activity recorded in source draft
X, formerly Twitter	8,500 followers	27 April 2025
Facebook	2,100 followers	4 July 2025
Instagram	1,819 followers	18 July 2025
LinkedIn	1,000 followers	Not stated

The Trust decided to transition gradually from X to Bluesky. It also maintained relationships with nursing media, journals and national media contacts.

6.2 Membership

The source draft records 750 people subscribed to receive communications. It also notes that this membership list had not been actively used since approximately October 2020. Re-engagement is therefore included as a strategic priority. Consent, privacy information and communication preferences should be checked before renewed contact.

6.3 Partnerships and heritage links

- Continued collaboration with NHS England on projects including Storytellers and Caring for the Nation.
- Engagement with educational partners, community groups, nursing journals and awards, including the Student Nursing Times Awards.
- Presentations, awards, unveilings, exhibitions, plays and awareness initiatives celebrating Mary Seacole's life and influence.
- Support for St George's Hall Charitable Trust's campaign for a Mary Seacole statue and educational resources in Liverpool.
- Links with the Mary Seacole Foundation and the Jamaican High Commission, including a 2023 visit connected with Mary Seacole Day and the commemorative coin.
- Support for the Mary Seacole Memorial Association's fundraising for repairs to Mary Seacole's grave.
- An ambition to reconnect with the PAORINHER orphanage, schools and academy in Northern Uganda, subject to due diligence, safeguarding, funding and trustee approval.

6.4 Military affiliation

The Trust has previously engaged with Headquarters London District, 256 Field Hospital, now the Multirole Medical Regiment, and the Victoria Cross and George Cross Association. For the 10th anniversary of the statue in 2026, the Trust aims to rebuild these relationships, consider signing the Armed Forces Covenant and explore an application to the Ministry of Defence Employer Recognition Scheme.

7. Financial review

The Trust maintained compliance with Charity Commission reporting obligations during 2021–2024.

Fundraising sources have included donations, grants and corporate sponsorship.

A summary of the Charity’s income and expenditure by FY are set out below:-

Fundraising sources included donations, grants and corporate sponsorship.

7.1 Summary of income and expenditure

Financial year	Income	Expenditure
2021/22	£9,919	£7,619
2022/23	£9,940	£8,627
2023/24	£1,790	£15,853
2024/25	£8,139	£15,960

7.2 Financial disclosures to complete

- Explain the principal sources of income and the main categories of expenditure.
- Explain the reasons for material annual variances, particularly where expenditure exceeded income.
- State the reserves policy, the level of reserves held and whether the target was met.
- Describe any material uncertainties affecting financial sustainability.
- State whether any funds were restricted, designated or held as custodian trustee.
- Cross-reference the relevant independently examined or audited accounts.

8. Strategic priorities, 2026–2029

The next strategic period will focus on organisational sustainability, partnership development and measurable public benefit.

Governance and assurance

- Maintain an annual governance calendar and policy review cycle.
- Deliver formal trustee induction and ongoing training.
- Strengthen risk, safeguarding, conflicts and financial oversight.
- Report annually on progress, public benefit and impact.

Financial sustainability and fundraising

- Develop a proportionate fundraising strategy.
- Diversify income through donations, grants, sponsorship and partnerships.
- Set and monitor a reserves policy and sustainable funding targets.

Leadership, storytelling and alumni

- Strengthen leadership and storytelling programmes across healthcare and education.
- Develop engagement with programme alumni and Mary Seacole scholars.
- Establish a lecture series, subject to resources and trustee approval.

Education and youth engagement

- Develop a national educational resource based on Mary Seacole's values.
- Produce a resource pack for schools and community settings.
- Use flexible engagement approaches with children and adolescents across projects.

Memorials and heritage

- Maintain and repair the statue, plaque and associated heritage assets.
- Support the Mary Seacole Memorial Association's fundraising for the grave.
- Improve access to information through QR codes and online resources.

Digital communications and membership

- Refresh the website and improve interactivity and accessibility.
- Implement a social media strategy and content plan.
- Re-engage members using lawful, consent-based communications.
- Increase the Trust's national and international profile.

Partnerships and participation

- Deepen relationships with NHS trusts, military nursing, educational bodies and community organisations.
- Continue support for relevant awards and public events.
- Recruit and support volunteers for communications, fundraising and project delivery.

8.1 Performance framework

Priority	Measure	Evidence source	Review frequency
Governance	Policies reviewed; trustee training completed	Board minutes and governance tracker	Quarterly
Financial sustainability	Income by source; unrestricted reserves; fundraising progress	Management accounts and fundraising tracker	Quarterly
Programmes	Participants, completion and reported outcomes	Programme records and evaluation	After each programme
Education	Schools, learners and resources used	Attendance and feedback records	Six-monthly
Digital reach	Website, email and social engagement	Platform analytics	Quarterly
Memorials	Maintenance, repairs and funding milestones	Asset and project records	Bi - monthly

9. Trustee approval and declaration

The trustees are responsible for the preparation and accuracy of this report. By approving the final version, they will confirm that the activities described have been reviewed against the Trust's charitable objectives and intended public benefit. The final report should be approved by the Board before publication.

Approved by the trustees on	26 January 2026
Name	Felicia Kwaku
Role	Chair
Signature	
Board minute reference	March/April 2026

Appendix 1. Administrative and reference details

Item	Details
Charity name	Mary Seacole Trust
Registered charity number	1103862
Principal address	c/o Moore Barlow Solicitors, Frameworks, 2 Sheen Road, Richmond TW9 1AE
Email	contact@maryseacoletrust.org.uk
Website	www.maryseacoletrust.org.uk

Reference framework used for this review

- Charity Commission guidance on preparing a trustees' annual report.
- Charity Commission public benefit reporting guidance.
- Applicable charity accounting and reporting requirements for the relevant financial period.
- The Charity Governance Code as a voluntary good-practice framework, used proportionately.